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## MEMORANDUM

**To:** Julio Frenk  
University President

**From:** Tomás A. Salerno  
Chair, Faculty Senate

**Date:** February 5, 2018

**Subject:** Faculty Senate Legislation #2017-20 (B) – Restructure and Change the Name of the Master of Science in Management Studies Degree TO the Master of Science in Management Degree, Business School

[Reference Legislation #2017-17 – #2017-19, and #2017-21 through #2017-23]

\*\*\*\*\*

The Faculty Senate, at its January 31, 2018 meeting, voted unanimously to approve the proposal of the Business School to change the name of the Master of Science in Management Studies degree to the Master of Science in Management degree and to restructure the curriculum. Market demand and feedback from the program's faculty and students resulted in changing the degree name and curriculum so that it conforms to the commonly accepted practices at peer institutions. The curriculum changes are necessary to accommodate the changes to the Certificate in Business Administration since the certificate program is embedded within the master's program.

As noted in the materials, the current Master of Science in Management Studies program requires completion of 30-credit hours that include 16-credit hours from the embedded Certificate of Business Administration curriculum and 8-credit hours from the embedded Certificate in Leadership curriculum. Following the change in credits of the Certificate in Business Administration, the curriculum will change from four 4-credit hour courses to seven existing 2-credit hour disciplinary courses as outlined in the enclosure.

This legislation is sent to you for your action.


TAS/rh

Enclosure

cc: Jeffrey Duerk, Executive Vice President and Provost  
John Quelch, Dean, Business School  
Guillermo Prado, Dean, Graduate School  
Patricia Abril, Professor and Vice Dean, Business School

**CAPSULE:** Faculty Senate Legislation #2017-20(B) – Restructure and Change the Name of the Master of Science in Management Studies Degree TO the Master of Science in Management Degree, Business School

**PRESIDENT'S RESPONSE**

APPROVED:  DATE: 2/13/18  
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean John Quelch

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY (Pending any additional required Board of Trustees approval)

NOT APPROVED AND REFERRED TO: \_\_\_\_\_

REMARKS (IF NOT APPROVED): \_\_\_\_\_



Proposals are to be submitted in the following order as applicable: to the Office of Assessment and Accreditation (OAA), for academic programs (allow 2 weeks for a response), the Graduate Council (for graduate programs excluding Law and Medical) (allow 1 week for response), if applicable, and the Faculty Senate.

Refer to the Graduate Council's Procedures for Program Changes document for information on the approvals and notifications needed for Graduate program changes and the Proposal Submissions Specifications document for an explanation of the process and a list of the materials required.

(Please note that change approvals can take 2 semesters to complete.)

Include this checklist at the beginning of each proposal. (Complete the information below, save the form as a pdf, and insert it with the background materials that are specified, in the order listed, and send the package in 1-pdf document electronically as noted above.)

KEY CONTACT PERSONNEL INFORMATION

Form fields for First Name (Patricia), Last Name (Abril), and Proponent's Title (Vice Dean).

Form fields for Department, if applicable (Graduate Business Programs) and School/College (Business).

Form fields for E-mail (pabril@miami.edu) and Phone (305-284-6999).

Title of Proposal field containing: Miami Business School | Graduate Business Programs | Proposed Changes Contact: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs pabril@bus.miami.edu 305-284-6999

(-continue to next page-)

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## MANDATORY MEMORANDA AND FORMAT

*Please check that each item listed below is included in the proposal package of materials. The applicable title (i.e. Letter of Explanation, Memo from the Dean, etc. ) must precede each section in the materials.*

Only proposals conforming to this format will be accepted.

### 1. This completed checklist.

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### 2. Letter of explanation. (2-3 pages only, double spaced, 12 pt font)

Yes     No

If no, explain why.

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### 3. A memo from the Dean(s) 1) signifying approval and, 2) signifying approval of the faculty of the relevant School(s) / Colleges(s).

Yes     No

If no, explain why.

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### 4. A memo that all affected or relevant School / College Council(s) have approved.

Yes     No

If no, explain why.

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5. A memo from the department chair(s) signifying approval of the faculty of the relevant department(s).

- Yes     No

If no, explain why.

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6. A memo from the Office of Accreditation and Assessment (OAA) if the proposal involves academic programs (degrees, certificates, majors, minors, concentrations, specializations, tracks, etc.) such as new programs, closing programs, or program changes (such as changes in requirements, program length, modality, name, location).

*(To be submitted by OAA to the Graduate Council or the Faculty Senate, as appropriate.)*

- Applicable     Not applicable.

If not, explain why.

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7. A memo from the Graduate School Dean signifying approval of the Graduate Council (for graduate programs only, excluding Law and Medical).

*(To be submitted to the Faculty Senate by the Graduate Council.)*

- Applicable     Not applicable.

If not, explain why.

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8. Academic Deans Policy Council (ADPC) approval, for interdisciplinary issues and as appropriate. Please consult with the Dean of the Graduate School or the Secretary of the Faculty Senate to check if this is needed prior to submission.

- Yes     No

If no, explain why.

None of the proposals involve interdisciplinary issues.

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**9. Additional required documents as listed on the "Proposal Submissions Specifications," i.e. market analysis, budget information, assessment of library collections, etc. as specified.**

List additional documents included.

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End form.



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**GRADUATE BUSINESS PROGRAMS  
PROPOSED CHANGES**

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Contact: Patricia Sánchez Abril, Vice Dean  
Graduate Business Programs  
[pabril@bus.miami.edu](mailto:pabril@bus.miami.edu)  
305-284-6999



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UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



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**Patricia Sánchez Abril**  
Vice Dean  
Graduate Business Programs & Executive Education  
Professor, Business Law

January 8, 2018

The John Knoblock Faculty Senate Office  
325 Ashe Administration Building  
Coral Gables, Florida 33146

Dear Faculty Senate members:

The Miami Business School has undertaken a comprehensive curriculum review in an effort to improve, update, and optimize its program offerings.

The following twelve proposals are the result of a four-month long process that began with focus groups in each of our graduate programs. Focus groups included input from faculty and staff, students, recruiters, employers, corporate partners, and our Board of Overseers.

Respectfully,

A handwritten signature in black ink, appearing to be 'PSA'.

Patricia Sánchez Abril  
Vice Dean, Graduate Business Programs  
Miami Business School

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: John Quelch, Dean, School of Business Administration 

Subject: Support for School of Business Administration Proposals

Date: December 7, 2017

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This memo is to document my support for the proposed changes listed below.

- Removal of Concentrations: Full-Time Two-Year MBA Program
- Name Change: Global Executive MBA
- Name Change: Graduate Business Certificate
- Name Change: Master of Science in Management
- Name Change: Master in International Business
- Credit Change: Graduate Business Certificate
- Credit Change: Master in International Business
- Curriculum Change: Graduate Business Certificate
- Curriculum Change: Certificate in Leadership
- Curriculum Change: Master of Science in Business Analytics
- Curriculum Change: Master of Science in Management
- Curriculum Change: Master in International Business

Thank you.




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graduateschool@miami.edu

## MEMORANDUM

DATE: January 19, 2018

TO: Tomas Salerno  
Chair, Faculty Senate

FROM: Guillermo ("Willy") Prado   
Dean, The Graduate School

SUBJECT: Changes to the Graduate Business Program

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The Miami Business School submitted a proposal for the following changes:

- Removal of concentrations in the full-time Two-Year MBA Program
- Name change from Miami Global Executive MBA for the Americas to Global Executive MBA
- Name change from the Certificate in Business Administration to Graduate Business Certificate
- Name change from the Master of Science in Management Studies to Master of Science in Management
- Name change from the Master in International Business Studies to Master in International Business
- Credit change in the Graduate Business Certificate
- Credit change in the Master in International Business
- Curriculum change in the Graduate Business Certificate
- Curriculum change in the Certificate in Leadership
- Curriculum change in the Master of Science in Business Analytics
- Curriculum change in the Master of Science in Management
- Curriculum change in the Master in International Business

The request was discussed at the meeting of the Graduate Council on Tuesday, January 16, 2018, and no concerns were expressed by the Council members.

cc: John Quelch, Dean, Miami Business School  
Patricia Abril, Vice Dean, Miami Business School  
Office of Planning, Institutional Research and Assessment

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UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: W. Brian Barrett, Speaker of the Council, School Council

Subject: Approval of Proposed Changes

Date: December 7, 2017

A handwritten signature in black ink, appearing to read 'W. Brian Barrett', written over the printed name in the 'FROM' field.

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The School Council, at its December 1, 2017 meeting, had no objection to the proposals listed below.

- Removal of Concentrations: Full-Time Two-Year MBA Program
- Name Change: Miami Global Executive MBA for the Americas TO Global Executive MBA
- Name Change: Certificate in Business Administration TO Graduate Business Certificate
- Name Change: Master of Science in Management Studies TO Master of Science in Management
- Name Change: Master in International Business Studies TO Master in International Business
- Credit Change: Graduate Business Certificate
- Credit Change: Master in International Business
- Curriculum Change: Graduate Business Certificate
- Curriculum Change: Certificate in Leadership
- Curriculum Change: Master of Science in Business Analytics
- Curriculum Change: Master of Science in Management
- Curriculum Change: Master in International Business

Thank you.



UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Anuj Mehrotra, Senior Vice Dean, Vice Dean, Faculty Development &  
Research

Subject: Notification of Proposed Changes

Date: December 13, 2017

A handwritten signature in black ink, appearing to read 'Anuj Mehrotra', with a large flourish at the end.

---

The Department Chairs, at their December 13, 2017 meeting, were notified of the proposals listed below and expressed no concern.

- Removal of Concentrations: Full-Time Two-Year MBA Program
- Name Change: Miami Global Executive MBA for the Americas TO Global Executive MBA
- Name Change: Certificate in Business Administration TO Graduate Business Certificate
- Name Change: Master of Science in Management Studies TO Master of Science in Management
- Name Change: Master in International Business Studies TO Master in International Business
- Credit Change: Graduate Business Certificate
- Credit Change: Master in International Business
- Curriculum Change: Graduate Business Certificate
- Curriculum Change: Certificate in Leadership
- Curriculum Change: Master of Science in Business Analytics
- Curriculum Change: Master of Science in Management
- Curriculum Change: Master in International Business

Thank you.



Linda L. Neider, Ph.D.  
Professor

Department of Management  
5250 University Drive  
Coral Gables, FL 33146

Phone: 305-284-6123  
Fax: 305-284-3655  
lneider@miami.edu

MEMORANDUM

November 21, 2017

TO: ✓ Dr. Patricia Abril  
Vice Dean, Graduate Business Programs and Executive Education  
  
School Council, via: Ms. Blanca Ripoll, Secretary to School Council

FROM: Dr. Linda L. Neider  
Chair, Department of Management

SUBJECT: Department Votes on Graduate Program Issues

The Department of Management faculty voted unanimously to approve the following:

- ◆ MGT616/Foundations in Organizational Management Consulting
- ◆ MGT642/Supply Chain Analytics
- ◆ Change of name from MS in Management Studies to MS in Management
- ◆ A certificate in Leadership with the following classes:
  - MGT617/Leading Across Cultures (2 credits)
  - MGT621/High Performance Leadership (2 credits)
  - MGT622/High Performance Teams (2 credits)
  
  - MGT618/Leading Change (2 credits) or
  - MGT623/Human Resource Systems (2 credits)
- ◆ Elimination of the 4 credit BUS classes, substituting 2 credit area classes, as listed, in the ad hoc committee proposal




Department of Management Science  
5250 University Drive, KE 401  
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**MEMORANDUM**

November 27, 2017

**TO:** Dr. Patricia Abril  
Vice Dean, Graduate Business Programs and Executive Education  
  
School Council, via: Ms. Blanca Ripoll, Secretary to School Council

**FROM:** Dr. Yongtao Guan   
Chair, Department of Management Science

**SUBJECT:** Department Votes on Graduate Program Issues

The Department of Management Science faculty voted to approve the following:

- ◆ Curriculum Change for the MSBA program
- ◆ MAS 627 Programming for Data Analytics
- ◆ MAS642 Supply Chain Analytics





**MEMORANDUM**

**DATE:** January 5, 2018

**TO:** Patricia Sanchez Abril, Vice Dean  
School of Business

**FROM:** Patty Murphy, Executive Director   
Office of Assessment and Accreditation

**RE:** Removal of Concentrations from FT Two-Year MBA Program

On December 18, 2017, the School of Business notified my office of its intent to remove the optional concentrations from the existing full-time, two-year MBA program (academic plan code: BUSA\_MBA) in favor of electives. This change is being made in response to input from key constituencies including alumni, current students, and employers. The proposed change will provide students with greater flexibility and add more breadth to their curriculum.

The full-time, two-year MBA program requires successful completion of 56 credit hours including 22 credit hours of electives. To complete the electives, students may choose to pursue an optional concentration. The program currently offers the following optional concentrations in Business Technology, Finance, International Business, Management, Management Science, Marketing, Mergers and Acquisitions, and Real Estate. The proposal will eliminate these concentrations. Instead, students will simply choose electives.

This proposal does not “represent a significant departure, either in content or method of delivery” from what we are currently approved by SACSCOC to offer due to the following:

- The proposed change does not affect the program length and the program length meets the SACSCOC requirement of a minimum of 30 credit hours for a graduate program.
- The proposed change does not affect the degree requirements as the concentrations were optional.
- No new courses will be offered as a result of these changes.
- No new faculty will be hired as a result of these changes.
- No changes are proposed in the modality of the program.
- The graduate program still covers the literature in the field through its required coursework.
- The graduate program still ensures appropriate professional practice and training experiences through a required summer internship (noncredit) and required coursework on career development.

SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at [pattymurphy@miami.edu](mailto:pattymurphy@miami.edu) or (305) 284-3276.

**CC: Faculty Senate**  
**Guillermo Prado, Dean of the Graduate School**  
**John Quelch, Dean of the School of Business**  
**Alexander Mas, Assistant Director, School of Business**  
**Linda Neider, Professor and Department Chair, School of Business**  
**Karen Beckett, University Registrar**  
**Ray Nault, Executive Director of Student Financial Assistance and Employment**



**MEMORANDUM**

**DATE:** January 5, 2018

**TO:** Patricia Sanchez Abril, Vice Dean  
School of Business

**FROM:** Patty Murphy, Executive Director  
Office of Assessment and Accreditation *PBM*

**RE:** Name Change for Miami Global Executive MBA for the Americas Program

On December 18, 2017, the School of Business notified my office of its intent to change the name of the Miami Global Executive MBA for the Americas program (academic plan code: MBAA\_MBA) to the Global Executive MBA program. Please note that this is a program name change only; the academic credential, Master of Business Administration (MBA), earned through the program will remain the same. This change is being made to alleviate confusion among prospective students, to align better with the program's curriculum, and to conform to commonly accepted practice at peer institutions.

The Miami Global Executive MBA for the Americas program is a hybrid program designed for senior executives. The program requires successful completion of 45 credit hours through blended face-to-face on-campus modules and distance learning.

The proposed name change does not "represent a significant departure, either in content or method of delivery" from what we are currently approved by SACSCOC to offer due to the following:

- The proposed change does not affect the program length and the program length meets the SACSCOC requirement of a minimum of 30 credit hours for a graduate program.
- The proposed change does not affect the degree requirements as no changes to the curriculum are being proposed.
- No new courses will be offered as a result of the proposed change.
- No new faculty will be hired as a result of the proposed change.
- No changes are proposed in the modality of the program.
- The graduate program still covers the literature in the field through its required coursework.
- The graduate program still ensures appropriate professional practice and training experiences through a required Integrated Business Project (BUS 656).

SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at [pattymurphy@miami.edu](mailto:pattymurphy@miami.edu) or (305) 284-3276.

**CC: Faculty Senate**  
**Guillermo Prado, Dean of the Graduate School**  
**John Quelch, Dean of the School of Business**  
**Alexander Mas, Assistant Director, School of Business**  
**Linda Neider, Professor and Department Chair, School of Business**  
**Karen Beckett, University Registrar**  
**Ray Nault, Executive Director of Student Financial Assistance and Employment**



**MEMORANDUM**

**DATE:** January 5, 2018

**TO:** Patricia Sanchez Abril, Vice Dean  
School of Business

**FROM:** Patty Murphy, Executive Director  
Office of Assessment and Accreditation 

**RE:** Name Change and Restructuring of Certificate in Business Administration

On December 18, 2017, the School of Business notified my office of its intent to change the name of the (graduate) Certificate in Business Administration program (academic plan code: GBCT\_CBUM) to the Graduate Business Certificate program, to reduce the program length from 16 credit hours to 14 credit hours, and to completely restructure the curriculum from four 4-credit-hour courses to seven 2-credit-hour courses. Please note that the proposed name change is a program name change only; the academic credential, Certificate, earned through the program will remain the same in compliance with University standards. The proposed name change is being made to distinguish the credit-bearing certificate from non-credit certificates offered through the School's Executive Education program and to update the name. The proposed changes in the program length and curriculum are being made based on the market demand, feedback from program faculty and students, and to conform to commonly accepted practice at peer institutions.

The current Certificate in Business Administration program is a graduate certificate that requires successful completion of four (4-credit-hour) required, interdisciplinary courses (BUS 630, BUS 631, BUS 632, and BUS 633). The proposed Graduate Business Certificate program will replace these four courses with seven existing 2-credit disciplinary courses which cover the same content areas as follows:

- BUS 630 *Fundamentals of Economics, Accounting, and Finance* will be replaced with ACC 670 *Financial Reporting and Analysis* and FIN 641 *Financial Decision Making*.
- BUS 631 *Statistics for Managerial Decision Making* will be replaced with MAS 631 *Business Analytics and Operational Excellence*.
- BUS 632 *Introduction to Strategy, Market, and Management* will be replaced with MGT 620 *Managing through People* and MKT 640 *Foundations of Marketing Management*.
- BUS 633 *Business Plan Fundamentals and Communications* will be replaced with BUS 610 *Critical Thinking and Persuasion for Business* and MGT 677 *Corporate Strategy and Organization*.

The proposed changes do not "represent a significant departure, either in content or method of delivery" from what we are currently approved by SACSCOC to offer due to the following:

- SACSCOC does not impose minimum program length standards on certificates.

- Although all of the current courses are being eliminated, they are being replaced with existing courses that cover the same content areas. Consequently, there is no substantial change to the content of the curriculum.
- No new faculty will be hired as a result of the proposed changes.
- No changes are proposed in the modality of the program.

SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at [pattymurphy@miami.edu](mailto:pattymurphy@miami.edu) or (305) 284-3276.

CC: Faculty Senate  
Guillermo Prado, Dean of the Graduate School  
John Quelch, Dean of the School of Business  
Alexander Mas, Assistant Director, School of Business  
Linda Neider, Professor and Department Chair, School of Business  
Karen Beckett, University Registrar  
Ray Nault, Executive Director of Student Financial Assistance and Employment





**MEMORANDUM**

**DATE:** January 5, 2018

**TO:** Patricia Sanchez Abril, Vice Dean  
School of Business

**FROM:** Patty Murphy, Executive Director  
Office of Assessment and Accreditation 

**RE:** Name Change and Restructuring of Master of Science in Management Studies

On December 18, 2017, the School of Business notified my office of its intent to change the name of the Master of Science in Management Studies degree (academic plan code: GBCT\_MSMS) to the Master of Science in Management degree and to restructure the curriculum. The proposed changes are being made based on feedback from program faculty and students, and to conform to commonly accepted practice at peer institutions.

The current Master of Science in Management Studies program requires successful completion of 30 credit hours that include 16 credit hours from the embedded Certificate of Business Administration curriculum and 8 credit hours from the embedded Certificate in Leadership curriculum. The Certificate in Business Administration program is replacing its curriculum of four 4-credit-hour courses to seven existing 2-credit-hour disciplinary courses which cover the same content areas as follows:

- BUS 630 *Fundamentals of Economics, Accounting, and Finance* will be replaced with ACC 670 *Financial Reporting and Analysis* and FIN 641 *Financial Decision Making*.
- BUS 631 *Statistics for Managerial Decision Making* will be replaced with MAS 631 *Business Analytics and Operational Excellence*.
- BUS 632 *Introduction to Strategy, Market, and Management* will be replaced with MGT 620 *Managing through People* and MKT 640 *Foundations of Marketing Management*.
- BUS 633 *Business Plan Fundamentals and Communications* will be replaced with BUS 610 *Critical Thinking and Persuasion for Business* and MGT 677 *Corporate Strategy and Organization*.

Since the certificate program is embedded within the master's program, these changes will also be made to the proposed Master of Science in Management curriculum. The Certificate in Leadership program is replacing one of its required courses with an option of one of two 2-credit-hour courses, MGT 618 *Leading Change* and MGT 623 *Human Resource Systems*. MGT 618 is a new course offering. Since the certificate program is embedded within the master's program, this change will also be made to the proposed Master of Science in Management curriculum. In addition, a new 2-credit-hour course will be required, MGT 616 *Foundations in Organizational Management Consulting*.



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The proposed changes do not “represent a significant departure, either in content or method of delivery” from what we are currently approved by SACSCOC to offer due to the following:

- The proposed changes do not affect program length and it meets the SACSCOC requirement of a minimum of 30 credit hours for a graduate program.
- Although some current courses are being eliminated, they are being replaced with existing courses that cover the same content areas. Consequently, there is no substantial change to the content of the curriculum.
- While a new course is being added, it does not substantially change the content of the curriculum.
- No new faculty will be hired as a result of the proposed changes.
- No changes are proposed in the modality of the program.
- The graduate program still covers the literature in the field through its required coursework.
- The graduate program still ongoing student engagement in research and/or appropriate professional practice and training experiences through a required, individually supervised research project in selected field of management.

SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at [pattymurphy@miami.edu](mailto:pattymurphy@miami.edu) or (305) 284-3276.

CC: Faculty Senate  
Guillermo Prado, Dean of the Graduate School  
John Queich, Dean of the School of Business  
Alexander Mas, Assistant Director, School of Business  
Linda Neider, Professor and Department Chair, School of Business  
Karen Beckett, University Registrar  
Ray Nault, Executive Director of Student Financial Assistance and Employment



**MEMORANDUM**

**DATE:** January 5, 2018

**TO:** Patricia Sanchez Abril, Vice Dean  
School of Business

**FROM:** Patty Murphy, Executive Director  
Office of Assessment and Accreditation 

**RE:** Name Change and Restructuring of Master of International Business Studies

On December 18, 2017, the School of Business notified my office of its intent to change the name of the Master of International Business Studies degree (academic plan code: INBS\_MIBS) to the Master of International Business degree, to reduce the program length from 35 credit hours to 31-34 credit hours, and to restructure the curriculum. The proposed changes are being made based on feedback from program faculty and students, to fill gaps identified in the curriculum, to reflect proposed changes in the embedded Certificate in Business Administration curriculum, and to conform to commonly accepted practice at peer institutions.

The current Master of International Business Studies program requires successful completion of 35 credit hours that include 16 credit hours from the embedded Certificate of Business Administration curriculum. The certificate program is replacing its curriculum of four 4-credit-hour courses with seven existing 2-credit-hour disciplinary courses which cover the same content areas as follows:

- BUS 630 *Fundamentals of Economics, Accounting, and Finance* will be replaced with ACC 670 *Financial Reporting and Analysis* and FIN 641 *Financial Decision Making*.
- BUS 631 *Statistics for Managerial Decision Making* will be replaced with MAS 631 *Business Analytics and Operational Excellence*.
- BUS 632 *Introduction to Strategy, Market, and Management* will be replaced with MGT 620 *Managing through People* and MKT 640 *Foundations of Marketing Management*.
- BUS 633 *Business Plan Fundamentals and Communications* will be replaced with BUS 610 *Critical Thinking and Persuasion for Business* and MGT 677 *Corporate Strategy and Organization*.

Since the certificate program is embedded within the master's program, these changes will also be made to the proposed Master of International Business curriculum. In addition, a required course, BUS 604 *Career Development and Enrichment* will no longer be required and another required course, MKT 645 *International Marketing* will be replaced with MKT 675 *Marketing Analytics*. Students with a statistical background will be able to opt out of a required course, MAS 631 *Business Analytics and Operational Excellence*, through a waiver exam. Students who are selected to participate in the Global Business Consulting course (BUS 622) will be able to opt out of 4 credit hours of international business

electives. These changes reduce the program length from 35 credit hours to a range of 31 to 34 credit hours. Page 23 of 60

The proposed changes do not “represent a significant departure, either in content or method of delivery” from what we are currently approved by SACSCOC to offer due to the following:

- The proposed program length range meets the SACSCOC requirement of a minimum of 30 credit hours for a graduate program.
- Although some current courses are being eliminated, they are being replaced with courses that cover the same content areas. Consequently, there is no substantial change to the content of the curriculum.
- No new faculty will be hired as a result of the proposed changes.
- No changes are proposed in the modality of the program.
- The graduate program still covers the literature in the field through its required coursework.
- The graduate program still ensures appropriate professional practice and training experiences through a required experiential component involving Global Learning Opportunities in Business Education (GLOBE).

SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at [pattymurphy@miami.edu](mailto:pattymurphy@miami.edu) or (305) 284-3276.

**CC: Faculty Senate**

**Guillermo Prado, Dean of the Graduate School**

**John Quelch, Dean of the School of Business**

**Alexander Mas, Assistant Director, School of Business**

**Linda Neider, Professor and Department Chair, School of Business**

**Karen Beckett, University Registrar**

**Ray Nault, Executive Director of Student Financial Assistance and Employment**



**MEMORANDUM**

**DATE:** January 5, 2018

**TO:** Patricia Sanchez Abril, Vice Dean  
School of Business

**FROM:** Patty Murphy, Executive Director  
Office of Assessment and Accreditation 

**RE:** Restructuring of Certificate in Leadership

On December 18, 2017, the School of Business notified my office of its intent to restructure the curriculum of the (graduate) Certificate in Leadership (academic plan code: GLDS\_CBUB). The proposed change is being made for greater efficiency and to incorporate a global component within the certificate.

The current Certificate in Leadership program requires successful completion of 8 credit hours through four 2-credit-hour courses: MGT 618 *Leading Change*, MGT 621 *High Performance Leadership*, MGT 622 *High Performance Teams*, and MGT 699 *Individual Assessment and Coaching in Leadership Skills*. The proposed change will replace the latter required course with an option of one of two 2-credit-hour courses, MGT 617 *Leading across Cultures* or MGT 623 *Human Resource Systems*.

The proposed change does not “represent a significant departure, either in content or method of delivery” from what we are currently approved by SACSCOC to offer due to the following:

- The proposed change does not affect the program length and SACSCOC does not impose minimum program length standards on certificates.
- Although one course requirement is being changed, it does not substantially change the content of the curriculum.
- No new faculty will be hired as a result of the proposed changes.
- No changes are proposed in the modality of the program.

SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at [pattymurphy@miami.edu](mailto:pattymurphy@miami.edu) or (305) 284-3276.

**CC:** Faculty Senate  
Guillermo Prado, Dean of the Graduate School  
John Quelch, Dean of the School of Business  
Alexander Mas, Assistant Director, School of Business

**Linda Neider, Professor and Department Chair, School of Business**  
**Karen Beckett, University Registrar**  
**Ray Nault, Executive Director of Student Financial Assistance and Employment**





**MEMORANDUM**

**DATE:** January 5, 2018

**TO:** Patricia Sanchez Abril, Vice Dean  
School of Business

**FROM:** Patty Murphy, Executive Director  
Office of Assessment and Accreditation 

**RE:** Restructuring of Master of Science in Business Analytics Curriculum

On December 18, 2017, the School of Business notified my office of its intent to restructure the curriculum of the Master of Science in Business Analytics degree (academic plan code: BUAN\_MSBA). The proposed changes are being made to strengthen the program, to provide more flexibility for students, and to conform to commonly accepted practice at peer institutions.

The current Master of Science in Business Analytics program requires successful completion of 32 credit hours that include 20 credit hours in required courses and 12 credit hours in electives. The proposed change will increase the proportion of required courses to 22-24 and reduce electives to 8-10 for a total of 32 credit hours. Specific changes are as follows:

- An existing course, BUS 610 *Critical Thinking and Communication* will now be required.
- Students will now have the option of completing an internship (MAS 650) rather than the capstone project (MAS 641).
- A new required course will be added, MAS 627 *Programming for Data Analytics* (2 credit hours).
- Two currently required courses for students without a business degree, BUS 630 *Fundamentals of Economics, Accounting and Finance* and BUS 632 *Introduction to Strategy, Markets and Management* (a total of 8 credit hours), will be replaced with one 2-credit-hour course, ACC 670 *Financial Reporting and Analysis* to provide more flexibility to students.

The proposed changes do not “represent a significant departure, either in content or method of delivery” from what we are currently approved by SACSCOC to offer due to the following:

- The proposed changes do not affect program length and it meets the SACSCOC requirement of a minimum of 30 credit hours for a graduate program.
- Although some course requirements are being changed, there is no substantial change to the content of the curriculum.
- Two new courses are being added but they do not substantially change the content of the curriculum.
- No new faculty will be hired as a result of the proposed changes.

- No changes are proposed in the modality of the program.
- The graduate program still covers the literature in the field through its required coursework.
- The graduate program still ongoing student engagement in research and/or appropriate professional practice and training experiences through a required business analytics capstone project or internship.

SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at [pattymurphy@miami.edu](mailto:pattymurphy@miami.edu) or (305) 284-3276.

**CC: Faculty Senate**  
**Guillermo Prado, Dean of the Graduate School**  
**John Quelch, Dean of the School of Business**  
**Alexander Mas, Assistant Director, School of Business**  
**Linda Neider, Professor and Department Chair, School of Business**  
**Karen Beckett, University Registrar**  
**Ray Nault, Executive Director of Student Financial Assistance and Employment**



UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Removal of Concentrations: Two-Year Full-Time Master of Business Administration

Date: December 7, 2017

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Proposal: To remove “Concentrations” from the Two-Year Full-Time Master of Business Administration (MBA) program in favor of an elective system.

Background: Concentrations were first offered in 1988 under the term “Specialization.” The following concentrations are currently offered to students pursuing the Two-Year Full-Time MBA: Business Technology, Finance, International Business, Management, Management Science, Marketing, Mergers & Acquisitions, and Real Estate (See attached documentation for more information regarding these concentrations and their requirements.)

Reasoning:

- Focus groups with alumni, current students, and recruiters suggests that students and applicants need more “guided flexibility” in their curriculum choices.
- More and more students enter the generalist program undecided of their academic and career aspirations. Many are career-switchers wanting to explore and think in an interdisciplinary way.
- With the growth of our specialized Masters portfolio (See attached chart for full listing of offered specialized Masters), these degrees have become the vehicle for rigorous, in-depth, discipline-specific learning. The MBA should remain flexible and eligible as a generalist “add-on” for these specialized Master’s students.
- Recruiters and employers view concentrations as an endorsement from the SBA that the student is considered a “specialist” in the area of concentration.

Based on feedback from current and former students of the program, recruiters, employers, and faculty and staff, we are proposing removing “Concentrations” from the Two-Year Full-Time MBA program.

Resource Implications: We foresee that this proposal will reduce the number of elective offerings and result in fewer, better courses.

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs - Discussed and approved 11/3/2017
- Graduate Business Programs Committee - Discussed and approved 11/17/2017
- School of Business Administration School Council - Discussed and approved 12/1/2017

Students typically enroll in elective courses during the third and fourth semester of the program. Students may be able to complete a concentration based on completion of appropriate electives. Areas of concentration include: Business Technology, Finance, International Business, Management, Management Science, Marketing, Mergers and Acquisitions and Real Estate. ***Elective offerings are based on sufficient student demand.***

*When choosing their electives and concentration, students should carefully consider their performance in the core classes. The grades they get in the core classes are feedback about their suitability for going on with that material—relative to their peers. Because of the bias from self-selecting the electives you take, students who do well in a core class are likely to take electives in that area and students who do not do well are unlikely to choose electives in that area. As such, the competition significantly increases, and students receiving a B grade or lower in a core class should think very carefully before choosing to take electives in that area.*

### **BUSINESS TECHNOLOGY (BTE)**

The dependence of organizations on technology has created a demand for individuals who understand such systems and who can apply them in the corporate environment. Accordingly, the concentration in Business Technology is intended to prepare the “Techno” MBA for a career that balances their managerial skills with an understanding of technology, its implementation, and use as an analysis tool in an enterprise context.

Four courses are required for a **BTE** concentration:

- BTE 601 Programming – Distributed Systems
- BTE 613 Business Intelligence Technologies
- BTE 617 Information Technology Project Management
- BTE 620 Database Development for High Performance Computing
- BTE 622 High Performance Computing
- BTE 689 Entrepreneurship: Launching a High-Tech Venture

### **FINANCE (FIN)**

The area of finance is focused on valuation and decision-making: what is it worth, and what do we do next? This makes the finance function a pivotal part of every organization. The concentration in Finance is designed to prepare students for jobs in this exciting career. The concentration is built on corporate finance and investments. Students then choose from a variety of other electives to complete the finance program.

Five courses are required for a **FIN** concentration:

- FIN 650 Financial Investments (required)
- FIN 670 Corporate Finance (required)

And three of the following:

- FIN 643 Quantitative Finance & Market Microstructure
- FIN 644 Real Estate Investment and Appraisal
- FIN 645 Real Estate Finance (3-credit class/full-semester)
- FIN 646 Real Estate Market Analysis
- FIN 647 Intro to ARGUS (1-credit class) (Limited to students concentrating in Real Estate)
- FIN 648 Advanced ARGUS (1-credit class) (Limited to students concentrating in Real Estate)
- FIN 651 Advanced Topics in Investments
- FIN 652 Fixed Income Securities
- FIN 653 Alternative Investments
- FIN 660 International Finance
- FIN 661 Advanced Topics in International Finance
- FIN 671 Advanced Topics in Corporate Finance
- FIN 674 Financial Analysis of Mergers and Acquisitions
- FIN 679 Private Equity & Venture Capital
- FIN 681 Financial Institutions
- FIN 683 Financial Modeling
- FIN 685 Mathematics of Financial Derivatives
- FIN 686 Financial Decision Making

As business becomes highly competitive, domestic and international firms need to understand the opportunities available for selling overseas, obtaining supplies from other countries, and using international financial markets.

Four courses are required for an **IBU** concentration:

BSL 692	Legal Implications of International Business Transactions
BUS 624	Asian/Pacific Business Environment – International Trip (Spring Break 2018) (Tentative)
BUS 625	Latin America Business Environment – International Trip (Spring Break 2018) (Tentative)
BUS 698	Business & Int'l Political Economy – Outset of the 21 <sup>st</sup> Century
ECO 695	Global Economics
FIN 660	International Finance
FIN 661	Advanced Topics in International Finance
MGT 617	Leading Across Cultures
MGT 680	Doing Business in China
MGT 691	International Management
MGT 698	Mergers & Acquisitions: A Cross Border Perspective
MKT 645	International Marketing

### **MANAGEMENT (MGT)**

The concentration in Management will prepare the MBA graduate for job opportunities that involve managerial responsibilities. The concentration is designed not merely to prepare students for careers in management, but to produce creative thinkers with strong communication and negotiation skills.

Four courses are required for a **MGT** concentration:

MGT 621	High Performance Leadership (required)
MGT 623	Human Resource Systems (required)

And two of the following:

MGT 617	Leading Across Cultures
MGT 622	High Performance Teams
MGT 624	Negotiation Strategies
MGT 625	Entrepreneurship: Creating New Ventures
MGT 645	Principles of Supply Chain Management
MGT 679	Merger and Acquisition Strategies
MGT 680	Doing Business in China
MGT 691	International Management
MGT 698	Mergers & Acquisitions: A Cross Border Perspective
MGT 698	Public Policy Strategy
HSM 610	Management and Economics of Health Care (3-credit class)

### **MANAGEMENT SCIENCE (MASG)**

The field of Management Science involves the application of quantitative methods and data analytics in the managerial decision making process.

Four classes are required for a **MASG** concentration:

MAS 629	SAS Programming
MAS 633	Introduction to Quality Management
MAS 634	Administrative Systems for Quality Management
MAS 635	Design of Experiments
MAS 637	Applied Regression Analysis and Forecasting
MAS 638	Management Science Consulting
MAS 639	Data Acquisition, Preparation, and Visualization
MAS 640	Applied Time Series Analysis
MAS 648	Data Mining and Knowledge Acquisition
MAS 649	Big Data Analytics
MAS 651	Machine Learning
MAS 663	Project Management and Modeling

**MARKETING (MKT)**

Marketing is the process through which organizations develop and distribute products and services that satisfy the needs of customers. Rapidly increasing global competition, emergence of new markets, and technological advancements make today's marketplace a highly dynamic and challenging environment for companies. Effective marketing is crucial for organizations to survive and prosper.

Four courses are required for a **MKT** concentration:

MKT 641            Marketing Research (required)

And three courses from the following:

MKT 644            Services Marketing  
MKT 645            International Marketing  
MKT 646            Consumer Behavior  
MKT 647            Advertising and Communication Management  
MKT 648            New Product Development  
MKT 649            Strategic Brand Marketing  
MKT 675            Marketing Analytics

**MERGERS AND ACQUISITIONS (MAQ)**

The mergers & acquisitions concentration is a sophisticated cross-disciplinary concentration designed to prepare students who anticipate careers in investment banking, in strategic consulting, or in high-level corporate finance. Drawing from law, management, and finance, the concentration provides students with a rigorous introduction to the theory and practical implementation of mergers and acquisitions.

The following five courses are required for a **MAQ** concentration:

BSL 691            The Public Corporation: Legal Perspectives  
FIN 670            Corporate Finance  
FIN 674            Financial Analysis of Mergers and Acquisitions  
MGT 679            Merger & Acquisition Strategies  
MGT 698            Mergers & Acquisitions: A Cross Border Perspective

*Also highly recommended: ACC 672- Advanced Financial Analysis*

The real estate concentration is for students interested in leadership roles within the real estate industry. Understanding the complexities of the real estate industry, the School's program takes a multidisciplinary approach and utilizes the academic talent and expertise of faculty throughout the University of Miami. The School's location in a high-growth international city provides an ideal environment for students to learn firsthand about the complexities of the commercial real estate market. As part of the coursework, students hone their practical skills by working on projects that focus on local and national development opportunities, including exposure to economic market analysis, feasibility study, loan application proposals and commercial underwriting.

The Real Estate Concentration consists of FIN 644, FIN 645, BSL 694 and two ARGUS (commercial real estate software) classes. In addition, one other course must be selected from the list below, which includes three courses from the School of Architecture. Students who enroll in the Architecture courses must meet any prerequisites established by the School of Architecture.

There are six courses required for a concentration in real estate (**RLE**):

Required:

BSL 694	Real Estate Law
FIN 644	Real Estate Investment and Appraisal
FIN 645	Real Estate Finance (3-credit class) (full-semester)
FIN 647	Intro to ARGUS (1-credit class) (Limited to students concentrating in Real Estate)
FIN 648	Advanced ARGUS (1-credit class) (Limited to students concentrating in Real Estate)

And one from the following:

FIN 646	Real Estate Market Analysis
MAS 663	Project Management and Modeling
RED 601	Introduction to Real Estate Development and Urbanism (3-credit/full semester class)
RED 660	Urban Infill, Preservation and Mixed Use Development (3-credit/full semester class)
RED 680	Entrepreneurship: Building a Real Estate Development Company (3-credit/full semester class) (Limited to students concentrating in Real Estate)

<i>Specialized Master's Degrees Offered</i>
Master of Accounting
Master in Health Administration in Health Sector Management and Policy
Master in International Business Studies
Master of Science in Business Analytics
Master of Science in Finance
Master of Science in Management Studies
Master of Science in Taxation

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Change of Name: Miami Executive MBA for the Americas TO Global Executive MBA

Date: December 12, 2017

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Proposal: Rename the Miami Global Executive MBA for the Americas as follows:

Current: Miami Global Executive MBA for the Americas  
Proposed: ~~Miami Global Executive MBA for the Americas~~

Reasoning:

- The current title leads to confusion from prospective and current students as “Global” implies curriculum designed to cover topics in business from an international perspective, yet “Americas” implies a curriculum designed to cover hemispheric topics.
- We have benchmarked against peer and aspirational institutions’ premier executive programs internationally and nationally and determined that the word “Global” is standard and descriptive in high-level executive programs.

Input Gathered: After gathering input from current and former students of the program, recruiters, employers, faculty and staff, and our current marketing agency of record Markham & Stein, we are proposing to simplify the name of the program for marketing purposes.

Resource Implications: None. Website will be updated and Admissions will use remaining inventory of brochures.

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs - Discussed and approved 11/3/2017
- Graduate Business Programs Committee - Discussed and approved 11/17/2017
- School of Business Administration School Council - Discussed and approved 12/1/2017



UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Change of Name: Certificate in Business Administration TO Graduate Business Certificate

Date: December 12, 2017

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Proposal: Rename the Certificate in Business Administration as follows:

Current: Certificate in Business Administration

Proposed: Graduate Business Certificate

Reasoning:

- The term “Graduate” distinguishes this for-credit and graded certificate from Executive Education certificates which are all not-for-credit and non-graded.
- Eliminate the term “Administration” as it is outdated.

Resource Implications: None. Website will be updated.

Procedural History:

- School of Business Administration School Council – Friendly amendment 12/1/17

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Change of Name: Master of Science in Management Studies TO Master of Science in Management

Date: December 12, 2017

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Proposal: Rename the Master of Science in Management Studies as follows:

Current: Master of Science in Management Studies

Proposed: Master of Science in Management ~~Studies~~

Reasoning:

- Students and faculty have provided feedback that the current title is wordy and redundant.
- Benchmarking with peer institutions reveals that the moniker “Studies” is rarely used in titles for business specialized Masters degrees.

Input Gathered: After gathering input from current and former students of the program, recruiters, employers, faculty and staff, and our current marketing agency of record, we are proposing to simplify the name of the program for marketing purposes.

Resource Implications: None. Website will be updated and Admissions will use remaining inventory of brochures.

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/22/2017
- School of Business Administration School Council – Discussed and approved 12/1/2017

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Change of Name: Master in International Business Studies TO Master in International Business

Date: December 12, 2017

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Proposal: Rename the Master in International Business Studies as follows:

Current: Master in International Business Studies

Proposed: Master in International Business ~~Studies~~

Reasoning:

- Students and faculty have provided feedback that the current title is wordy and redundant.
- Benchmarking with peer institutions reveals that the moniker “Studies” is rarely used in titles for business specialized Masters degrees.

Input Gathered: After gathering input from current and former students of the program, recruiters, employers, faculty and staff, and our current marketing agency of record, we are proposing to simplify the name of the program for marketing purposes.

Resource Implications: None. Website will be updated and Admissions will use remaining inventory of brochures.

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/22/2017
- School of Business Administration School Council – Discussed and approved 12/1/2017

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Credit Change: Graduate Business Certificate

Date: December 12, 2017

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Proposal: To reduce the credit requirement of the Graduate Business Certificate (GBC) from 16 to 14 credits due to market demand.

Background: The Graduate Business Certificate (GBC) consists of four 4-credit interdisciplinary courses: Fundamentals of Economics, Accounting, and Finance (BUS 630); Business Analytics and Operational Excellence (BUS 631); Introduction to Strategy, Market, and Management (BUS 632); and Business Plan Fundamentals and Communications (BUS 633).

Reasoning:

- The GBC is targeted to professionals interested in foundational business education. A reduction in credits makes the program more appealing to working people, since it is less expensive and less time consuming. (Program is taught all-day Saturday.)
- Based on feedback from current and former students of the program, and faculty and staff, we are proposing the reduction of credits to the Certificate in Business Administration.

Resource Implications: None.

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/17/2017
- School of Business Administration School Council – Discussed and approved 12/1/2017

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Credit Change: Master in International Business

Date: December 12, 2017

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Proposal: To reduce the credit requirement of the Master in International Business from 35 to 31-34 credits due to market demand.

Background: The Master in International Business is a 10-month program which seeks to develop global leaders. Currently the program has 28 students.

Reasoning:

- The Certificate in Business Administration is used as a feeder certificate for students entering the Master in International Business. The Certificate in Business Administration is being restructured to be reduced from 16 credits to 14, thus eliminating 2 credits.
- Career Development and Enrichment (BUS 604) is being eliminated from the curriculum, thus eliminating 1 credit. Career development will be covered in Critical Thinking and Persuasion for Business (BUS 610).
- Students will be required to take Statistics for Managerial Decision Making (MAS 631), thus adding 2 additional credits to their curriculum. Student with a statistical background may opt out of the course by taking a waiver exam prior to the start of classes.
- Students who are selected to participate in the Global Business Consulting (BUS 622) course, worth 3 credits, may opt out of taking two international business electives, worth 4 credits, thus reducing the number of required international business elective credits by 1.

Resource Implications: The program will be less expensive to students by \$2,000-\$6,000. We expect to increase demand.

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/22/2017
- School of Business Administration School Council – Discussed and approved 12/1/2017

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION

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MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Curriculum Change: Graduate Business Certificate

Date: December 12, 2017

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Proposal: To restructure the curriculum for the Graduate Business Certificate to seven 2-credit courses (Financial Reporting and Analysis (ACC 670); Critical Thinking and Persuasion for Business (BUS 6100); Valuation and Financial Decision Making (FIN 641); Statistics for Managerial Decision Making (MAS 631); Managing through People (MGT 620); Corporate Strategy and Organization (MGT 677); and Foundations of Marketing Management (MKT 640)). (See attached diagram for a visual representation.)

Background: The Graduate Business Certificate (GBC) currently consists of four 4-credit interdisciplinary courses: Fundamentals of Economics, Accounting, and Finance (BUS 630); Business Analytics and Operational Excellence (BUS 631); Introduction to Strategy, Market, and Management (BUS 632); and Business Plan Fundamentals and Communications (BUS 633).

Reasoning:

- We have learned through course evaluations, faculty, and students that the interdisciplinary approach of coupling similar areas has proven unsatisfactory.
- Benchmarking of peer and aspirational institutions reveals that most fundamental business certificate curricula require completion of courses that are independent of one another, similar to the curriculum proposed herein. (See attached spreadsheet of peer and aspirational benchmarking.)

Resource Implications: None.

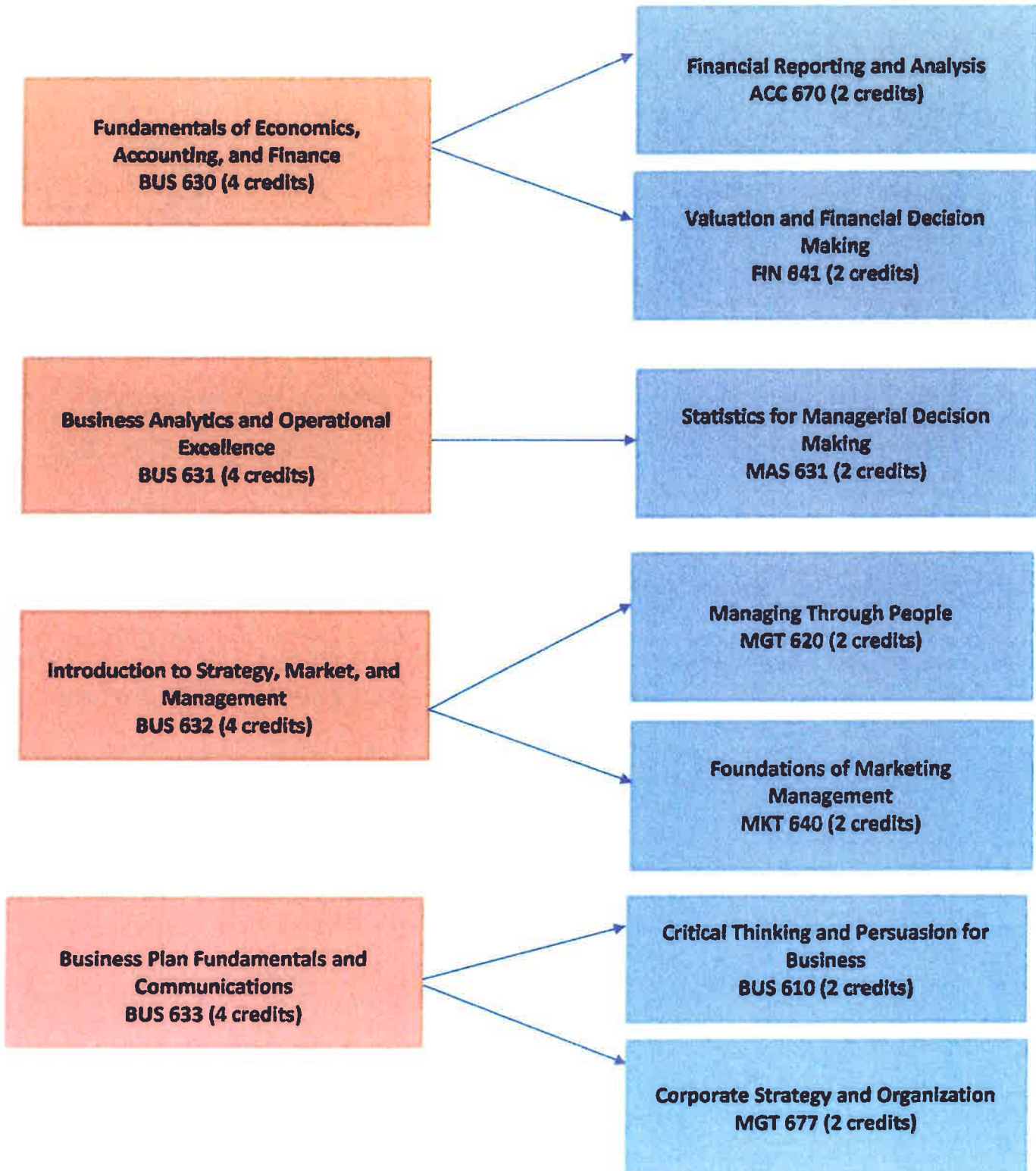
Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/17/2017
- School of Business Administration School Council – Discussed and approved 12/1/2017



*Current Curriculum (16 credits)*

*Proposed Curriculum (14 credits)*



Harvard University	Certificates by area - students choose which classes from a catalog
Columbia University	Certificate of Professional Achievement (choose from among more than 20 graduate-level courses) - 4 courses.
New York University (Stern)	Advances Professional Certificate: General Business (typically 5 courses - student chooses which 5)
Indiana University (Kelley)	Graduate Certificate Program in Business Analytics, Business Management, or Cybersecurity Management (4 courses, 12 credits - ALL ONLINE), Executive Education
Washington University in St. Louis (Olin)	Executive Education
University of Southern California (Marshall)	10 for-credit certificate programs: Business Analytics, Business Fundamentals, Financial Analysis and Valuation, Management Studies, Marketing, Optimization and Supply Chain Management, Strategy and Management Consulting, Sustainability and Business Technology Commercialization, Food Industry Management Program. (For Business Fundamentals: Business Fundamentals for Non-Business Professionals, Concepts of Financial and Management Accounting ONLINE, Marketing Management (or another MKT elective), Managerial Perspective (or another MOR elective), plus one elective.)
Temple University (Fox)	Several graduate certificates: Business Analytics, Innovation Strategy, Commercialization of Technological Innovation, Human Resource Management, IT Auditing and Cyber Security, Healthcare Innovation Management. (all between 9-12 credits, can be transferred to Master's)
University of Wisconsin—Madison	Certificates for degree-seeking grad students: Business, Environment, and Social Responsibility; Entrepreneurship; Strategic Innovation: Organizations, Technology, and Society
Pennsylvania State University—University Park (Smeal)	Online certificate programs in various academic areas
Michigan State University (Broad)	Online certificate programs in various academic areas
Texas A&M University—College Station (Mays)	Business certificate offered to non-business graduate students at the University (12 credit hours in Accounting, Finance, Management, and Marketing);
University of Texas—Dallas	Certificates in various areas that can be transferred to a degree: Business Intelligence and Data Mining, Corporate Innovation, Enterprise Systems, Healthcare IT, Lean Six Sigma in Healthcare Quality, New Venture Entrepreneurship.
University of Florida (Hough)	Certificates offered only to students in degree seeking programs: Tourism and Hospitality Business Management, Fundraising Management Program, Financial Services
University of Illinois—Urbana-Champaign	Online certificate programs in various academic areas

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Curriculum Change: Certificate in Leadership

Date: December 12, 2017

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Proposal: To restructure the curriculum for the Certificate in Leadership as follows:

Current:

Leading Change (MGT 618)  
High Performance Leadership (MGT 621)  
High Performance Teams (MGT 622)  
Individual Assessment & Coaching in Leadership Skills (MGT 699)

Proposed:

Leading Across Cultures (MGT 617)  
High Performance Leadership (MGT 621)  
High Performance Teams (MGT 622)  
Leading Change (MGT 618) **OR** Human Resource Systems (MGT 623)

\*Please note that courses may be substituted on a case-by-case basis as determined by the program's Academic Director.

Background: The Certificate in Leadership has operated under the current curriculum since 2014. Currently the program has 30 students.

Reasoning:

- Financial and time constraints for the MGT 699 are high for a certificate program, entailing individual one-on-one coaching with each students.
- MGT 617 addresses the need for a global component within this certificate.

Resource Implications: None.

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/22/2017
- School of Business Administration School Council – Discussed and approved 12/1/2017

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Curriculum Change: Master of Science in Business Analytics

Date: December 12, 2017

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Proposal: To restructure the curriculum for the Master of Science in Business Analytics. (See attached proposal and progress sheets by Dr. Yongtao Guan for details.)

Background: The Master of Science in Business Analytics seeks to update its curriculum. Currently the program has 44 students.

Reasoning:

- See attached proposal for details on specific reasoning.

Resource Implications: New course offerings (MAS 627 and MAS/MGT 642).

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/17/2017
- School of Business Administration – Discussed and approved 12/1/2017

### **Proposed Changes and Justifications:**

Based on our improved knowledge about the field of analytics and careful study of curricula in peer and aspirational institutions, we propose the following changes to our MSBA curriculum.

1. Introduce BUS 610 Critical Thinking and Communication for Business as a required course for all students.

The ability of critical thinking and effective writing and speaking are key for students' placement and future career development. A similar course is required, e.g., in the MSBA curriculum of the University of Southern California, a leading institution in the area of business analytics.

2. Replace two CBA courses with more flexible electives.

The current curriculum for students without a business degree includes BUS 630 – Fundamentals of Economics, Accounting and Finance and BUS 632 – Introduction to Strategy, Markets and Management as required courses. Each course is worth 4 credits. While it's important for the students to have sufficient knowledge in business, most programs offer a flexible set of electives instead of a fixed set of required courses (e.g., see the included curricula for University of Texas at Austin and University of Southern California, two leading institutions in the area of business analytics).

Students without a business degree must take ACC 670 – Financial Reporting and Analysis (2 credits).

3. Introduce MAS 650 Business Analytics Internship as an alternative to BUS 641 Business Analytics Capstone Project.

The purpose of the capstone project course is to provide students with experiential learning opportunities. Having an internship suffices for this purpose. Moreover, it allows students to be properly compensated whenever possible.

4. Include MAS 627 – Programming for Data Analytics as a required course.

Knowledge of data analytics programming languages such as R is necessary for anybody looking for a role as a data analyst today. Currently, R programming is taught in a boot camp without charge and in MAS 639 alongside other topics. Moving R programming and other topics covered in the boot camp will allow the faculty to move further into advanced topics, while increasing the time spent on dashboard and reporting tools such as Tableau and SAP in MAS 639. All of these tools are in demand today, and producing graduates competent working with them will improve their prospects on the job market.

**Effective Dates:** The proposed change to include MAS 650 as an alternative to BUS 641 will be in effect from spring 2018. The remaining proposed changes will be in effect from fall 2018.

**Impact on Faculty Resources:** No impact is anticipated.

## **UT Austin MSBA Curriculum**

### **Summer Term**

#### **6 credit hours**

Statistics I: Intro to Predictive Modeling

**STA S380.17** | 3 credits | core course

Data Analytics Programming

**MIS S381N** | 3 credits | core course

### **Fall**

#### **15 credit hours**

Advanced Predictive Modeling

**MIS 382N** | 3 credits | core course

Financial Management

**BA 385T** | 3 credits | optional

Supply Chain Analytics

**OM 380.17** | 3 credits | elective

Marketing Analytics I

**MIS 382** | 3 credits | elective

Text Analysis

**MIS 284N** | 2 credits | core course

Decision Analysis

**RM 194** | 1 credit | core course

Database Management

**MIS 381N.1** | 3 credits | optional

### **Spring**

#### **15 credit hours**

Learning Structures and Time Series

**STA 380.18** | 3 credits | core course

Stochastic Control and Optimization

**MIS 381N** | 3 credits | core course



Business Analytics Capstone

**MIS 382N.11** | 3 credits | core course

Marketing Analytics II

**MKT 382** | 3 credits | elective

Pricing & Revenue Management

**MKT 382** | 3 credits | elective

Quantitative Trading

**RM 294** | 2 credits | elective

Financial Technology

**RM 294** | 2 credits | elective

Social Media Analytics

**RM 294** | 2 credits | elective

**USC MSBA Curriculum****REQUIRED COURSES**

COURSE NUMBER	TITLE	UNITS
Core Courses (must be completed first)		
DSO 510	Business Analytics	1.5
GSBA 545	Data Driven Decision Making	1.5
GSBA 542	Communication for Management	1.5
DSO 530	Applied Modern Statistical Learning Methods	3
DSO 545	Statistical Computing and Data Visualization	3
DSO 570	The Analytics Edge: Data, Models, and Effective Decisions	3
DSO 573 or DSO 599	Data Analytics Driven Dynamic Strategy and Execution/Getting the Organization Ready for Big Data	3
INF 559	Introduction to Data Management	3

**ELECTIVES**

COURSE NUMBER	TITLE	UNITS
Complete at least 13.5 units from the following:		
CSCI 585	Database Systems	4
DSO 516	Probability and Data Modeling	1.5
DSO 522	Applied Time Series Analysis for Forecasting	1.5, 3
DSO 528	Data Warehousing, Business Intelligence and Data Mining	1.5, 3
INF 510	Principles of Programming for Informatics	3
DSO 536	Monte Carlo Simulation and Decision Models	1.5
DSO 547	Designing Spreadsheet-Based Business Models	3
DSO 562	Fraud Analytics	3
DSO 566	Marketing Analytics	3
INF 520	Foundations of Information Security	4
DSO 599	Digital Analytics Strategy	1.5
DSO 549	Application of Lean Six Sigma	3

**(32 credits)**

Summer 2018		
Term 1-0 August xx – August xx (2 credits)	Semester Enrolled	Note
MAS 631 – Statistics for Managerial Decision Making (2cr) Required for all MSBA students	TBA	Graduate Business Cert.
Fall 2018		
Term 1-1 October xx – December xx (8 credits)	Semester Enrolled	Note
MAS 627 Programming for Data Analytics (2cr)	TBA	REQUIRED
MAS 637 Applied Regression Analysis and Forecasting (2cr)	MAS 637 M/W 6:30 – 8:30	REQUIRED
MAS 639 Data Acquisition, Preparation, and Visualization	MAS 639 M/W 3:30 – 5:30	REQUIRED
Elective	TBA	REQUIRED
Term 1-2 January xx – March xx (8 credits)	Semester Enrolled	Note
MAS 632 Management Science Models for Decision Making (2cr)	MAS 632 M/W 1:15 – 3:15	REQUIRED
MAS 646 Generalized Linear Models (2cr)	MAS 646 T/R 6:30 – 8:30	REQUIRED
BUS 610 Critical Thinking and Communication for Business (2 cr)	TBA	REQUIRED
Elective	TBA	
Spring 2019		
Term 1-3 January xx – March xx (8 credits)	Semester Enrolled	Note
MAS 640 Applied Time Series Analysis and Forecasting (2cr)	MAS 640/35 M/W 1:15 – 3:15	REQUIRED
MAS 648 Data Mining and Knowledge Acquisition (2cr)	MAS 648/29 T/R 6:30 – 8:30	REQUIRED
MAS 649 Big Data Analytics (2cr)	MAS 649/37 M/W 3:30 – 5:30	REQUIRED
Elective		
Term 1-4 March xx – May xx (6 credits)	Semester Enrolled	Note
MAS 651 Machine Learning (2cr)	MAS 651/37 M/W 3:30 – 5:30	REQUIRED
BUS 641 Capstone Project (2cr) or MAS 650 Management Science Internship	BUS 641 ARR MAS 650 ARR	REQUIRED
Elective	TBA	

Subject to Change Disclaimer

Please note that the MSBA program schedule is subject to change if necessary. The University reserves the right to change curricula, and other requirements, of whatever kind, affecting students. Students will be notified in advance of any changes if applicable.

Courses highlighted in yellow are the new changes.

### **Core courses (required) 22-24 credits**

☐ Core courses can be waived and substituted per discretion of the program director/co-directors.

BUS 610 – Critical Thinking and Communication for Business (2 Credits)

BUS 641 – Capstone Project (2 credits) or MAS 650 Business Analytics Internship

MAS 627 – Programming for Data Analytics (2 credits)

MAS 631 – Statistics for Managerial Decision Making (2 credits)

MAS 632 – Management Science Models for Decision Making (2 Credits)

MAS 637 – Applied Regression Analysis and Forecasting (2 Credits)

MAS 639 – Data Acquisition, Preparation, and Visualization (2 Credits)

MAS 640 – Applied Time Series Analysis and Forecasting (2 Credits)

MAS 646 – Generalized Linear Models (2 Credits)

MAS 648 – Data Mining and Knowledge Acquisition (2 Credits)

MAS 649 – Big Data Analytics (2 Credits)

MAS 651 – Machine Learning (2 Credits)

### **Electives (8-10 credits)**

- Students without a business degree must take ACC 670 – Financial Reporting and Analysis (2 Credits)
- The set of electives can be updated pending availability and approval from the program director/co-directors and Vice Dean of Graduate Programs.

## **Elective Options**

### **ACC 628 – Introduction to Accounting Analytics (2 credits)**

BTE 601 – Programming for Distributed Systems (2 Credits)

BTE 620 – Database Development for High Performance Computing (2 Credits)

BTE 622 – High Performance Computing (2 Credits)

FIN 643 – Quantitative Finance and Market Microstructure (2 credits)

FIN 650 – Financial Investment (2 credits)

FIN 683 – Financial Modeling (2 credits)

### **HMS 601 – Essentials of Health Care Administration (2 credits)**

MAS 629 – SAS Programming for Business Analytics (2 Credits)

MAS 633 – Introduction to Quality Management (2 Credits)

MAS 634 – Administrative Systems for Quality Management (2 Credits)

MAS 638 - Management Science Consulting (2 Credits)

### **MAS 663 – Project Management and Modeling**

MGT 642 – Supply Chain Analytics (2 credits)

Summer 2017				
Term 1-0 August 7 – August 18		Semester Enrolled		Note
MAS 631	Statistics for Managerial Decision Making (2Credits)	MAS 631	TBA	REQUIRED
Fall 2017				
Term 1-1 August 21 – October 6		Semester Enrolled		Note
MAS 639	Data Acquisition, Preparation, and Visualization (2 Credits)	MAS 639	M/W 3:30 – 5:30	REQUIRED
MAS 637	Applied Regression Analysis and Forecasting (2 Credits)	MAS 637	M/W 6:30 – 8:30	REQUIRED
Elective				
Elective				
Term 1-2 October 16 – December 8		Semester Enrolled		Note
MAS 632	Management Science Models for Decision Making (2 Credits)	MAS 632	M/W 1:15 – 3:15	REQUIRED
MAS 646	Generalized Linear Models (2 Credits)	MAS 646	T/R 6:30 – 8:30	REQUIRED
Elective				
Elective				
Spring 2018				
Term 1-3 January 16 – March 2		Semester Enrolled		Note
MAS 640	Applied Time Series Analysis and Forecasting (2 Credits)	MAS 640/35	M/W 1:15 – 3:15	REQUIRED
MAS 648	Data Mining and Knowledge Acquisition (2cr)	MAS 648/29	T/R 6:30 – 8:30	REQUIRED
MAS 649	Big Data Analytics (2 cr)	MAS 649/37	M/W 3:30 – 5:30	REQUIRED
Elective				
Term 1-4 March 19 – May 4		Semester Enrolled		Note
MAS 651	Machine Learning (2 Credits)	MAS 651	M/W 3:30 – 5:30	REQUIRED
		MAS 651	M/W 6:30 – 8:30	
BUS 641	Capstone Project (2cr)	BUS 641	ARR	REQUIRED
Elective				

Subject to Change Disclaimer

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**Core courses (required) 20 credits**

- MAS 631 – Statistics for Management Science (2 Credits)
- MAS 632 – Management Science Models for Decision Making (2 Credits)
- MAS 637 – Applied Regression Analysis and Forecasting (2 Credits)
- MAS 639 – Data Acquisition, Preparation, and Visualization (2 Credits)
- MAS 640 – Applied Time Series Analysis and Forecasting (2 Credits)
- MAS 646 – Generalized Linear Models (2 Credits)
- MAS 648 – Data Mining and Knowledge Acquisition (2 Credits)
- MAS 649 – Big Data Analytics (2 Credits)
- MAS 651 – Machine Learning (2 Credits)
- BUS 641 – Business Analytics Capstone (2 Credits)

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION

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MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Curriculum Change: Master of Science in Management

Date: December 12, 2017

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Proposal: To restructure the curriculum for the Master of Science in Management. (See attached proposal by Dr. Linda Neider, diagram, and progress sheets for details.)

Background: The Master of Science in Management seeks to update its curriculum. Currently the program has 30 students.

Reasoning:

- See attached proposal for details on specific reasoning.

Resource Implications: New course offerings (MGT 618 and MGT 616).

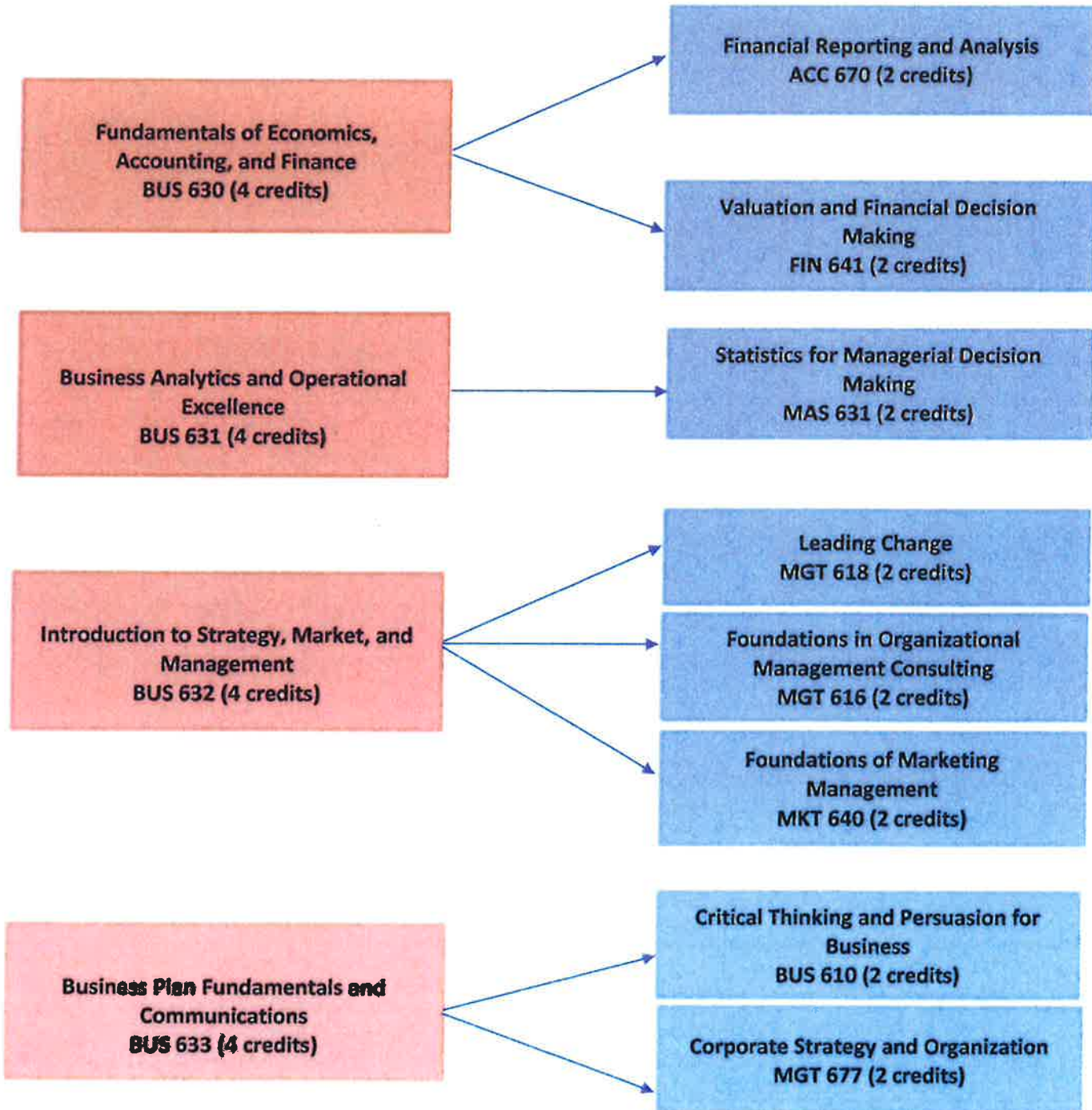
Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/22/2017
- School of Business Administration School Council – Discussed and approved 12/1/2017



Considerations	Recommended Changes
<p><b>Split</b> each of the 4-credit courses (630, 631, 632, &amp; 633) into eight separate courses (each worth 2 credits) in order to focus on single topics, meet clearer expectations/goals, and avoid (team-taught) conflicting goals from their professors.</p>	<p><b>Substitute</b>            BUS 630 <b>for</b> ACC 670 and FIN 641            BUS 631 <b>for</b> MAS 631            BUS 632 <b>for</b> MGT 618, MGT 616, and MKT 640            BUS 633 <b>for</b> BUS 610 and MGT 677</p>

\*Please note that courses may be substituted on a case-by-case basis as determined by the program's Academic Director.



## Proposed Master of Science in Management Studies

Fall 2018		
Term 1-1 August 20 – October 5 (6 credits)	Semester Enrolled	Note
MGT 620 Managing Through People (2 cr)	TBA	Graduate Business Cert/Sat.
MAS 631 – Statistics for Managerial Decision Making (2 cr)	TBA	Graduate Business Cert/Sat.
MGT 622 High Performance Teams (2 cr)	MGT 622/46 T 6:30 – 10:30	
Term 1-2 October 15 – December 7 (8 credits)	Semester Enrolled	
ACC 670 – Financial Reporting and Analysis (2 cr)	TBA	Graduate Business Cert/Sat.
BUS 610 Critical Thinking and Communication for Business (2 cr)	TBA	Graduate Business Cert/Sat.
MGT 621 High Performance Leadership (2 cr)	MGT 621/46 W 6:30 – 10:30	
MGT 623 Human Resource Systems (2cr)	MGT 623/26 R 6:30 – 10:30	
Spring 2019		
Term 1-3 January 14 – March 1 (8 credits)	Semester Enrolled	Note
FIN 641 – Valuation and Financial Decision Making (2 cr)	TBA	Graduate Business Cert/Sat.
MKT 640 – Foundations of Marketing Management (2 cr)	TBA	Graduate Business Cert/Sat.
MGT 624 Negotiation Strategies (2 cr)	MGT 624 W 6:30 – 10:30	
MGT 618 Leading Change (2 cr)		
Term 1-4 March 18 – May 3 (8 credits)	Semester Enrolled	
MGT 677 Corporate Strategy & Organization (2cr)	TBA	Graduate Business Cert/Sat.
MGT 617 Leading Across Cultures (2 cr)	MGT 617/59 T/R 5:45 – 7:45	
MGT 699 Individual Assess. & Coaching in Leadership Skills (2 cr)	MGT 699 ARR	
MGT 616 Foundations in Organizational Management Consulting (2cr)	TBA	

Subject to Change Disclaimer

Please note that the course schedule is subject to change if necessary. The University reserves the right to change curricula, and other requirements, of whatever kind, affecting students. Students will be notified in advance of any changes if applicable.

### CERTIFICATE IN LEADERSHIP:

- MGT 617 Leading Across Cultures (2 credits)
- MGT 621 High Performance Leadership (2 credits)
- MGT 622 High Performance Teams (2 credits)
  
- MGT 618 Leading Change (2 cr) or
- MGT 623 Human Resource Systems (2 credits)

### GRADUATE BUSINESS CERTIFICATE

ACC 670 - Financial Reporting & Analysis (2 credit)  
 BUS 610 - Critical Thinking and Communication for Business (2 credits)  
 FIN 641 – Valuation and Financial Decision Making (2 credits)  
 MAS 631 – Statistics for Managerial Decision Making (2 credits)  
 MGT 620 – Managing Through People (2 credits)  
 MKT 640 – Foundations of Marketing Management (2 credits)  
 MGT 677 - Corporate Strategy & Organization (2 credits)

Credit Breakdown == School Council approved 30 credits

Fall	Term One	7
	Term Two	7
	<b>Total:</b>	<b>14</b>

Spring	Term One	8
	Term Two	4
	<b>Total:</b>	<b>12</b>

**Total: 30 credits**

Fall 2017				
Term 1-1 August 21 – October 6		Semester Enrolled		Note
BUS 632 8/19/17 – 10/7/17	Introduction to Strategy, Markets & Management (4cr)	BUS 632	S 8:00 – 5:00	CBA COURSE
MGT 620	Managing Through People (2 cr)	MGT 620/29	R 6:30 – 10:30	
MGT 622	High Performance Teams (2 cr)	MGT 622/46	T 6:30 – 10:30	
Term 1-2 October 16 – December 8		Semester Enrolled		Note
BUS 631 10/21/17– 12/9/17	Business Analytics and Operational Excellence (4 cr)	BUS 631	S 8:00 – 5:00	CBA COURSE
MGT 621	High Performance Leadership (2 cr)	MGT 621/46	W 6:30 – 10:30	
MGT 623	Human Resource Systems (2cr)	MGT 623/26	R 6:30 – 10:30	
Spring 2018				
Term 1-3 January 16 – March 2		Semester Enrolled		Note
BUS 630 1/13/18 – 2/24/18	Fund. of Economics, Accounting and Finance (4cr)	BUS 630	S 8:00 – 5:00	CBA COURSE
MGT 699	Individual Assess. & Coaching in Leadership Skills (2 cr)	MGT 699	ARR	Full Semester Course
MGT 624	Negotiation Strategies (2 cr)	MGT 624	W 6:30 – 10:30	
Term 1-4 March 19 – May 4		Semester Enrolled		Note
BUS 633 3/24/18 – 5/5/18	Business Plan Fundamentals & Communications (4 cr)	BUS 633	S 8:00 – 5:00	CBA COURSE
MGT 617	Leading Across Cultures (2 cr)	MGT 617/59	T/R 5:45 – 7:45	

Subject to Change Disclaimer

The course schedule is subject to change if necessary. The University reserves the right to change curricula, and other requirements, of whatever kind, affecting students. Students will be notified in advance of any changes if applicable.

**CERTIFICATE IN LEADERSHIP:**

- MGT 621 High Performance Leadership (2 cr)
- MGT 622 High Performance Teams (2 cr)
- MGT 617 Leading Across Cultures (2 cr)
- MGT 699 Individual Assessment and Coaching in Leadership Skills (2 cr)

UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sanchez Abril, Vice Dean, Graduate Business Programs

Subject: Curriculum Change: Master in International Business

Date: December 12, 2017

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Proposal: To restructure the curriculum for the Master in International Business. (See attached proposal, diagram, and progress sheets by Dr. Joseph Ganitsky, Program Director.

Background: The Master in International Business seeks to update its curriculum. Currently the program has 28 students.

Reasoning:

- See attached proposal for details on specific reasoning.

Resource Implications: None.

Procedural History:

- Ad Hoc Task Force on Graduate Business Programs – Discussed and approved 11/3/2017
- Graduate Business Programs Committee – Discussed and approved 11/22/2017
- School of Business Administration School Council – Discussed and approved 12/1/2017



**Master in International Business (MIB) Considerations and Recommended Changes to Program**

<b>Considerations</b>	<b>Recommended Changes</b>
1- Some students need <b>remedial</b> English (for most non-native English speakers) and Statistics (for those lacking previous backing statistical training)	<b>Add</b> Intensive English (starting in June) (TBD) (0 cr) MAS 610 (2 week Bootcamp in early August) (2 cr)
2- <b>Split</b> each of the 4-credit BUS courses (630, 631, 632 & 633) into two separate courses (each worth 2 credits). To focus on single topics, meet clearer expectations /goals, and avoid (team-taught) conflicting goals from their professors	<b>Substitute</b> BUS 630 <b>for</b> ACC 670 and FIN 641 BUS 631 <b>for</b> MGT 643 and MGT 645 BUS 632 <b>for</b> MKT 640 and MGT 620 BUS 633 <b>for</b> BUS6 610 and MGT 628
3-Students must command skills that increase their placement chances among Multinationals including those with regional HQ in S. Florida	<b>Add</b> MGT 677 Corporate Strategy and Organization
4- Students must command skills that increase their placement chances among Int'l Logistics / Global Supply Chain players	By taking MAS 610, MGT 643 and MGT 645 (listed in 1 and 2) students achieve this goal
5- Students must enhance their command of marketing research / and use of big data	<b>Substitute</b> MKT 645 International Marketing <b>for</b> MKT 675 Marketing Analytics
6- Improve Experiential Learning 6.1. Global Business Consulting (GBC) (BUS 622)* (Optional – student must apply) A- Eliminate extra fees (covered by credit pay) B- Offer a better GBC schedule C- Competitive: Select only stronger/ better qualified students matching project's needs 6.2. Eliminate BUS 642--IB Practicum	A- Student's pay for their international air fare B- Start in Spring's first week and end by last week of the semester (requires adjusting schedule for courses taken during 2 <sup>nd</sup> Quarter Spring) C- <b>Add</b> MGT 628—Global Entrepreneurship D- Students who are accepted into BUS 622 are able to waive MGT 628 and MKT 675,
7- Scheduling changes to A- Adjust to the program's full-time nature B- Reduce chances of full-time students working and thus becoming part-timers C- Offer a more balance work load D- Create weekend opportunities for students to travel throughout the USA E- Make better use of SBA's facilities	A- If classrooms and instructors are available, schedule classes during weekday, in day hours, avoiding evening classes B- Each course: Two 2 hour sessions / week for 7 weeks

\* \* BUS 622 Students participating and enrolled in BUS 622 may be waived from taking MGT 628 and MKT 675.

\*\* Please note that courses may be substituted on a case-by-case basis as determined by the program's Academic Director.

(December, 2017)

**COURSES ADDED:**

ENGLISH as a second language (for most non-native English speakers)

MAS 610 (Statistical Analysis for Managerial Decision Making) (2 credits) – for students lacking statistical training

MGT 677 (Corporate Strategy and Organization) (2 credits)

**DISTRIBUTION OF COURSES/CREDITS:**

BUSINESS CORE (14 CREDITS): AC 670, BUS 610, FIN 641, MGT 620, 643, 675, MKT 640

INTERNATIONAL BUSINESS CORE (12 CREDITS): BSL 692, ECO 695, FIN 660, MGT 617, 645 and 691

INTERNATIONAL EXPERIENTIAL LEARNING (6 CREDITS): BUS 624/625/636, BUS 622 (3cr)

SUBSTITUTE COURSES FROM



TO:



**Fundamentals of  
Economics, Accounting, and  
Finance BUS 630 (4 credits)**

**Financial Reporting and Analysis  
ACC 670 (2 credits)**

**Valuation and Financial Decision  
Making  
FIN 641 (2 credits)**

**Business Analytics and Operational  
Excellence  
BUS 631 (4 credits)**

**Principles of Operations  
Management  
MGT 643 (2 credits)**

**Supply Chain Management  
MGT 645 (2 credits)**

**Introduction to Strategy, Market,  
and Management  
BUS 632 (4 credits)**

**Foundations of Marketing  
Management  
MKT 640 (2 credits)**

**Managing Through People  
MGT 620 (2 credits)**

**Business Plan Fundamentals and  
Communications  
BUS 633 (4 credits)**

**Critical Thinking and  
Persuasion for Business  
BUS 610 (2 credits)**

**Global Entrepreneurship  
MGT 628 (2 credits)**

**MKT 645 (2 credits)**

**Marketing Analytics  
MKT 675 (2 credits)**



## Proposed Master in International Business

Summer 2018		
Term 1- 0 June xx – August xx (2 credits)	Semester Enrolled	Note
Intensive English June 2018 Mandatory for non-native English speakers in need of enhancing English language skills (0cr)	TBA	
MAS 631 Statistics for Managerial Decision Making (2cr)	TBA	Graduate Business Cert.
Fall 2018		
Term 1-1 August X – October Y (8 credits)	Semester Enrolled	Note
ACC 670 Financial Reporting and Analysis (2cr)	TBA	Graduate Business Cert
MGT 620 Managing Through People (2cr)	TBA	Graduate Business Cert
ECO 695 Global Economics (2cr)	TBA	IB Core
BUS 610 Critical Thinking and Communication for Business (2CR)	TBA	Graduate Business Cert
Term 1-2 October Z – December W (8 credits)	Semester Enrolled	Note
MGT 643 Principles of Operations Management (2cr)	TBA	Business Core
MKT 640 Foundations of Marketing Management (2cr)	TBA	Graduate Business Cert
FIN 641 Valuation and Financial Decision Making (2cr)	TBA	Graduate Business Cert
MGT 691 International Management (2cr)	TBA	IB Core
	TBA	Graduate Business Cert
Spring 2019		
Term 2-1 January M – March N (8 credits)	Semester Enrolled	Note
MGT 645 Supply Chain Management (2cr)	TBA	IB Core
FIN 660 International Finance (2cr)	TBA	IB Core
MGT 628 Global Entrepreneurship (2 cr)	TBA	IB Elective
MGT 677 Corporate Strategy & Organization (2cr)	TBA	Graduate Business Cert
BUS 622 Global Business Consulting (3cr) * Full-Semester	TBA	Optional (Student must apply)
Spring Break 2019 March N – March P (2 credits)		
BUS 624 Asian/Pacific International Trip (2 cr) or	TBA	Required Experiential Component
BUS 625 Latin American International Trip (2cr) or		
BUS 636 United States Business Environment (2 cr) (for foreigners)		
Term 2-2 March P – May Q (6 credits)	Semester Enrolled	Note
MKT 675 Marketing Analytics (2cr)	TBA	IB Elective
BSL 692 Legal Implications Int'l Business Transactions (2cr)	TBA	IB Core
MGT 617 Leading Across Cultures (2cr)	TBA	IB Core

\* Students participating and enrolled in BUS 622 may be waived from taking MGT 628 and MKT 675.

**Subject to Change Disclaimer**

Please note that the MIBS program schedule is subject to change if necessary. The University reserves the right to change curricula, and other requirements, of whatever kind, affecting students. Students will be notified in advance of any changes if applicable.

**MIBS Program Breakdown:**

Graduate Business Certificate: 10 - 12 credits w/MAS 631

International Business Core: 14 credits

Business Core: 2 credits

Required Int'l Trip: 2 credits

IB Electives OR Consulting Project 4 or 3 credits

**Total credits: 31-34**

Note: The workload evenly distributed; the less demanding last quarter to facilitate student's job search/placement process.

# Current Master in International Business

Fall 2017			
Term 1-1 August 21 – October 6	Semester Enrolled		Note
BUS 630 Fundamentals of ECO/ACC/FIN (4 cr)	BUS 630	M/W 6:30 – 10:30	CBA
BUS 604 Career Development and Enrichment (0)	BUS 604/08	ARR	
MGT 691 International Management (2 cr)	MGT 691/32	M/W 10:15 – 12:15	
BUS 698 Business & Int'l Political Economy–Outset of the 21 <sup>st</sup> Century (2 cr)	BUS 698/52	T/R 10:15 – 12:15	
Term 1-2 October 16 – December 8	Semester Enrolled		Note
BUS 632 Intro. Strategy, Markets and Management (4 cr)	BUS 632/01	M/W 6:30 – 10:30	CBA
*BSL 692 Legal Implications Int'l Business Transactions (2 cr)	BSL 692/35	M/W 1:15 – 3:15	
FIN 660 International Finance (2 cr)	FIN 660/57	T/R 3:30 – 5:30	
Spring 2018			
Term 2-1 January 16 – March 2	Semester Enrolled		Note
BUS 631 Business Analytics and Operational Excellence (4 cr)	BUS 631/01	M/W 6:30 – 10:30	CBA
BUS 604 Career Development and Enrichment (1)	BUS 604/08	ARR	
MKT 645 International Marketing (2 cr)	MKT 645/32	M/W 10:15 – 12:15	
BUS 698 International Business Practicum (4 cr) OR Global Business Consulting Project (BUS 622)	ARR		
BUS 624 Asian/Pacific International Trip (2 cr) OR BUS 625 Latin American International Trip (2cr)			
Term 2-2 March 19 – May 4	Semester Enrolled		Note
BUS 633 Business Plan Fundamentals & Communication (4 cr)	BUS 633/01	M/W 6:30 – 10:30	CBA
*MGT 617 Leading Across Cultures (2 cr)	MGT 617/59	T/R 5:45 – 7:45	

Subject to Change Disclaimer

Please note that the MIBS program schedule is subject to change if necessary. The University reserves the right to change curricula, and other requirements, of whatever kind, affecting students. Students will be notified in advance of any changes if applicable.

Possible Elective Options:

\*Fall/Term One Options:

MKT 646 – Consumer Behavior T/R 3:30 – 5:30pm

\*Fall/Term Two Options:

MGT 623 – Human Resource Systems Thursday 6:30 – 10:30pm

MKT 647 – Advertising & Comm. Management T/R 1:15 – 3:15

\*Spring/Term Two Options:

MGT 621 – High Performance Leadership T/R 8:00 – 10:00am

MGT 698 – M&A: A Cross Border Perspective T/R 3:30 – 5:30pm