



## MEMORANDUM

**To:** Julio Frenk, President

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

A handwritten signature in blue ink, appearing to read 'Tomás'.

**Date:** November 21, 2018

**Subject:** Faculty Senate Legislation #2018-28(B) – Proposal for a New Track for the Executive Master of Business Administration (MBA) Program in Partnership with OneMBA®, Business School

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The Faculty Senate, at its November 14, 2018 meeting, voted unanimously to approve the proposal from the Business School to create a new track for the Executive Master of Business Administration (MBA) program in partnership with OneMBA®, pending Graduate Council approval. The Graduate Council approved the proposal on November 13, 2018. The School proposed to offer a new track within the existing Executive MBA program through a consortium agreement with OneMBA®, effective Fall 2019. The program will require the successful completion of 45 credit hours.

OneMBA® is a consortium of five institutions from various countries that provides a global Executive MBA program incorporating global residences in each country as well as globally coordinated courses. The University of Miami was selected to become the new partner institution in the United States.

The proposed undergraduate major does not “represent a significant departure, either in content or method of delivery” from what the University is currently approved to offer by SACSCOC.

The Faculty Senate does not approve budget concepts; therefore no budget information is included here.

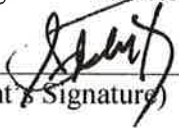
This legislation is now forwarded to you for your action.

TAS/rh

Enclosure

cc: Jeffrey Duerk, Provost and Executive Vice President for Academic Affairs  
Guillermo Prado, Dean of the Graduate School  
John Quelch, Dean of the Business School  
Patricia Sanchez Abril, Vice Dean, Graduate Business Education, Business School

**CAPSULE:** Proposal for a New Track for the Executive Master of Business Administration  
(MBA) Program in Partnership with OneMBA®, Business School

APPROVED:  DATE: 12/18/18  
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean John Quelch

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

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

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



## Proposal Submission Checklist

Proposals are to be submitted to the Office of Assessment and Accreditation (OAA), if applicable, the Graduate Council (for graduate programs excluding Law and Medical), if applicable, and the Faculty Senate. Refer to the [Procedures for Program Changes](#) document for information on the approvals and notifications needed for 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 electronically as noted above.)

### KEY CONTACT PERSONNEL INFORMATION

First Name

Patricia

Last Name

Abril

Proponent's Title

Vice Dean, Graduate Business Education

Department, if applicable

Graduate Business Programs

School/College

Miami Business School

E-mail

pabril@miami.edu

Phone

(305) 284-6999

Title of Proposal

New Track for the Executive MBA Program in Partnership with OneMBA®

(-continue to next page-)

## MANDATORY MEMORANDA AND FORMAT

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

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

Yes     No

If no, explain why:

Not applicable.

**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:

**7. A memo from the Graduate School Dean signifying approval of the Graduate Council (for graduate programs only).**

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

Applicable     Not applicable.

If not, explain why:

GWC and Faculty Senate approval will be contingent on Graduate Council approval. We expect this item to be discussed at the November 13th Graduate Council meeting.

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.

Yes  No

If no, explain why:

Not applicable.

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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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**FORM INSTRUCTIONS:**

1. Once you have completed the form, save it to your computer by clicking the "Save" button below.
2. Print and scan it.
3. Submit the scanned version to [facsen@miami.edu](mailto:facsen@miami.edu) with your proposal. **Please note:** only scanned versions can be accepted.

Save

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End form.





**MEMORANDUM**

DATE: November 14, 2018

TO: Tomas Salerno  
Chair, Faculty Senate

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

SUBJECT: Proposal – New Track Executive MBA partnership with OneMBA®

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The Miami Business School submitted a proposal to create a new track in the Executive MBA program offered with OneMBA®. The proposal was discussed at the meeting of the Graduate Council on Tuesday, November 13, 2018, and was unanimously approved by those present.

cc: John Quelch, Dean, Miami Business School  
Patricia Abril, Vice Dean, Graduate Business Education, Miami Business School  
Ann Olazabal, Vice Dean, Undergraduate Business Education, Miami Business School  
Yongtao Guan, Professor, Management Science, Miami Business School  
Patty Murphy, Executive Director, Office of Assessment and Accreditation



## MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: Patricia Sánchez Abril, Vice Dean, Graduate Business Education

Subject: New Track for the Executive MBA Program in Partnership with OneMBA®

Date: October 29, 2018

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Proposal: Create an additional track to our Executive MBA program offered with OneMBA® through a consortial agreement.

Background: The Miami Business School (MBS) has been offering its Executive MBA since 1973 to cater to the wide executive MBA market. MBS has offered different tracks of the Executive MBA, such as the Executive MBA in Health Sector Management and Policy and the Global Executive MBA. We now propose to add the Executive OneMBA® to the program portfolio to enter the market for an executive MBA with immersive global opportunities.

MBS has been selected as the American partner for the OneMBA®. The OneMBA® is a global executive MBA delivered in partnership with five premier international business schools located in Brazil, China, Mexico, the Netherlands, and the United States.

The international business school partners of the OneMBA® Consortium are:

- Brazil: FGV São Paulo School of Business Administration (FGV)
- China: School of Management, Xiamen University (SMXMU)
- Mexico: EGADE Business School of Tecnológico de Monterrey (EGADE Business School)
- The Netherlands: Rotterdam School of Management, Erasmus University (RSM)

The OneMBA® experience allows students to explore the most current business issues and best practices from each world region. The students gain real-world credibility that is deeply transformational through immersive residencies, globally coordinated courses, international team assignments, and regional hands-on curriculum. Established in 2002, the OneMBA® is ranked #35 by the Financial Times (FT Executive MBA Ranking, 2017).

One of the hallmarks contributing to the program's long-running success is each school's relative independence. Each business school recruits its own cohort and grants its own degree. Each also maintains complete discretion on faculty staffing, local course content and format, and tuition rates. However, the Consortium shares several key aspects that make the program distinctive, global, and experiential in nature:



- *Globally-Coordinated Courses*: Professors teaching in the three globally-coordinated courses work with their counterparts at Consortium schools to coordinate the curriculum of three core courses taught semi-simultaneously across four continents. Students work on assignments and projects in virtual global teams equally comprised of members of each school's cohort.
- *Global Residencies*: Students from OneMBA<sup>®</sup> schools come together four times during the program for week-long academic residencies focusing on the socio-economic and business environment of each visited country.

Residencies include:

- China/India (hosted by Xiamen)
- Mexico/Brazil (hosted by EGADE)
- Netherlands/Poland (hosted by ERASMUS)
- U.S. (hosted by MBS)

The University of North Carolina, Kenan-Flagler Business School (UNC) was the United States partner until September 2018.

After a comprehensive search for a U.S. business school partner, MBS was selected. We are currently negotiating the Memorandum of Understanding, but in the interim submit the following proposal to expedite review.

Benefits of joining the OneMBA<sup>®</sup> Consortium:

- MBS will gain global prestige and exposure by joining a network of leading business schools.
- The OneMBA<sup>®</sup> is the top global executive MBA designed and delivered by five leading international business schools, putting MBS at the forefront of curricular innovation and at a significant strategic advantage vis-à-vis competitors.
- Currently, the Financial Times ranks OneMBA<sup>®</sup> #35 top global executive MBA program.
- Our students will be able to participate in experiential learning in truly global teams in seven countries across four continents.
- MBS gains a network of highly reputable partner schools for further research and educational exchanges and collaborations.

Resource Implications:

- Harihara P. Natarajan, Ph.D., will be appointed the academic director.
- The OneMBA<sup>®</sup> will be comprised of existing courses from the Global Executive MBA.
- The program will be self-sustaining financially.

Curriculum Description:

1. The program begins with a week-long Orientation session on campus.
2. There are four (4) local courses exclusive to the Miami Business School. These courses have a hybrid element aiming at providing the fundamental content between the on-campus residencies. They are:
  - BUS 653: Global Institutions, Infrastructure, and Environment
  - BUS 654: Corporate Financing and Investing

- BUS 658 Business Analytics
  - BUS 661: Enhancing Global Operations
3. MBS professors will work with professors from all Consortium schools to coordinate the curriculum for three (3) globally-coordinated courses. The globally-coordinated courses will have our students working in remote global teams with students from the other Consortium schools. These courses also include a hybrid element aiming at providing content between the on-campus residencies. They are:
- BUS 651: Global Strategic Marketing
  - BUS 652: Global Strategy
  - BUS 660: High Performance Leadership
4. There are four (4) week-long Global Residencies bringing together students from all Consortium schools where our students will work on projects with their global team and discuss the challenges and opportunities of global business in that region. Students will also visit local and multinational business sites. Residencies include:
- China/India (Hosted by Xiamen)
  - Mexico/Brazil (Hosted by EGADE)
  - Netherlands/Poland (Hosted by ERASMUS)
  - US (Hosted by MBS)

## OneMBA®

The OneMBA® program consists of eleven modules carried out in the following:

**Four (4) Miami Modules, MBS hybrid courses (including on-campus residencies and synchronous online inter-residencies). (4 credits each)**

**Three (3) Globally Coordinated Courses, in which MBS professors work with professors from all Consortium schools to coordinate the curriculum and students work on assignments in virtual global teams. They are: (4 credits each)**

- **Leading and Managing Global Organizations**
- **Global Marketing Management**
- **Strategy In a Global Arena**

**Four (4) week-long Global Residencies including students from all Consortium schools. Trips include: (4 credits each)**

- **China/India (hosted by Xiamen)**
- **Mexico/Brazil (hosted by EGADE)**
- **Netherlands/Poland (hosted by ERASMUS)**
- **US (hosted by MBS)**

DATE	COURSE TYPE	COURSE TITLE	# OF CREDITS
Aug 2019	<i>Orientation</i>	BUS 6##: Orientation	1
Sep 2019	<i>Global Residency 1</i>	BUS 625: Global Residency	4
Oct – Nov 2019	<i>Miami Module 1</i>	BUS 653: Global Institutions, Infrastructure, and Environment	4
<b>Dec 2019 – Feb 2020</b>	<b><i>Globally-Coordinated Course 1</i></b>	<b>BUS 660: High Performance Leadership</b>	<b>4</b>
Mar 2020	<i>Global Residency 2</i>	BUS 636: Global Residency	4
Mar – May 2020	<i>Miami Module 2</i>	BUS 654: Corporate Financing and Investing	4
<b>May – July 20</b>	<b><i>Globally-Coordinated Course 2</i></b>	<b>BUS 651 Global Strategic Marketing</b>	<b>4</b>
Aug– Sep 2020	<i>Miami Module 3</i>	BUS 658 Business Analytics	4
October 2020	<i>Global Residency 3</i>	BUS 624: Global Residency	4
<b>Sep – Dec 2020</b>	<b><i>Globally-Coordinated Course 3</i></b>	<b>BUS 652: Global Strategy</b>	<b>4</b>
Jan – Mar 2021	<i>Miami Module 4</i>	BUS 661: Enhancing Global Operations	4
May 2021	<i>Global Residency 4</i>	BUS 6##: Global Residency	4



**August, 2019**

*BUS 67#: Orientation (1 credit)*

- Introduction to Blackboard
- Virtual Tour: Business Fundamental Modules
- Business Research Strategies
- Case Learning
- Working in Virtual Teams, team roles, and dynamics

**September, 2019**

*Global Residency 1*

*BUS 625: Global Residency (4 credits)*

**October – November, 2019**

*Miami Module 1*

*BUS 653: Global Institutions, Infrastructure, and Environment (4 credits)*

**Inter Residency: 7 weeks**

**Residency: 3 days on campus**

Accounting:

- Focus on financial accounting reports and managerial accounting topics
- Oriented to the user of financial data (rather than the preparer) and provides a basis for general business studies
- Permit students to understand accounting information, use this in making business decisions, and communicate about business performance in accounting terms

Finance:

- Fundamentals tools and concepts in finance in a managerial context
- Topics include the financial environment; the time value of money; security valuation; capital budgeting; risk and return; capital assets pricing model; and cost of capital

**Residency**

- Consider how a country's legal and economic institutional arrangements influence managerial strategy involving goods, services and financial flows across nations
- Address how economic problems are dealt with by institutional arrangements in different ways around the world
- Discuss the influence that these institutional arrangements have on managerial project strategy when firms operate across borders
- Focus on global legal, economic and financial institutions

**December, 2019 – February, 2020**

*Globally-Coordinated Course 1*

*BUS 660: High Performance Leadership (4 credits)*

**Inter Residency: 7 weeks**

**Residency: 3 days on campus**

**Inter Residency**

- Advanced topics in organizational behavior and utilizes cases, experiential exercises, and lectures to explore topics such as ethical leadership, leadership and country culture, leadership and organizational culture, and transformational and transactional leadership.

**Residency**

- The objective of this module is to transform high-potential managers and participants into global, principled and multi-cultural higher level leaders
- Innovative experiential learning and leading edge content from rigorous academic enable the participants to develop a global mindset, and superior emotional intelligence

- This module also heightens students' self-awareness of their philosophical inclination and leadership viewpoint
- Participants reflect on and identify their important core values and management styles
- Strengthen and develop new leadership styles, grow self-confidence, and people skills
- Helps the participants lead teams at a higher level, manage complex systems more effectively, increase their cross-cultural management skills, influence behaviors in their teams and organizations, maintain the highest ethical standards and lead effective change within their organization.

**March, 2020**

*Global Residency 2*

*BUS 636: Global Residency (4 credits)*

**March - May, 2020**

*Miami Module 2*

*BUS 654: Corporate Financing and Investing (4 credits)*

**Inter Residency: 7 weeks**

**Residency: 3 days on campus**

**Inter Residency**

**Finance:**

- Theoretical development and computational aspects of solving the problems.
- Topics include capital budgeting; capital structure; dividend policy; valuation and stock analysis

**Accounting:**

- Developing an understanding of financial reporting and company valuation
- Topics include ratio analysis; earnings management; valuation and bond accounting

**Residency**

- This course considers financing and investing within the corporation
- Theoretical structure of the problem, the boundaries that management faces and how these decisions are made by management will be addressed
- Demonstrate the practical implementation as well as integrating these concepts into the overall management picture
- The course will guide through the theory and computational aspects applying the theory and application to situations that will enhance and cement understanding
- Finance theory is universal and therefore does not apply to any given country or system, all applications will be international, multinational, or global in context
- It will build on previous courses to understand how institutions, accounting, legal structures and more, affect these decisions

**May - July, 2020**

*Globally-Coordinated Course 2*

*BUS 651 Global Strategic Marketing (4 credits)*

**Inter Residency: 7 weeks**

**Residency: 3 days on campus**

**Inter Residency**

**Marketing:**

- Marketing problems experienced by top executives are examined and fundamental problem-solving concepts are developed including problems of consumer needs, product planning, promotion, distribution and pricing



- The discovery and application of marketing management skills are developed through the use of case studies

**Residency**

- Acquaint with the theories and practice of strategic marketing management in the Americas
- Understand markets, develop strategies to capture value, and develop marketing plans based on the nature of national as well as international markets
- The issues of strategic marketing in the context of firm level strategy will be addressed, as well as issues of value capture and delivery, customer life-time value, pricing, distribution, branding and communication in markets

**August – September, 2020**

*Miami Module 3*

*BUS 658 Business Analytics (4 credits)*

**Inter Residency: 7 weeks**

**Residency: 3 days on campus**

**Inter Residency**

Management Science/Operations

- Broadening students' understanding of issues in operations and supply chain management
- Topics include customer service, efficient management of inventory, performance management by reducing mismatch between demand and supply, and the understanding of a firm's supply chain risk strategies

**Residency**

This course emphasizes the utilization of quantitative and analytical models in the solution of modern business problems

- Discuss framework that helps model and analyze strategic, tactical and operational problems
- Use case studies from a variety of business areas to understand how to make better decisions
- Decision support systems discussed in this course encompass a suite of optimization and simulation methodologies that provide an objective, quantitative framework for guiding multilevel decision-making, and comparing and evaluating management strategies for modern global business problems

**October, 2020**

*Global Residency 3*

*BUS 624: Global Residency (4 credits)*

**September – December, 2020**

*Globally-Coordinated Course 3*

*BUS 652: Global Strategy (4 credits)*

**Inter Residency: 7 weeks**

**Residency: 3 days on campus**

**Inter Residency**

- Understand organizations as complex systems embedded in a set of evolving cooperative and competitive economic relationships
- Identify the distinct resources and capabilities that form the foundation of an organization's competitive advantage
- Formulate business strategies that anticipate imitation and competitor response
- Evaluate the relationship between firm's competitive advantage and growth opportunities



- Understand the role of the corporate center in supporting and enhancing the competitive success of operating divisions
- See the interplay of organizational structures, systems, networks, and influence centers that form the basis of effective strategy implementation

**January – March, 2021**

*Miami Module 4*

*BUS 661: Enhancing Global Operations (4 credits)*

**Inter Residency: 7 weeks**

**Residency: 3 days on campus**

**Inter Residency**

**Accounting:**

- Participants will delve into the fundamentals of cost management and product costing

**Management Science:**

- Optimization, data analysis, decision making, and statistics related to global operations

**Residency**

- Learn how to successfully manage global operations through the relentless execution and integration of key managerial activities (i.e. planning, organizing, allocating resources, monitoring and leading), which all entail multilevel and cross-departmental decision-making
- Learn to develop a sustainable competitive advantage through not only a product portfolio but also superior service and people
- Organizational effectiveness through lean operations and global supply chain is discussed
- Encourages students to design dashboards and measure whether the organizational activities and output contribute to the stakeholders' objectives and meet employees' satisfaction
- Theories, quantitative and analytical models are discussed for better managerial decisions

**May, 2021**

*Global Residency 4*

*BUS 644: Global Residency (4 credits)*

**Global OneMBA®  
 Proposed Progress Sheet**

<b>Code</b>	<b>Title</b>	<b>Credit Hours</b>
<b>Fall Semester (8 credits)</b>		
<b>BUS 6##</b>	<b>Orientation</b>	<b>1</b>
<b>BUS 625</b>	<b>Global Residency</b>	<b>4</b>
<b>BUS 653</b>	<b>Global Institutions, Infrastructure, and Environment</b>	<b>4</b>
<b>Spring Semester (15 credits)</b>		
<b>BUS 660</b>	<b>High Performance Leadership</b>	<b>4</b>
<b>BUS 654</b>	<b>Corporate Financing and Investing</b>	<b>4</b>
<b>BUS 636</b>	<b>Global Residency</b>	<b>4</b>
<b>BUS 651</b>	<b>Global Strategic Marketing</b>	<b>4</b>
<b>Fall Semester (11 credits)</b>		
<b>BUS 658</b>	<b>Business Analytics</b>	<b>4</b>
<b>BUS 624</b>	<b>Global Residency</b>	<b>4</b>
<b>BUS 652</b>	<b>Global Strategy</b>	<b>4</b>
<b>Spring Semester (10 credits)</b>		
<b>BUS 661</b>	<b>Enhancing Global Operations</b>	<b>4</b>
<b>BUS 6##</b>	<b>Global Residency</b>	<b>4</b>
<b>Total Credit Hours</b>		<b>45</b>

**Black:** Existing course in the Global Executive MBA

**Green:** Global residencies – existing MBS courses in Graduate Business Programs

**Orange:** Globally-coordinated courses – existing MBS courses whose assignments are to be coordinated by MBS professor alongside four other Consortium schools



Harihara P. Natarajan  
Associate Professor  
Department of Management  
Curriculum Vitae

## HARIHARA P. NATARAJAN

Department of Management ■ School of Business Administration ■ University of Miami  
414-K Jenkins Building, 5250 University Drive, Coral Gables, FL 33124-9145  
(305) 284 8587 ■ hari@miami.edu

### ACADEMIC POSITIONS

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<b>Associate Professor, University of Miami, Coral Gables, FL</b>	2011-current
<i>Sabbatical at Koc University, Istanbul, Turkey</i>	Spring 2012
<b>Assistant Professor, University of Miami, Coral Gables, FL</b>	2004-2011
<b>Instructor, University of Miami, Coral Gables, FL</b>	2003-2004
<b>Visiting Researcher, University of Texas, Austin, TX</b>	2002-2003
<b>Instructor, Pennsylvania State University, State College, PA</b>	1997-2002

### EDUCATION

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<b>Pennsylvania State University</b>	University Park, PA
<i>Ph.D. in Business Administration (Dual-title in Operations Research)</i>	2004
<b>Primary Field:</b> Management Science and Operations Management;	
<b>Supporting Field:</b> Industrial Engineering	
<b>Dissertation Title:</b> <i>Optimization models to support negotiation and coordination in supply chains</i>	
<b>Pennsylvania State University</b>	University Park, PA
<i>Master of Science in Business Administration</i>	2003
<b>Indian Institute of Technology, Madras</b>	Chennai, India
<i>Bachelor of Technology in Naval Architecture</i>	1996

### RESEARCH INTERESTS

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- Design and configuration of infrastructure and service networks
- Planning, coordination, pricing, and execution in IT-enabled supply chains
- Mathematical programming and discrete optimization

### RESEARCH

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#### A. PUBLICATIONS

- Optimizing Delivery Fees for a Network of Distributors, (with Balakrishnan, A., and M.S. Pangburn). *Manuf. and Service Operations Management* 2(3), 297-316, 2000.
- Connectivity Upgrade Models for Survivable Network Design (with A. Balakrishnan and P. Mirchandani). *Operations Research* 57(1), 170-186, 2009.

- Joint Dynamic Pricing of Multiple Perishable Products under Consumer Choice (with Y. Akcay and S. H. Xu). *Management Science* **56**(8), 1345-1361, 2010.
- Optimal Configuration of a Service Delivery Network: An Application to a Financial Services Provider (with G. A. Meester, A. Mehrotra, and M. J. Seifert). *Production and Operations Management* **19**(6), 725-741, 2010.
  - ♦ Featured in the School of Business *BusinessMiami* magazine
- Optimal Integrated Procurement Planning for Multi-division firms, (with A. Balakrishnan). *Production and Operations Management* **23**(10), 1795-1810, 2014.
- Designing Fee Tables for Retail Delivery Services by Third-party Logistics Providers (with A. Balakrishnan). *IIE Transactions* **46**(12), 1261-1278, 2014.
  - ♦ Findings featured in the *Industrial Engineer* magazine
  - ♦ Best Paper in *IIE Transactions* in Scheduling and Logistics for 2014-15
  - ♦ Featured in the School of Business *BusinessMiami* magazine
- Review of "Operations Planning — Mixed Integer Optimization Models". *Interfaces*, **46**(1), 109-110, 2016.
- Leadership, Dominance, and Preeminence in a Channel Structure with a Common Retailer (with F. Fang, H. Gurnani), *Decision Sciences*, *forthcoming*.
- Less is More: Harnessing Product Substitution Information to Rationalize SKUs at Intcomex (with P. Bernales, Y. Guan, P. Souza, M. X. A. Tajés), *Interfaces*, *forthcoming*.

#### B. MANUSCRIPTS UNDER REVIEW AND IN PROGRESS

- Planning Product Availability for a Category of Substitutable Products (with Y. Akcay, H. Awad), *preparing for re- submission*.
- Procurement Coordination and Cost Allocation in Multi-division firms, (with F. Fang), *preparing for submission*.
- Integrating location and inventory decisions in a supply chain, (with F. Fang).
- Optimal transshipment network design and inventory placement in distribution networks, (with F. Fang, H. Awad).

#### C. RECENT CONFERENCES (2011-)

- Sourcing and procurement coordination in multi-division firms (with F. Fang), Decision Sciences Annual Meeting, Seattle, WA, 2015.
- Sourcing and procurement coordination in multi-division firms (with F. Fang), INFORMS Annual Meeting, Philadelphia, PA, 2015.
- Leadership, dominance, and preeminence in a channel structure with a common retailer (with F. Fang, H. Gurnani), POMS Annual Meeting, Washington, DC, 2015.
- Integrating location and inventory decisions in a supply chain, (with F. Fang), INFORMS Annual Meeting, San Francisco, CA, 2014.
- Planning product availability with service level requirements, (with Y. Akcay, H. Awad), INFORMS Annual Meeting, Minneapolis, MN, 2013.



- Planning product availability with service level requirements, (with Y. Akcay, H. Awad), POMS Annual Meeting, Denver, CO. 2013.
- Optimal inventory policy for an assortment of vertically differentiated products, (with Y. Akcay), INFORMS Annual Meeting, Phoenix, AZ. 2012.
- Optimal integrated procurement planning for multi-division firms (with A. Balakrishnan), Koc University, Istanbul, Turkey. Spring 2012.
- Optimal inventory policy for an assortment of vertically-differentiated products (with Y. Akcay), POMS Annual Conference, Chicago, IL, April 2012.
- Delivery fee design for logistics partnerships (with A. Balakrishnan), IFORS Triennial Conference, Melbourne, Australia, July 2011.

## HONORS AND AWARDS

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- Best Paper in *IIE Transactions* Scheduling and Logistics for 2014-15 2016
- UM CIBER Intl. Bus. Research Grant 2012
- Faculty Banner Marshal for the Graduate School, Fall Commencement 2011
- James W. McLamore Research Grant in Business and Social Sciences 2006, 2010
- University of Miami School of Business Summer Research Grant 2004-05, 2007-09, 2011-12
- Delta Phi Epsilon Outstanding Professor Nomination 2006, 2007
- University of Miami Excellence in Teaching Nominee 2006
- Penn State Alumni Association Doctoral Dissertation Award 2002
- Center for Supply Chain Research (CSCR) Graduate Research Award 2002
- Finalist, eBusiness Research Center 2<sup>nd</sup> Annual Doctoral Dissertation Award 2002
- Smeal College Nominee for the INFORMS and DSI Doctoral Colloquia 2001, 2002
- Smeal College Nominee, Graduate Student Outstanding Teaching Award 1999, 2000

## TEACHING

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- **Executive**
  - » *Principles of Operations for Healthcare Managers* (MGT 653) Spring 2016  
**Developed** Process design, improvement, and execution in healthcare services.  
Average student rating: **4.9/5**.
  - » *Enhancing Global Operations* (BUS 661) Fall 2015-16  
Academic Directory for a residency module on contemporary operations and supply chain issues and methods. Average student rating over two sections: **4.8/5**.
  - » *Principles of Operations Management* (MGT 653) at UM Spring, Summer 2015  
Course that explores models for supply chain design, coordination, and execution. Average student rating for two sections: **4.9/5**
- **Graduate**
  - » *Principles of Supply Chain Management* (MGT 645) at UM Fall 2010, 2013  
MBA level case-based course that explores models for supply chain design, coordination, and execution. Average student rating for one section: **4.9/5**
  - » *Principles of Operations Management* (MGT 643) at UM Spring 2008, 2010, 2011, 2014  
Core MBA level case-based course that introduces students to basic concepts,

- emphasizing managerial implications. Average student rating for five sections: **4.5/5**
- » *Management Science Consulting* (MAS638) at UM Fall/Spring 2010, Spring 2012  
Co-taught modules on call center operations and integrated sales and operations planning.
  - » *Graduate Business Consulting* at UM Spring 2015, 2016  
Faculty advisor for a 6-person student team that successfully completed an assessment of trade spend activities at a large multinational alcoholic beverages company, identifying substantial opportunities for improvement in allocation through rigorous analysis of sales and trade spend data in 10 different countries.
- **Doctoral**
    - » *Optimization Models for Operations and Supply Chain Management* (MGT 686) Spring 2014  
**Developed** seminar class that introduces, analyzes, and discusses deterministic optimization applications in the operations and supply chain area. Average student rating for one section: **5.0/5**
    - » *Optimization Models for Ops and Supply Chain Mgt* (OM 392) at UT Austin Spring 2012  
Taught a module on call center planning models in this Ph. D. level class.
    - » *Introduction to Mathematical Programming* (MS&IS 540) at PSU Spring '99 & M.S./Ph. D. level class; Conducted tutorial sessions, graded assignments, and covered special topics Spring '01-'02
  - **Undergraduate**
    - » *Supply Chain Modeling and Analysis* (MGT445) at UM Fall 2011 – 2016  
**Developed** an elective course for senior UG students. Develops models and analytical tools for supply chain design, planning, and operation.  
Average student rating for five sections: **4.7/5**
    - » *Production and Operations Management* (MGT303) at UM Fall '03 – Fall '12  
Junior-level core class for business majors. Introduces concepts in operations and supply chain management. Developed engaging in-class games to clarify concepts and highlight linkages between various topics. Average student rating for 27 sections – **4.5 / 5.0**
    - » *Materials Management* (OISM 418) at PSU Summer '02  
Taught production and inventory management emphasizing mathematical models  
Student Rating – **6.1 / 7.0**
    - » *Methods and Models for Managerial Decision Making* (MS&IS 450) at PSU Fall '98-99 & Taught modeling and problem solving using Linear Programming and Decision Analysis; Average student rating over 3 sections – **6.3 / 7.0** Spring '00
    - » *Introduction to Business Statistics* (MS&IS 200) at PSU Fall '97  
Conducted tutorial sessions on problem solving exercises
  - **Student advising**
    - » *Doctoral Advisor*, Fang Fang (graduated 2016); Initial placement: **California State University, Los Angeles**
    - » *Doctoral Committee Member*, Fernando Jaramillo, A., ongoing
    - » *Doctoral Committee Member*, Guangrui Guo (graduated 2015); Initial placement: University of Windsor, Ontario, Canada
    - » *Doctoral Committee Member*, Lihui Bai (graduated 2013)
    - » Supervised a special topics class (MGT 699, Fall 2012) focusing on mathematical formulation and computer implementation of facility location models.



» **Undergraduate Honors Projects**

Advised four students (Stephanie Feit, Hannah Ringel, Anand Patel, and Jason Pymonto) on Operations area-related honors work

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**INDUSTRY EMPLOYMENT**

- **Software Engineer, Tata Consultancy Services, Madras, India** 1996-'97
  - » Software design, conversion and maintenance.
  - » Part of the Integrated Standard Baking Systems (ISBS) design and development team.

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**CONSULTING EXPERIENCE**

- **Intcomex, Miami, FL** 2010-
  - » Estimation of product substitution patterns and development of tools for product portfolio rationalization.
- **Watsco, Miami, FL** 2011
  - » Provided guidance on supply chain network design.
- **Dsquare Solutions, Bangalore, India** 2011
  - » Directed the algorithmic development of a hotel revenue management solution.
- **Marketics, Bangalore, India** 2008
  - » Provided guidance on airline fleet planning problems.
- **Corning, Corning, NY** 2001
  - » Developed a model to leverage enterprise-wide sourcing volumes through optimal supplier selection and assignment.
- **Uponor Aldyl Company, Shawnee, OK** 2000
  - » Developed and implemented spreadsheet-based decision support solutions (*SPRINT* and *CAPS*) to support integration of production planning and sales operations.
- **Armstrong World Industries, Lancaster, PA** 1998
  - » Developed *CODES*, an Excel-based LP model that determines compensation for distribution operations.

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**SERVICE**

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**COMMUNITY ACTIVITIES**

- Chair, Organizing Committee, First Miami Conference on Operations (February 2017)
- Organizing Committee Member for the MIP Annual Workshop at UM (May 2016)
- Doctoral Exam External Reviewer, Summer 2015
- External Tenure Review Letter Writer, 2014 (2)
- Judge, Nielsen Case Competition, Spring 2013
- **Associate Editor**, *Decision Sciences*, (2012 - present)
- President, INFORMS South Florida Chapter (2014 - present)
- INFORMS Optimization Society Conference, Coral Gables, FL, February 2012  
Member, Organizing Committee; Member, Program Committee

- Treasurer, INFORMS South Florida Chapter, till 2014
- Member: INFORMS (since 1999); DSI (2002); and POMS (since 2007).
- President, Penn State-INFORMS Student Chapter, 2001. Vice-President, 2000.
- Reviewed articles for the *European Journal of Operational Research*, *IEEE Transactions on Reliability*, *IIE Transactions*, *INFORMS Journal on Computing, Interfaces*, *International Journal of Production Research*, *Journal of Industrial Management and Optimization*, *Journal of the Operational Research Society*, *Management Science*, *Manufacturing and Service Operations Management*, *Networks*, *Operations Research*, *Optimization Letters*, and *Production and Operations Management*.

## UNIVERSITY ACTIVITIES

- Provost Research Award Review Panel (2016)
- Member, University Curriculum Committee (2016 - )
- Member, Undergraduate Business Education Committee (2015 - )
- Faculty Lead, Supply Chain Initiatives at UM SBA via the Tracy and Jeffrey Brown Gift (2015 - )
- Board Member, Anthony Burns Center for Advanced Supply Chain Management (2015 - )
- Faculty coordinator, Lunch-and-learn at Ziff, a series of talks by industry experts intended to introduce graduate students to contemporary business topics
- OM-area recruitment coordinator, 2014, 2015
- Member, Grading Policy Task Force, (2015 - 2016)
- Jointly coordinating AACSB-related activities and instructor recruitment for the UG core Operations class (since Spring 2010)
- OM Area Coordinator, Ph. D. program (2012 - 2015)
- Facilitated creation and execution of programs for CIBER. Participated actively in the proposal to renew the CIBER at the University of Miami (2014)
- Chair, Faculty Senate Committee on University Athletics (2012 - 2013)
- Member of the University Athletics Committee (2010 - 2012)
- Co-prepared a proposal for a Masters program in Supply Chain Management (2013)
- Faculty Advisor, UImprove project on Inventory Management of Surgical Supplies at the Miller School of Medicine; project estimated to save \$0.67M annually (2013).
- Represented UM SBA at community events and met with industry visitors on campus, Fall 2013
- Management Department School Council Representative (stand-in), 2013
- Developed a spreadsheet-based optimization model to help the Office of Undergraduate Research and Community Outreach assign judges for student poster presentations at the UM Research, Creativity, Innovation Forum.
- School of Business Administration Faculty Banner Marshal, Graduate School, Fall 2011 Commencement
- Department representative at SBA Ph. D. orientation (Fall 2011)

- Co-organized the **MSOM seminar** at the University of Miami (2003-2006) – a joint seminar series of the Management and Management Science departments.
- Member of the School of Business's Web 2.0 committee
- Actively engaged in department recruiting efforts for multiple faculty positions.
- Participated in UM Commencement and inauguration ceremonies as part of the Stage Party on several occasions.



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: John Quelch, Dean, Miami Business School 

Subject: Support for the New Track of the Executive MBA Program in Partnership  
with OneMBA®

Date: October 26, 2018

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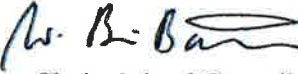
This memo is to document my support for the proposed additional track to our Executive MBA program offered with OneMBA through a consortial agreement.

Thank you.



MEMORANDUM

TO: General Welfare Committee  
Faculty Senate

FROM: W. Brian Barrett, Speaker of the School Council   
Anita Cava, Professor, Business Law, Second Vice Chair, School Council  
Shirley Dennis-Escoffier, Associate Professor, Accounting,  
First Vice Chair, School Council  
Howard Gitlow, Professor, Management Science  
Karoline Mortensen, Associate Professor, Health Management and Policy  
A. Parasuraman, James W. McLamore Chair and Professor, Marketing  
Philip Robins, Professor, Economics  
Sara Rushinek, Professor, Business Technology  
Chester A. Schriesheim, Professor, Management

Subject: New Track of the Executive MBA in Partnership with OneMBA®

Date: October 26, 2018

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The School Council, at its October 19 meeting, voted unanimously to approve the new track of the Executive MBA in partnership with OneMBA®.

Please note that the voting members of the Miami Business School (MBS), the regular faculty per the MBS bylaws, voted to delegate all decisions on curriculum issues to their elected representatives on the School Council for the fall 2018-spring 2019 academic year.



**MEMORANDUM**

**DATE:** October 29, 2018

**TO:** Patricia Abril, Vice Dean, Graduate Business Education  
Miami Business School

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

**RE:** New Track in Executive MBA in Partnership with OneMBA®

On October 26, 2018, the Miami Business School notified my office of its intent to offer a new track in the existing Executive MBA program to be offered in partnership with OneMBA® through a consortial agreement effective Fall 2019. The name of the new track will be "OneMBA®" but the academic credential awarded will be a Master of Business Administration. The Executive MBA program is a hybrid program that currently includes the following tracks: Miami Executive MBA for Artists and Athletes (Academic Plan Code: MEAA\_MBA); Global Executive MBA (Academic Plan Code: MBAA\_MBA); Miami Executive MBA en Espanol (Academic Plan Code: PROF\_MBA); and Executive MBA in Health Sector Management (Academic Plan Code: HLTH\_MBA).

OneMBA® is a consortium of five institutions from different countries that provides a global executive MBA program which incorporates global residencies in each of the countries as well as globally coordinated courses in which students work in teams with members from each country. The University of Miami was selected to become the new partner institution in the United States. The other partner institutions are Fundacao Getulio Vargas (Brazil), Xiamen University (China), Monterrey Institute of Technology (Mexico), and Erasmus University (The Netherlands).

Although the program will be offered through a consortium, each institution retains a strong measure of control over the curriculum and faculty to ensure its quality. The curriculum is designed to include standard UM courses as well as four "globally coordinated" courses and four global residencies. For the globally coordinated courses, UM faculty will work collaboratively with faculty from the partner institutions on a shared topic but will retain control over the curriculum and requirements for the UM course. For three of the global residencies, UM students will travel with the UM academic director to a partner institution and work in teams with students from those institutions on area-specific case studies and issues. The fourth global residency will be hosted in the United States by UM and taught by a UM faculty member. Students who complete the UM program will receive a degree from UM and all course work will be transcribed as UM credit. No UM credit will be earned by students enrolled at the partner institutions.

The program will require successful completion of 45 credit hours. The proposed curriculum is as follows:



- BUS 624 Global Residency III (existing course, Asian/Pacific Business Environment—International Trip, which will be renamed)
- BUS 625 Global Residency I (existing course, Latin America Business Environment—International Trip, which will be renamed)
- BUS 636 Global Residency II (existing course, United States Business Environment—Domestic Trip, which will be renamed)
- BUS 651 Global Strategic Marketing (existing course)
- BUS 652 Global Strategy (existing course)
- BUS 653 Global Institutions, Infrastructure, and Environment (existing course)
- BUS 654 Corporate Financing and Investing (existing course)
- BUS 658 Business Analytics (existing course)
- BUS 660 High Performance Leadership (existing course)
- BUS 661 Enhancing Global Operations (existing course)
- BUS 6## Global Residency IV (may be created from an existing course)
- BUS 6## Orientation (new course)

The CIP code for the new track will be **52.1101 International Business/Trade/Commerce**.

A full-time academic director will be hired to oversee the program. However, the courses will be taught by current UM faculty, except for the three global residencies at the partner institutions.

The proposed new program 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 program meets the SACSCOC requirement of a minimum of 30 credit hours for a graduate program.
- The proposed program is primarily a repackaging of existing courses but some existing courses will be renamed and revised for the program. However, these do not differ significantly in content from existing courses.
- The proposed program will be supported by current qualified faculty.
- The proposed program will be coordinated by qualified faculty who will be hired prior to program implementation.
- Although this program involves a consortial agreement, only 12 credit hours (27%) will be earned through the consortium via the three non-UM global residencies. This meets SACSCOC requirement that at least 33% of the credit hours for a graduate program be earned through instruction by the home institution.
- The University is already approved by SACSCOC to award a Master of Business Administration degree; this is a proposal for a new track within an existing degree.
- The University is currently approved to offer the following graduate programs in related areas:
  - Master of Business Administration
    - Regular (Two-Year) Full-Time MBA Program
    - One-Year Full-Time MBA Program (currently being renamed “Accelerated MBA” in a separate proposal)
    - Professional MBA Program
    - Professional MBA Program (online program)
    - Accelerated MBA in Real Estate
    - Executive MBA Program (hybrid program with four tracks)
      - Miami Executive MBA for Artists and Athletes
      - Global Executive MBA

- Miami Executive MBA en Espanol
- Executive MBA in Health Sector Management
  - Master of International Business
  - Master of Science in Management
  - Doctor of Philosophy in Business
- The program will be offered on the University's Coral Gables campus through hybrid instruction and off-campus study (global residencies).
- The majority of the program will not be offered via distance education and, in any case, the University is approved to offer 100% distance education programs.
- The graduate program covers the literature in the field through its required core coursework.
- The graduate program ensures ongoing student engagement in research and/or appropriate professional practice and training experiences through the four global residencies.

However, because this program involves a collaborative agreement with a consortium, notification to SACSCOC is required prior to implementation. The completed Memorandum of Understanding must be submitted to SACSCOC and additional information may be requested. SACSCOC will require a qualified faculty member be appointed to oversee the program prior to that notification. Please send me the completed information when it is ready so that I can submit it to SACSCOC once this is approved by Faculty Senate.

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 Miami Business School  
Karen Beckett, University Registrar  
Carrie Glass, Executive Director of Student Financial Assistance and Employment