



MEMORANDUM

To: Julio Frenk, President

From: Tomás A. Salerno
Chair, Faculty Senate

Date: April 1, 2019

Subject: Faculty Senate Legislation #2018-57(B) – Create a New Undergraduate Co-Major in Global Business in its Bachelor of Business Administration (BBA) and Bachelor of Science in Business Administration (BSBA) degree programs, Business School

The Faculty Senate, at its March 27, 2019 meeting, voted to by simple majority to approve the proposal from the Business School to create a new undergraduate co-major in Global Business in its Bachelor of Business Administration (BBA) and Bachelor of Science in Business Administration (BSBA) degree programs. This is not a stand-alone major, but must be taken with another major that will require the successful completion of 18-credit hours.

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

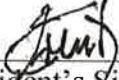
This legislation is now forwarded to you for your action.

TAS/rh

Enclosure

cc: Jeffrey Duerk, Provost and Executive Vice President for Academic Affairs
John Quelch, Dean, Business School
Ann Olazabal, Vice Dean, Undergraduate Business Education, Business School

CAPSULE: Legislation #2018-57(B) – Create a New Undergraduate Co-Major in Global Business in its Bachelor of Business Administration (BBA) and Bachelor of Science in Business Administration (BSBA) degree programs, Business School

APPROVED:  DATE: 4/24/19
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean John Quelch

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY
(pending any additional approval by the Board of Trustees)

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.)

FORM INSTRUCTIONS:

1. Save/download the form as a pdf.
2. After completing the information below, print and scan the form.
3. Insert it with the background materials that are specified, in the order listed, and submit to facsen@miami.edu.

Please note: only scanned versions can be accepted.

Include this checklist at the beginning of each proposal.

KEY CONTACT PERSONNEL INFORMATION

First Name

Ann

Last Name

Olazabal

Proponent's Title

Vice Dean, Undergraduate Business Education

Department, if applicable

School/College

Miami Business School

E-mail

aolazabal@miami.edu

Phone

305 284 4508

Title of Proposal

Proposal for the Establishment of a Global Business co-Major

(-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.

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

Yes No

If no, explain why:

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:

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:

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:

Undergraduate program only; Graduate Council approval not required.

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:

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:

1. Comprehensive Proposal encompassing discussion of Rationale, Resources, Curriculum & Assessment, Students, Administration, Budget, Market Comparison and Development/Support of proposal

2. CV of Dr. Joseph Ganitsky

End form.

LETTER OF EXPLANATION



5202 University Drive
Merrick 104
Coral Gables, Florida 33146

Ph: 305-284-4508
aolazabal@miami.edu
www.bus.miami.edu

Ann M. Olazábal
Vice Dean for Undergraduate Business Education

March 8, 2019

General Welfare Committee
Faculty Senate

Re: New Global Business co-Major at MBS

Dear Committee Members:

Consistent with the University's hemispheric focus, Miami Business School's mission and vision now express a firm commitment to producing graduates with a global mindset and critical global competencies. To reach this goal, *inter alia*, the School proposes the launch of a new major in Global Business to be pursued by any BBA or BSBA student *only alongside one of the twelve extant business major specializations currently available*. (Because the major is available only to students who are also completing another undergraduate business major, it is denominated a "co-major.") This co-major replaces the School's recently terminated major in International Finance and Marketing and represents a significant "refresh" of the approach to establishing students who are prepared for careers in, and related to, global business. (It is a variation of the extant MBS program for Foote Fellows only, the Global Business Studies co-major, which requires one additional course and a thesis).

The Global Business coursework embodied by this new curriculum will engage students in pointed critical thinking and discourse that will push them beyond the customary business

Letter of Explanation to GWC
March 8, 2019
Page Two

curriculum, requiring them to consider in some depth the economic, socio-political, and historical/cultural questions that embody the intellectual framework for the study of a global region. The structure of the co-major is flexible in that it facilitates the acquisition of expertise in any region or country of the world. It also requires exposure to a language and co-curricular experiences, i.e., study abroad and an international internship.

The details are set out in the attached comprehensive proposal, which addresses market considerations, benchmarking, resources needed, etc. as well as a statement and memoranda regarding the high level of collaboration that went into creation of this proposal and its broad support across Miami Business School and from the Toppel Career Center.

Sincerely,



Ann Morales Olazábal, MBA, JD
Vice Dean for Undergraduate Business Education

AMO

MEMO FROM DEAN



TO: Tomás Salerno
Chair, Faculty Senate

FROM: John Quelch
Dean

SUBJECT: BBA/BSBA Co-Major in Global Business

DATE: March 6, 2019

Dear Dr. Salerno and the entire Faculty Senate:

I write to extend my enthusiastic support of the establishment of the new undergraduate Global Business co-major. The proposal was developed in spring and fall of 2018 by a committee of MBS faculty (the Undergraduate Business Education Committee) and was read twice in School Council in Spring 2018 before being unanimously approved by that body on March 4, 2019. In addition, it the endorsement of each of the MBS department chairs.

The curriculum of this co-major, as pursued alongside another business major, will enrich our BBA and BSBA students' skills in the global business arena and augment their future careers. Thus, the curriculum embodied in this proposal also has full support from the Toppel Career Center.

Thank you for your support and collaboration. I look forward to working with the Faculty Senate on other matters in the future.

A handwritten signature in blue ink that reads 'John F. Quelch'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Professor John Quelch
Dean, Miami Business School



February 27, 2019

To: John Quelch
Dean, Miami School of Business

Ann Olazabal
Vice Dean, Miami School of Business

From: Leonidas Bachas
Dean, College of Arts and Sciences

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

Jennifer Ferriss-Hill
Sr. Associate Dean for Academic Affairs, College of Arts and Sciences

Subject: Proposal by the Miami School of Business for a co-major in Global Business

The College of Arts and Sciences was asked in January 2019 to provide a memorandum of support for the proposal to establish a co-major in Global Business in the Miami School of Business. We canvassed our faculty and report here the results. While we applaud the efforts by the Miami School of Business to equip their students for global careers, the faculty of the College of Arts and Sciences continue to have some reservations regarding the proposed Global Business co-major.

The main concern of the faculty of the College of Arts and Sciences is that the title "Global" should require a greater degree of proficiency in one or more foreign languages than is currently expected under the proposed co-major. As written, the co-major does not require that a student take language courses: language courses are listed as one of six options that the 18 credits of the co-major may be distributed among. A more robust language requirement would bring the co-major into line with comparable programs at our peer institutions, and ensure that students earning the Global Business co-major have demonstrated language proficiency comparable to that of students majoring in the College of Arts and Sciences.

We should note that the College of Arts and Sciences cannot promise to offer courses on a timeframe that will allow students in the Miami School of Business to complete the degree: several of the courses identified in Appendix B are highly specialized and taught infrequently by a single faculty member.



DATE: November 19, 2018
TO: UM Faculty Senate
FROM: Christian Garcia, Associate Dean and Executive Director
Toppel Career Center
RE: Support of Establishment of a Global Business Co-major

Please accept this memorandum as full support for the establishment of a Global Business Co-major within the Miami Business School. As the centralized career center for the University of Miami – of which MBS students are avid users – I can attest to the fact that employers today are specifically seeking out graduates who not only possess impressive academic credentials, but those who have knowledge of and experience in the global arena as well. Employers around the world continue to struggle with talent shortages (NACE, 2013) and therefore, creating this co-major serves to intentionally develop that talent right here at UM.

Furthermore, Career Readiness is defined by NACE as “...the attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace” (NACE, 2015). Eight career readiness competencies have been established as a framework for colleges and universities, with Global/Intercultural Fluency being one of these competencies. The proposed Global Business Co-major is very much in line with helping students develop this important competency, thereby making them better prepared for a career in a global society.

I also believe that the experiential requirement of this co-major is the key to allowing students to put knowledge into practice within a global context. Employers are attracted to candidates who have participated in study abroad programs and/or international internships and therefore, this co-major is the perfect combination of academic study and international experience.

Once again, I am in full support of the Global Business Co-major. The Toppel Career Center looks forward to assisting students in the program with packaging their studies and experiences for employers of interest. We also look forward to educating employers on the academic content and experiential components of the co-major in an effort to make UM a school of choice in their global recruiting efforts.

I am happy to discuss this in further detail and/or answer any questions. I may be reached at 305-284-5451.

National Association of Colleges and Employers. (2013). Employers globally have trouble filling jobs due to talent shortage. Retrieved from <http://www.nacweb.org/s06122013/global-talent-shortage.aspx?terms=global%20recruiting>

National Association of Colleges and Employers (2015). Career readiness defined: NACE defines career readiness, identifies key competencies. Retrieved from <http://www.nacweb.org/career-readiness/competencies/career-readiness-defined/>

MBS School Council Memorandum



MEMORANDUM

TO: Faculty Senate

FROM: Mrs. Blanca Ripoll 
Secretary of the Faculty School Council
Miami Business School

DATE: March 4, 2019

SUBJECT: Unanimous approval

On Monday, March 4th, the Faculty School Council of the Miami Business School (MBS) met and unanimously approved the proposal for the Global Business Co-major after minor edits of the previously approved proposal. The Global Business Co-major was initially considered at the March and April meetings of 2018 and approved unanimously at the November 2018 meeting.


cc: Council members
Dr. Ann Olazabal, Vice Dean
Undergraduate Business Education

DEPARTMENT CHAIR MEMORANDA

MEMORANDUM

DATE: January 9, 2019

TO: Tomas Salerno
Chair, Faculty Senate

FROM: Dhananjay Nanda, Chair
On behalf of the Accounting Department 

SUBJECT: New Global Business Studies Co-Major

I am writing to extend my support for the addition of a co-major in Global Business, as set out in the written proposal submitted to the Faculty Senate, which was approved by the Undergraduate Business Education Committee and by the MBS School Council on November 30, 2018.

Cc: John A. Quelch, Dean of the School of Business
Ann Olazábal, Vice Dean for Undergraduate Business Education
Dr. Brian Barrett, Chair, MBS School Council



5202 University Drive
Merrick 104
Coral Gables, Florida 33146

Ph: 305-284-4508
aolazabal@miami.edu
www.bus.miami.edu

Ann M. Olazábal
Professor and Chair, Business Law Department

MEMORANDUM

December 20, 2018

TO WHOM IT MAY CONCERN

Re: New Global Business co-Major for MBS undergraduates

Please allow this memorandum to serve as evidence of my support for the new Global Business co-major being proposed to the Faculty Senate. The new co-major, which will be taken alongside another business major, enables students to more fully understand a region or country of the world. The required study abroad and international internship should render these students more prepared for careers in global business or law than other students who pursue only the business degree.

This proposal has no negative impact on the Department, and the Department does not need to create or offer any new courses to facilitate it.

If I can be of any further assistance, please contact me directly.

A handwritten signature in dark ink, appearing to read 'Ann Olazabal', is written below the text.

cc: John A. Quelch, Dean
Dr. Brian Barrett, Chair, MBS School Council



MEMORANDUM

January 4, 2019

TO: Dr. Tomás Salerno, Chair of the Faculty Senate

FROM: Robert Plant, Chairman of the MBS Business Technology Department

A handwritten signature in blue ink that reads 'R.T. Plant'.

RE: Global Business Co-Major Proposal

We support the proposed new Global Business co-major for undergraduate business students. The co-major proposal was approved by the School Council late last semester, and it has wide support at MBS. We believe that, to the extent elected along with our BTE major or minor, this curriculum will enhance our graduates' career outcomes both near and long term.

Thank you.

cc: Dean John Quelch
Vice Dean Ann Olazábal
Dr. Brian Barrett

UNIVERSITY
OF MIAMI



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

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

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

TO: Tomas Salerno
Chair, Faculty Senate

FROM: Manuel Santos
Chair of Economics Department

SUBJECT: MBS Undergraduate Co-Major in Global Business

DATE: January 7, 2019

I am writing to extend my support for the establishment of the new Global Business co-major for undergraduate business students, as collaboratively prepared by the Undergraduate Business Education Committee and thereafter approved by the School Council on November 30, 2018.

The Economics department regularly offers many elective courses as contemplated by this program.

A handwritten signature in black ink, appearing to read 'M. Santos'.

cc: Dean John A. Quelch
Vice Dean Ann M. Olazábal



Department of Finance

PO Box 248094
Coral Gables, Florida 33124-6552

Ph. 305-284-4362
Fax. 305-284-4800

MEMORANDUM

DATE: January 9, 2019

TO: Tomas Salerno
Chair, Faculty Senate

FROM: Alok Kumar, PhD *Alok Kumar*
Chair, Finance Department

SUBJECT: GLOBAL BUSINESS CO-MAJOR

On behalf of the Finance Department, I write in support of the creation of the new undergraduate co-major in Global Business. The new program does not require the Department to offer any new or specialized courses.

cc: John Quelch, MBS Dean
Ann Olazabal, Vice Dean
Brian Barrett, Chair of School Council

MEMORANDUM

TO: Dr. Tomas Salerno
Chair of the Faculty Senate

FROM: Steven G. Ullmann, PhD *SV*
Professor and Chair, Department of Health Management and Policy
Director, Center for Health Management and Policy

DATE: January 10, 2019

SUBJECT: Proposal for a new MBS Global Business Co-Major

On behalf of the Department of Health Management and Policy at Miami Business School, I write in favor of the new MBS Global Business major developed by the Undergraduate Business Education Committee, including Michael French, PhD from our department, and approved by the MBS School Council on November 30, 2018. The curriculum poses no burden on the Department, and we are in full support.

cc: John A. Quelch, MBS Dean
Dr. Brian Barrett, Chair, MBS School Council



COPY

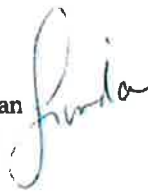
MEMORANDUM

October 16, 2018

TO: School Council
Miami Business School

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

SUBJECT: Global Business CoMajor



The regular faculty of the Department of Management have reviewed the proposed curriculum for the Global Business CoMajor, and have unanimously approved the proposal with the understanding that students will be advised through the Undergraduate Business Education office.

cc: ~~Dean John Quelch~~
Vice Dean Ann Olazabal


/s



Department of Management Science

5250 University Drive, KE 401
Coral Gables, FL 33146

Ph: 305-284-6595
Fax: 305-284-2321

DATE: December 21, 2018
TO: Dr. Tomas Salerno, Chair
Faculty Senate
FROM: Yongtao Guan, Chair
Management Science Department 
RE: Undergraduate Global Business Co-major Proposal to Faculty Senate

The purpose of this memo is to support the proposed new Global Business co-major for business students. The co-major proposal was developed by a faculty committee of the School, in which this department was represented, and has also been unanimously approved by the School Council. This curriculum does not require the Management Science department to create or deliver any new courses.

Thank you.

cc: John Quelch, Dean
Ann Olazabal, Vice Dean



TO: Tomas Salerno, Chair of the Faculty Senate
John Quelch, Dean of the Miami Business School
Ann Olazabal, Vice Dean MBS

FROM: Michael Tsiros, Chair of Marketing Department *M.T.*

DATE: January 9th, 2019

SUBJECT: New Co-major, Global Business

I write in support of the MBS proposal for a new Global Business co-major. The proposal has been approved by our School Council in November 2018. When this curriculum is pursued alongside a Marketing major, it will enhance our marketing graduates with skills that will serve them well in the global marketplace of today and tomorrow.

The department looks forward to serving undergraduate students in this co-major with its global marketing courses. This proposal puts no additional staffing burden on our department.

COPY

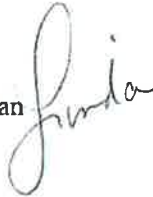
MEMORANDUM

October 16, 2018

TO: School Council
Miami Business School

FROM: Dr. Linda L. Neider, **Chairman**
Department of Management

SUBJECT: Global Business CoMajor



The regular faculty of the Department of Management have reviewed the proposed curriculum for the Global Business CoMajor, and have unanimously approved the proposal with the understanding that students will be advised through the Undergraduate Business Education office.

cc:  Dean John Quelch
Vice Dean Ann Olazabal

/s

OAA MEMORANDUM



MEMORANDUM

DATE: March 8, 2019

TO: Ann Olazabal, Vice Dean, Undergraduate Business Education
Miami Business School

FROM: Patty Murphy, Associate Provost for University Accreditation
Office of Assessment and Accreditation

RE: New Undergraduate Co-Major in Global Business

PBM

On March 4, 2019, the Miami Business School notified my office of its intent to offer a new co-major in Global Business in its Bachelor of Business Administration (BBA) and Bachelor of Science in Business Administration (BSBA) degree programs effective Fall 2019. A co-major is a major that requires a primary major in a different area. The proposed co-major is being created to replace the International Finance and Marketing major that is current being phased out. It will help prepare graduates for careers involving a global focus, setting, or organization. The new co-major will only be available to undergraduate students in the Miami Business School. [NOTE: Although the names are similar, this new co-major is not replacing the current co-major in Global Business Studies, which is an honors program with very limited enrollment.]

The new co-major is an individualized program of study in which a student picks a focus region or nation and develops a curriculum to support that focus and their primary major area (i.e., finance, marketing, economics, etc.) with the approval of a faculty advisor. All students will be required to complete the degree requirements for the BBA or BSBA including general education and the business core (51 credit hours for the BBA and 62 credit hours for the BSBA) as well as the requirements for a primary major within the Business School. In addition, the proposed co-major will require successful completion of 18 credit hours. These courses may be completed at the University or on an approved study abroad program with approval from the faculty advisor. The individualized curriculum will include coursework in each of the following areas:

- Economics related to the country or region;
- Political or regulatory environment of the country or region;
- Historical or cultural perspective on the country or region;
- Exposure to a language of the country or region;
- One international- or global-focused upper level business elective outside the student's primary business major; and
- Capstone Global Business Course (MGT 371, 459, or 498).

Students will also be required to complete an experiential learning component including study abroad and an international internship.

The program will be overseen by Dr. Joseph Ganitsky, Professor of Professional Practice, Management Department. He is also the director of the MS in International Business program and the MBA en Espanol program. Dr. Ganitsky has the equivalent of a BS in Industrial Engineering from the University of the Andes in Colombia and a MS in Industrial Management from the Georgia Institute of Technology. He received his DBA from Harvard University and the title of his dissertation was *Requirements for Competitive Successes its Business System Develops: The Case of Columbia's Selected Consumer Goods Industries*. His expertise includes international business, Latin American business, entrepreneurship, and strategic planning. He has published extensively in related areas such as competitive strategies of multinational and local firms in Latin America, global startups and entrepreneurship, strategies for the bottom of the pyramid, and corporate response to terrorism.

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 BBA and BSBA programs meet the minimum length of 120 credit hours required by SACSCOC for a bachelor's degree.
- The BBA and BSBA programs include a general education component that meets SACSCOC requirements of a minimum of 30 credit hours.
- No new courses will be required for the new co-major. It is simply a repackaging of existing courses.
- Although an experiential component will be required including study abroad and an international internship, all of the course work for the new co-major could be completed at the University of Miami.
- The new program will be supported by current qualified faculty. No new faculty will need to be hired to support the new major.
- No additional resources are required to support the new major.
- The program will be coordinated by a qualified faculty member, Dr. Joseph Ganitsky.
- The University is currently approved to offer an undergraduate major in International Finance and Marketing in the BBA and BSBA programs which is being phased out in favor of this individualized co-major.
- 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 program will be offered on the University's Coral Gables campus.

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 or (305) 284-3276.

CC: Faculty Senate
John Quelch, Dean of the Miami Business School
Karen Beckett, University Registrar
Carrie Glass, Executive Director of Student Financial Assistance and Employment

COMPREHENSIVE PROPOSAL

Consists of the following:

- I. Comprehensive "PROPOSAL" consisting of the following:
 1. Rationale
 - a. Introduction
 - b. Market Considerations
 2. Resources
 - a. Human Resources
 - b. Laboratory Facilities, Equipment and Space
 3. Curriculum
 - a. Program Outcomes
 - b. Student Learning Outcomes
 - c. Program's Curricular Structure
 - d. Teaching/Faculty
 - e. Curriculum Oversight
 - f. Academic Advising
 - g. Learning Outcomes Assessment
 4. Students
 - a. Admissions and retention
 - b. Teaching and research assistants
 5. Administration
 - a. Estimated administrative increments imposed by the program
 - b. Proposed arrangements for administration and for academic direction
 6. Three-Year Budget
 7. Comparisons (i.e. Market Analysis/Benchmarking)
 8. Development of and Support of the new co-Major (i.e. approvals and support)

Appendices

Proposal for the Establishment of a *Global Business co-Major*

1. RATIONALE:

New co-Major Aligned with School's Global Mission

The Miami Business School, along with the University, has long had an international focus. Its faculty and student body, including at the undergraduate level, are highly diverse and multicultural. At the same time, Miami has emerged as an important global destination, its present and future tied to its strong international business community, and to its status as an information hub and an international center for transportation and logistics.

The School's mission and vision now express a firm commitment to producing graduates with a global mindset and critical global competencies. Consistent with these goals, the School proposes the launch of a new major in **Global Business** to be pursued by any BBA or BSBA student *only alongside one of the twelve extant major specializations currently available*. (Because the major is available only to students who are also completing another undergraduate business major, it is denominated a "co-major.") This co-major replaces the recently terminated major in International Finance and Marketing.

Global Business coursework will engage students in pointed critical thinking and discourse that will push them beyond the customary business curriculum, requiring them to consider the economic, socio-political, historical/cultural questions that embody the intellectual framework for the study of another country or region. The structure of the co-major is flexible in that it facilitates the acquisition of expertise in any region or country of the world.

Market Considerations

Globalization and technological advancement have created the most dynamic, interconnected, and complex marketplace in the history of mankind. There is no question that managers and organizations that display cross cultural competence have a competitive advantage when dealing with clients and other stakeholders at home and abroad. But the reality is that business firms struggle to fully exploit their global business opportunities, in great measure because of insufficient internationally capable personnel. This is documented frequently in the business literature, as well as by the U.S. Department of Education, which continues to fund language study, global scholarship and exchange, and centers—including our own Center for International Business Education and Research—for international business education and research. (See also Memorandum in Support from Christian Garcia, the Executive Director of the Toppel Career Center.)

Given the character and makeup of the Miami Business School faculty and undergraduate student body, MBS is uniquely positioned to develop future business leaders who can successfully navigate the pressing challenges facing global business and society. This new program will deliver to that promise, producing business bachelor graduates who are amply prepared for successful placement in large multinational and multicultural organizations, in U.S.-based global divisions focused on, e.g., sales, marketing, or production in locations outside the U.S, or for the pursuit of entrepreneurial opportunities in a global setting,

Proof of concept is found in the data set out in Appendix C, Comparison Programs. Our local and in-state competitors, our national peers and aspirational institutions have also moved, to varying degrees, in the direction of blending business study with global or regional studies. The proposed program is UM Business School's offering in this academic arena, and is designed to take advantage of the required study abroad experience to allow the student to immerse him or herself into study of the county or region. As stated previously, this program replaces the now-terminated International Finance and Marketing major, which was a much narrower offering that did not require study abroad nor a capstone business course.

2. RESOURCES:

Human Resources

From a curricular standpoint, no additional resources are expected to be needed. The University has more than 200 exchange programs in countries all over the world, in addition to the branded U-Abroad programs in such business hubs as India and Shanghai. Occasionally, UM undergraduates also avail themselves of non-UM programs at other institutions. *Where necessary and feasible*, UM offerings in economics, political science, history, international studies, communications, religion, and the arts related to countries and regions of the world, can also be completed to allow students to put together a co-major program of study that explores their chosen country or region.

Extant co-curricular programming offered by the internationally-focused Centers and Institutes at UM, including the MBS Latin America & Caribbean Initiative, the Miami Institute for the Advanced Study of the Americas (UMIA), as well as the European Union Center of Excellence (EUCE), and the Center for Contemporary Judaic Studies (CCJS) may be especially relevant to Global Business co-majors. It is anticipated that students electing this co-major will also take advantage of some of the premier internationally-focused student organizations at the University, such as Model UN, and the global-oriented business school organizations. Finally, it is expected that an occasional student choosing this co-major may engage with the Directed Independent Language Study (DILS) Program, to brush up on existing language facility or to gain basic competence in third, fourth, or fifth languages.

Laboratory Facilities, Equipment, and Space

It is not expected that the Global Business co-major will require laboratory facilities or equipment different from that utilized by other undergraduate business students, i.e. Richter Library resources and those maintained by the JP Newman Instructional Resource Center at MBS.

3. CURRICULUM:

The curriculum for the Global Business co-major consists of 18 credit hours of required and elective course choices, as set out in Section 3.C. For example, a Business Technology student pursuing a Bachelor of Science in Business Administration may want to spend a study abroad semester at Manipal Academy of Higher Education (U-India) studying Indian business practices, practicing his heritage Hindi, and learning about the culture and politics of Southern India, followed by an internship at Citrix in its Malaysian operations. An Entrepreneurship major pursuing the BBA may want to spend a semester in Tel Aviv, at Tel Aviv University (non-UM program) A marketing student in the BBA program might want to study abroad, employing UM's exchange with Sophia University in Tokyo, with a goal of building on her existing Japanese proficiency, while working at a marketing internship and studying civil society and Japan's modern economic market. In the latter two cases, students may need to complete all non-business courses in the co-major while at the study abroad host institution.

Additional examples of possible courses of study are set out in more curricular detail in Appendix B. Relevant to the two examples in Appendix B, Miami Business School presently offers Doing Business in China by announcement and Doing Business in Latin America once per year for undergraduate students. New "Doing Business In" courses may be developed based on student demand. And, as the University continues to build its existing suite of courses over time, the flexibility of the co-major will accommodate including such new courses in the appropriate student's major curriculum.

A. Program Outcomes

The Global Business curriculum will provide the rigor, flexibility, and depth to enable students to:

1. Design an overall undergraduate curriculum that is consistent with their unique business and global interests,
2. Undertake experiential learning activities, including internships, in cosmopolitan Miami and other locations worldwide, which will expand their perspective and allow them to gain a strong multicultural understanding,
3. Learn from the perspectives and experiences of an outstanding and diverse group of professors, classmates, practitioners, and UM alumni from all over the world,
4. Prepare themselves for superior employment or graduate school placements and successful careers.

B. Student Learning Outcomes

Students completing the Global Business co-major will:

1. Apply interdisciplinary and multidisciplinary approaches, including in relevant cases, foreign language skills, to critical analysis of business topics at the country or regional level.
2. Evaluate and apply diverse perspectives to complex issues of comparative and/or global significance, in the face of multiple and sometimes conflicting positions (e.g., cultural, disciplinary, ethical)
3. Engage in meaningful interaction with other culture(s) and gain an in-depth understanding of a country and/or region of the world where the student may expect to commence his or her global business career.

Assessment of these learning outcomes will rely primarily on questions embedded in tests, projects, and case reports, written in the capstone business class in the co-major, as well as on reflections related to study abroad and other travel or international internship experiences. These may be supplemented by additional direct measures incorporated into the business Senior Exit Exam and via indirect measures collected from questions on the University-administered Graduating Senior Survey.

C. Program Structure

The Global Business major provides the flexibility and depth that allows each student to pursue a curriculum that is consistent with his or her unique business and international interests. Beyond General Education requirements, the degree work and major + co-major involves six components, fully elaborated below.

(1) The **Business Core of Required Courses**, to develop the foundations of business. Students will pursue EITHER the required core coursework for the Bachelor of Business Administration (BBA) or the required core coursework for the Bachelor of Science in Business Administration.

- a. The Core of Required Coursework for BBA students consists of 51 credits:

All courses consist of 3 credits

Accounting 211	Principles of Financial Accounting
Accounting 212	Managerial Accounting
Business 101	F.I.R.S.T. Step – Cross Cultural Competency
Business 150	Business Analytics
Business 300	Critical Thinking and Persuasion for Business
Business Law 212	Introduction to Business Law
Business Technology 210	Fundamentals of Business Technology and Innovation
Economics 211	Principles & Problems: Microeconomics
Economics 212	Principles & Problems: Macroeconomics
Finance 302	Fundamentals of Finance
Management 304	Organizational Behavior
Management 303	Operations Management
Management 401	Strategic Management
Management Science 110	Quantitative Applications in Business (Calculus)
Management Science 201	Introduction to Business Statistics
Management Science 202	Intermediate Business Statistics
Marketing 201	Fundamentals of Marketing

OR

- b. The Business Core of Required Courses for BSBA students consists of 62 credits:

All courses consist of 3 credits, except where noted

Accounting 211	Principles of Financial Accounting
Accounting 212	Managerial Accounting
Business 101	F.I.R.S.T. Step – Cross Cultural Competency
Business 150	Business Analytics
Business 300	Critical Thinking and Persuasion for Business
Business Law 212	Introduction to Business Law
Business Technology 210	Fundamentals of Business Technology and Innovation

Business Technology 320	Introduction to Programming
Economics 211	Principles & Problems: Microeconomics
Economics 212	Principles & Problems: Macroeconomics
Finance 302	Fundamentals of Finance
Management 303	Operations Management
Management 304	Organizational Behavior
Management 401	Strategic Management
Management Science 311	Applied Probability and Statistics
Management Science 312	Statistical Methods and Quality Control
Marketing 201	Fundamentals of Marketing
Mathematics 161 (4 cr)	Calculus I
Mathematics 162 (4 cr)	Calculus II

+Quantitative Challenge Course (students select one course from this group: BTE 324, BTE 423, ECO 430, ECO 510, MAS 342, MAS 442, MAS 547, MGT 445, or MGT 446)

- (2) A required business **Major Specialization**, to gain basic expertise in a single area or interdisciplinary area of business. The following are the available majors to which the Global Business co-major may be attached:

Accounting – 27 credit hours beyond ACC 211 and ACC 212, which are in the required BBA/BSBA core
Business Analytics (BSBA students only) – 15 credits beyond MAS 311 and MAS 312, which are in the required BSBA core.

Business Technology – 18 hours beyond BTE 410, which is in the BBA core, or 15 hours beyond BTE 320, which is in the required BSBA core.

Economics – 18 credit hours beyond ECO 211 and ECO 212, which are in the BBA/BSBA core.

Entrepreneurship – 18 credits beyond the required BBA/BSBA core.

Finance – 18 credit hours beyond FIN 302, which is in the required BBA/BSBA core.

Health Sector Management and Policy – 21 credits beyond the required BBA/BSBA core and other prerequisites

Human Resources Management – 15 credit hours beyond MGT 303, MGT 304, and MGT 401, which are in the required BBA/BSBA core.

Legal Studies – 18 credits beyond BSL 212, which is in the required BBA/BSBA core.

Management – 15 credits beyond MGT 303, MGT 304, and MGT 401, which are in the required BBA/BSBA core.

Marketing – 15 credits beyond MKT 201, which is in the required BBA/BSBA core.

Real Estate – 18 credits beyond FIN 302, which is in the required BBA/BSBA core.

- (3) The **Global Business co-major**. Each student will work with an advisor to design an individualized course of study that enhances the student's global perspective and provides an intellectual framework and immersive environment for studying a new country or region of the world. Each program of study will consist of a minimum of 18 credit hours, including coursework distributed among each of the following areas:

- + Economics related to the country or region
- + Political or regulatory environment of the country or region
- + Historical/cultural perspective on the country or region
- + Exposure to a language of the country or region, demonstrated by completion of a business course in the language of the region, or if unavailable, completion of a course in the language at the 200 level or above. Where the country or region that is studied is English speaking, the student may complete this requirement by demonstrating language proficiency at the 200 level or above in another language, or by taking an additional course related to economics, political/regulatory environment, or history/culture of the country or region.
- + One international/global focused upper level business elective, outside the student's other business major
- + Capstone Global Business course: choose from MGT 459, MGT 371, or MGT 498.

In addition to the economics, political/regulatory, and historical/cultural studies in the country or region (either at UM or while studying abroad), all students in this program will also take an upper level business

elective that is globally-focused outside their other business major. Finance, Business Technology, or Business Analytics majors, for example, might choose International Business (MGT 349); Economics, Human Resource Management, or Real Estate majors might take International Marketing (MKT 360), or International Financial Management (FIN 431); Health Management, Entrepreneurship, or Marketing majors might take International Finance (FIN 330), or International Business Law (BSL 412), and so on.

Finally, each student will complete a capstone management course. The team-based experiential course MGT 459 International and Multinational Management is the suggested capstone, but others may be available depending on the country or region of study.

Two examples of specific sets of approved courses that could be selected to fulfill the co-major – one focusing on China, and one focusing on Latin America as a region – are set out in Appendix B. It is also suggested that, where possible, and depending on student interest, students in this program focus their Arts & Humanities cognate on courses that illuminate that aspect of the region or country studied, *though this is not required*.

(4) The **Experiential Learning** component, to further advance and integrate his/her regional, functional and pragmatic expertise, and to hone the student's global mindset. Facilitated by scholarship and other Program support, all:

- + students must complete a learning experience in the country or region (i.e. study abroad).
- + students must complete an approved international internship.
- + students' participation will be encouraged in any MBS Immersion Course that is offered for undergraduates in the region studied. These may take the form of summer or spring break study.
- + students' participation in programming on and off campus related to their region and career track will be encouraged and facilitated.

(5) **General Education** to satisfy the Areas of Proficiency and Areas of Knowledge required of all University of Miami undergraduate students:

- (a) English Composition: ENG 105 and 106, or their equivalent.
- (b) Advanced Writing and Communication Skills: This requirement is satisfied by the completion, within the BBA or BSBA core, of BSL 212 and BUS 300, which are writing-intensive courses in which students to develop the ability to communicate to their most consequential audience(s).
- (c) Quantitative Skills: All BBA students are required to take MAS 110 (a course approved by MBS in consultation with the Department of Mathematics) and BSBA students are required to take MTH 161/162 as part of their required business core curricula.
- (d) Cognates in each of STEM, People & Society, and Arts & Humanities. Every major and minor satisfies one of the three General Education Area of Knowledge. The Global Business co-major serves to satisfy the People & Society cognate requirement. Students electing any of the STEM business majors (i.e. CIS, ECO, FIN, IFM, and MAS) will have thereby fulfilled their STEM cognate. Those electing majors in ACC, HRM, HMP, LST, MGT, or MKT—which are People & Society majors—must complete a STEM cognate, by completing a STEM minor or cognate outside the Miami Business School (e.g. in Mathematics, any of the Natural Sciences, or a variety of minors and cognates in the School of Education & Human Development, the College of Engineering, the School of Nursing & Health Studies, or the Rosenstiel School of Marine and Atmospheric Studies), or minoring in one of the business STEM areas. All business students must complete an Arts & Humanities cognate outside the School of Business. Global Business students will be encouraged to complete two of the three required courses toward the Arts & Humanities cognate while studying abroad. Those who do not will be encouraged to select any Arts & Humanities cognate or minor that focuses on the art, music, theater, literature, religion, or language of the region studied. In keeping with University policy, no courses double-count toward cognates, and every student must pursue at least one cognate outside Miami Business School.

D. Teaching/Faculty

Courses in the required BBA/BSBA Core and Business Major Specialization will be taught by existing faculty in the MBS, as for all other students. Courses in the Global Business co-major are expected to be extant and special topics courses, taught in ordinary course by regular MBS and University faculty (in, for example, Modern Languages, History, Political Science, Religion, Sociology, or International Studies). These courses may

also be taught in immersion and study abroad contexts by UM or non-UM faculty. It is anticipated that coursework will include the discussion of readings and cases, the completion of individual and team projects, interaction with guest speakers in the classroom, and/or the presentation of other assignments. Courses in the Experiential Learning component of the program may include international study trips taught and/or directed by MBS, UM, or non-UM faculty.

E. Curriculum Oversight

The program's curriculum will be overseen by the Department of Management, in particular Dr. Joseph Ganitsky. Dr. Ganitsky earned his Doctor of Business Administration from Harvard University, after being awarded a Masters of Science in Industrial Management from Georgia Tech and a BS in Industrial Engineering from Universidad de los Andes in Bogota, Colombia, a highly ranked international business school. After earning his graduate and doctoral degrees, Dr. Ganitsky served as faculty and then Dean at Los Andes, one of the University's hemispheric partners. Thereafter he was a Distinguished Chaired Professor of International Business at Loyola University, New Orleans, where he was also Chair of the International Business Department, its largest and most important department, for 15 years.

Dr. Ganitsky has also served as a professor at Jerusalem Institute of Management, and visiting professor at Instituto Impresa in Madrid, ITESM in Mexico City, INCAE in Managua, and CEIBS (China-Europe International Business School) in Shanghai, among other prestigious international business schools. Following Hurricane Katrina, Dr. Ganitsky relocated to Miami where in 2010, he secured a prestigious U.S. Department of Education multi-million dollar grant to establish a Center for International Business Education and Research (CIBER) at UM and since served as the Center's director. His full CV is attached as Exhibit C.

F. Academic Advising

Academic advising related to completion of the co-major and other business major as well as degree requirements and specialized career and interest tracks will be delivered by the professional advising staff in Undergraduate Business Education, and UM/MBS faculty as desired.

G. Learning Outcomes Assessment

See Appendix A

4. STUDENTS

The Global Business co-major is available to any degree-seeking UM business student in either the BBA or BSBA program, who has already selected and will complete another major at Miami Business School.

A. Admission and Retention

Admissions will be handled by the UM Office of Admission in the usual way, with students electing the co-major either on the Common Application form, or in Canelink after they are matriculated. It is hoped that market demand and relevant programming will result in excellent retention.

B. Teaching and Research Assistants

No need for teaching or research assistants is currently anticipated. We shall reassess any such need annually, as the program grows.

5. ADMINISTRATION

A. Estimated administrative increments imposed by the program

As the interdisciplinary co-major will be completed by enrollment in open seats in courses offered at UM and at exchange/study abroad institutions, it carries no real administrative costs. Students will be advised, as are all other business students, by the MBS Undergraduate Business Education cadre of professional advisors. Staff of the UM Center for International Business Education and Research (CIBER) may support the co-major in incidental ways. The co-major will be marketed by Central UM Administration and by the Undergraduate Business Education office, a collaboration that is already in

existence with respect to all potential incoming business students/applicants. No office equipment or supplies beyond those present in the UG Business Education office and the academic departments in the MBS are anticipated for purposes of administering this program.

B. Proposed arrangements for administration and for academic direction of the program

It is suggested that when the program reaches a critical mass, an Academic Director may be needed to augment professional academic advising and to facilitate approval of study abroad options.

6. THREE-YEAR BUDGET

N/A. See sections 5.A and 5.B above.

7. COMPARISONS

Several top business schools with undergraduate programs offer dual degree options, and the University of South Carolina is acknowledged to be a leader in the International Business arena. The table in Appendix C provides a contrast of our proposed program with those offered by five aspirational peer schools (which group includes South Carolina for this purpose) as well as the School's primary instate competitors.

No program follows precisely the proposed model. However, a number offer similar programs, providing proof of concept.

8. DEVELOPMENT AND SUPPORT OF THE CO-MAJOR

In the wake of the abolition of the International Finance and Marketing major, the School's only "international business" major, this Global Business co-major was developed under the auspices of the MBS School Council's Undergraduate Business Education Committee, consisting of Dr. Ronny Aboudi, Dr. Sandro Andrade, Dr. Brian Barrett, Dr. Shirley Dennis, Dr. Caglar Irmak, Dr. Michael French, Dr. Hari Natarajan, Dr. Esteban Petruzzello, Dr. Claudia Townsend, and Vice Dean Ann Olazábal, serving *ex officio*, beginning in Fall 2017. As a variant of the extant Global Business Studies/Scholars co-major, it is the result of significant conversation and collaboration among faculty across the Miami Business School and the University.

This proposal was discussed by the MBS School Council at its March and April 2018 meetings. [It was formally approved at the Council's November 2018, and again after minor edits, at its March 2019 meeting.] It also enjoys the support of the Dean of the Miami Business School, John Quelch as well as the Associate Dean & Executive Director of UM's Toppel Career Center also endorses the program's goals and supports the creation of the Global Business co-major. Copies of the relevant memoranda in support of the proposal are herewith submitted.

Appendix A

Mission Statement/Program Objectives

University of Miami Mission Statement

The University of Miami's mission is to educate and nurture students, to create knowledge, and to provide service to our community and beyond. Committed to excellence and proud of the diversity of our University family, we strive to develop future leaders of our nation and the world.

Miami Business School

Our mission is to develop innovative ideas and principled leaders that transform global business and society.

Program Objectives

The Global Business curriculum will provide the rigor, flexibility, and depth to enable students to:

1. Design an overall undergraduate curriculum that is consistent with their unique business and international interests,
2. Undertake experiential learning activities, including internships, in cosmopolitan Miami and other locations worldwide, which will expand their perspective and allow them to gain a strong multicultural understanding,
3. Learn from the perspectives and experiences of an outstanding and diverse group of professors, classmates, practitioners, and UM alumni from all over the world,
4. Prepare themselves for superior employment or graduate school placements and successful careers.

Assessment of Intended Outcomes

Student Learning Outcome 1: Apply interdisciplinary and multidisciplinary approaches to critical analysis of a business topic at the country or regional level.

Assessment Measure 1: Embedded questions in exams, papers, and case study analyses undertaken in coursework in the program.

Assessment Measure 2: Targeted questions on annual Graduating Senior Survey

Student Learning Outcome 2: Evaluate and apply diverse perspectives to complex issues of comparative and/or global significance, in the face of multiple and sometimes conflicting positions (e.g., cultural, disciplinary, ethical).

Assessment Measure 1: Embedded questions in exams, papers, and case study analyses undertaken in coursework in the program.

Assessment Measure 2: Targeted questions on annual Graduating Senior Survey.

Student Learning Outcome 3: Engage in meaningful interaction with other culture(s) and gain an in-depth understanding of a country and region of the world where the student plans to commence his or her international business career.

Assessment Measure 1: Embedded questions in exams, papers, and case study analyses undertaken in coursework in the program.

Assessment Measure 2: Reflection paper following international internship, as scored by a common rubric.

APPENDIX D – COMPARISON PROGRAM

Institution	Name of Program	Type of Program/ Notes	Admission Requirements	Program Features
FIU (Landon)	BBA in Int'l Bus. with Honors	Honors Program	Entry to program in junior year. Min. 3.3 GPA	Combines "seminar style learning, regional studies, and study abroad." Students are encouraged but not required to combine the IB major with a functional area business major e.g. Finance or Marketing. Invitations to special events conducted by Mgmt. Dept. Int'l Business Honor Society, Honors IB project (individual thesis or business plan, or team case competition).
Tulane Freeman School	Altman Program	Dual degree (15 students per year)	Preliminary language proficiency and 10-12 AP credits recommended but not required.	Curriculum includes language instruction in each of first four semesters, courses in globalization and intercultural communication, and two study-abroad experiences (1. In developing country/service learning course during rising sophomore summer fully paid, and 2. developed country in region studied one or two semesters of junior year – \$2000 stipend). Capped off with "integrative seminars" fall/spring of senior year. Requires an internship. Dedicated advising/mentoring and invitations to "Altman events."
NYU Stern	BS in Business and Political Economy	25-50 students	One additional question on NYU application.	Admission is separate from Stern Business, switching to straight business not permitted after admission. Requires three semesters "abroad": two at NYU's campus in London, focusing on Europe, and then a choice of either Shanghai or Washington DC campuses. Also includes a 1-week study abroad that is part of a required business course taken in spring of junior year, and which explores economic, cultural, and political histories of country. Foreign language required. Senior seminar/capstone. Short term immersion courses available in AbuDhabi, India, and Ghana.
University of Florida (Heavener)	BA in Bus. Adm. (concentr'n: IS)		Student must have a 2.5 GPA to declare the specialization	Bachelor of Arts in Business Administration with Specialization in International Studies, the latter of which consists of four courses selected from a list of approximately 250 international-themed courses at the 3000 and 4000 level. Requires foreign language minor; study abroad. Students choose from a list of courses. No "program" per se.
University of South Carolina, Darla Moore	IB	160 (max) annual admits	Apply as freshman or current underclassman	Requires a second business functional major. IB curriculum involves five courses: intro, one "functional", one "thematic", one "regional" and a fifth either "functional" or "thematic." Requires advanced language courses, typically resulting in a minor; requires one semester abroad at a top business school; program also features business plan or expansion planning for actual business. Major/departments recommends but does not require Gen Ed courses that are globally-oriented.
	Track: IB of the Americas	20	admitted only as freshman	20 USC students paired with 20 Universidad de Chile students; cohort moves together between schools for entire four years. Includes intensive Spanish and internship opportunities
	Track: IB and Chinese Enterprise	20	admitted only as freshman	20 USC students paired with 20 UHK students; cohort moves together between schools for entire four years. Includes intensive Mandarin and internship opportunities.
	Track: MENA	Up to 20	Not currently accepting applicants	Up to 20 USC students paired with 20 American Univ. Cairo students; cohort moves together between schools for entire four years. Includes intensive Modern Std. Arabic and internship opportunities
UPenn Wharton	Huntsman Program in Int'l Studies & Business	Dual Degree (Current census: 184 students across four classes)	Admitted only as freshman based on add-on to general Penn application (essay on current international issue)	Students earn a B.A. in Int'l Studies from the School of A&S and a B.S. in Economics from the Wharton School. Huntsman students specialize in the area of the world in which their target language is spoken and graduate with a nuanced understanding of the political, economic and cultural complexities in a changing world. Features: --"international exposure through the required study abroad program and through access to Huntsman Summer Study Grants and Huntsman Program internships with foreign organizations and firms." --Dedicated academic advisors devoted to mentoring Huntsman Program participants and graduates. --Required housing on single floor of one dorm/freshman year. --Huntsman-only facilities in the center of campus (student lounge, computer lab, classroom, conference room, and wireless)

					<p>--Directed research and program-specific coursework, including a core freshman seminar (History 107) and a senior research project especially designed for program participants.</p> <p>-- Invitations to Huntsman sponsored events</p>
	BSE with GLAN concentr'n	Conc in Int'l Business			<p>One upper level language course beyond proficiency level; study abroad at approved site; three additional upper level Wharton courses that focus on international aspects of business</p>
	Global Leadership Program	Limited Program	By invitation to top students in incoming class		<p>Fall and spring seminar course in freshman year (BUAD 101). Regular events (2-3/mo.) throughout the school year; upperclass mentors; spring break trip to either Shanghai or Beijing.</p>
USC Marshall	All UGs at Marshall (no majors; 3 course concentr'ns)	Integrated with degree			<p>LINC program required of all business freshmen, is a two-credit course with 8-day trip abroad. Optional EXCEL program sends students on 10-day trips abroad. Optional Brigades program is week-long service learning project abroad. Global Summer Internship Program is available.</p>
	World Bachelor in Business	Degree program	First cohort of 45 matriculated 2013		<p>Students spend one year each at USC, Hong Kong University of Science & Technology, and then Univ. Commerciale Luigi Bocconi in Italy. The fourth year they spend at their choice of the three campuses. They earn degrees from all three institutions.</p>
	IB major (track one: regional studies)	Major with track			<p>6 courses: IB, advanced IB; intermediate level language proficiency; 2 "area" courses (politics or economics specific to the region); choose two from: Global Fin Mkts & Institutions, Global Logistics; Intercult Comm; Int'l Fin; Int'l Mktg; International Ops.</p> <p>School has strong presence at international case competitions. 4+ week summer programs in marketing at ESADE and comparative management strategy at Oxford.</p>
Georgetown	IB major (track 2: Int'l Pol Eco& Bus)	Major with track			<p>6 courses: IB; Int'l Trade; Advanced IB; Int'l Pol Econ OR Bus/Gov't relations; and choose one from Global Fin Institutions & Mkts; Int'l Fin; Int'l Eco; Int'l Mktg. requires either internship at int'l focused DC organization or approved study abroad.</p>
	Global Business Experience Program	Co-curricular program			<p>Matches teams of students with executives at multinationals to address complex business challenges under guidance of faculty. On campus experience capped off with one week trip to present to senior leadership. New for UG in spring 2014.</p>

University of Miami
School of Business Administration

03/01/2019

Joseph Ganitsky

Home Telephone: (786) 284 8253 Cell Phone: (305) 761 2527
Office Phone: (305) 284 2629
Address Home: 19355 Turnberry Way, Apt. 26-K, Aventura, FL 33180
Address Office: 417 J Jenkins Building, Coral Gables, FL 33124-9145

Current Academic Rank: Professor of Professional Practice
Primary Department: Management
Citizenship: USA (and Colombia)

HIGER EDUCATION

Institutional:

- Doctor of Business Administration, Harvard University, Cambridge, June 1974
- M.S. Industrial Management, Georgia Institute of Technology, Atlanta, June 1970
- Ingeniero Industrial (B. S. Industrial Engineering), U. de los Andes, Bogotá, August 1968

EXPERIENCE

Academic:

Permanent:

- University of Miami, Miami Business School,
 - Professor Professional Practice, 2017 - Current
 - Research Professor, 2006 – 2017;
 - Director, Center International Business Education and Research, 2010 - Current
 - Academic Director, Master of International Business, 2014 – Current
 - Academic Co-Director, MBA en Espanol, 2018 – Current
 - Co-Chair, Latin American and Caribbean Initiatives, 2017 - Current
 - Entrepreneurship Advisory Board, 2016 - 2017
- Loyola University, New Orleans, Professor of International Business
 - Chair, International Business Area (its largest & most important), 1991-2006
 - Director, International Business Center, 1993-2006
 - Bank One Professor of International Business, 2000-2003
 - Chase Distinguished Professor of Minority Entrepreneurship, 2005-2006
 - Coordinator, Loyola's International Business Advisory Board, IBAB, 1993-2006
- Tulane University, New Orleans, Associate Professor of Int'l Business, 1984-1991
- Jerusalem Institute of Management, Tel Aviv; Professor & Researcher, 1983-1984
- U. de los Andes, Bogotá, Associate/Full Professor of Marketing, 1972-1982
- U. de los Andes, Bogotá, (Founding) Dean, School of Business, 1973-1975

Visiting:

- University of Miami, Miami, MSPM Program, Business Strategy (Spanish), 1999-2005
- Instituto de Empresa, Madrid; Int'l Business & Entrepreneurship Professor, 1991-2004
- ITESM, Mexico DF, International Business and Entrepreneurship, 2002
- IESA (Instituto de Estudios Superiores de Administración), Caracas, International Marketing & Strategy, 1991-1999

- CEIBS (China-Europe International Business School), Shanghai, Strategy, Summer 1999
- U. del Pacifico, Lima, International Business and Strategy, 1987-1990
- INCAE (Central American Institute of Management), Managua, Agribusiness, 1971, Strategy, 2014-2015
- Brief visits (less than 2 weeks) to more than 30 other Business Schools worldwide, including all but one country in Latin America, 1984-current

Non-Academic:

Boards of Directors in Colombia's Public Sector

- Public Sector Rationalization Board, 1980-1981
- Agricultural Bank (Caja Agraria), 1974-1975
- Agricultural Marketing Institute (IDEMA), 1975-197

Consulting/Management:

- Consultant to Businesses in the USA and abroad (e.g., PVDSA, Shell Deepwater, Pan American Life, KPMG, Siemens, Liberty Mutual, Dan Per, etc.), 1990-Current
- Family-owned Business Group, Bogotá,
 - CEO, Overseeing 18 Divisions, 1978-1982
 - **General Manager**, Textile & Garment Divisions, 1975-1978

Member of Louisiana's International Business Community

- Int'l Business Committee of the World Trade Center of New Orleans, 1993-2006
- Trade Capacity Building Institute's Task Force, 2003-2004
- International Marketing Committee of Metro Vision, 1997-1998
- Louisiana-Mexico Trade Association, 1996-1998
- New Orleans' Advisory Council to the Mayor on International Trade, 1994-1996
- Louisiana's District Export Council, Appointed by US Secretary of Commerce, 1985-1987

Member of South Florida's International Business Community

- South Florida's District Export Council, Appointed by US Secretary of Commerce, 2015 – Current

PUBLICATIONS

Juried or Refereed Journal Articles and Exhibitions:

- 2016, "Global Strategy and Emerging Markets," AIB Insights, co-authored with Alvaro Cuervo-Cazurra, Yadong Luo, and John Mezas, November, Vol. 16, Number 4, pp. 3-6.
- 2005, "Strategic Alliances In Business-To-Business Export Marketing Channels: Impact Of Cultural Difference," Industrial Marketing Management, co-authored with Bert Rosebloom (lead author), Rajiv Metha, and Trina Larsen.
- 2005, "Lecciones Colombianas Para Enfrentar Con Éxito Los Desafíos Empresariales: Indupalma y Las Cooperativas De Trabajo Asociado," ("Colombian Lessons to Successfully Confront Entrepreneurial Challenges: Indupalma and the Workers Cooperative"), Revista de Empresa*, Jan-

Mar, # 11 (a Spanish equivalent to AOM's Academy of Management Executive, Journal also affiliated with the Academy of Management)

- 2004, "Internacionalización De Empresas En América Latina: Balance, Lecciones Y Perspectivas," ("Internationalization of Businesses in Latin America: Balance, Lessons and Perspectives"), Revista de Empresa*, coauthored with Guillermo Cardoza, Isabelle Birambeaux, and Fernanda Diaz Cascallar, Oct-Dec, # 10, pp. 5-14
- 2003, "PharmaMar" (case in Spanish), written under my supervision by Sergio Gonzalez and Paz Ambrosi, my graduate assistants at IE; winner of the best case in IE's 2002 Case Competition, Revista de Empresa, Enero - Marzo, pp. 98-121. Its multimedia version is at <http://globalcampus.ie.edu/contenidos/PRODUCTOS/Pharmamar>
- 2003, "Renault en Brazil" (case in Spanish), written under my supervision by Tanguy Jacopin and Guillermo Cardoza, Revista de Empresa, Octubre - Diciembre, pp. 98-114.
- 2003, "Kuxan (A)" (case in Spanish), Academia, (Journal of the Latin American Council of Business Schools-- CLADEA), 28, pp. 73-105.
- 2002 and 2001, "Martin Varsavsky" (A) (case in Spanish), Revista de Empresa, Julio - Septiembre, 2002, 1, pp. 97-126, and Academia, 2001, 27, pp 31-78, co-authored with Alvaro Sancho, winner of the Best Entrepreneurship Case, EFMD, 2000
- 1995 "Successful Succession in Family Business," Family Business Review, Summer, VIII (2): 131-155. Co-authored with Jeffrey A. Barach.
- 1992 "Don't Forget Latin America," Sloan Management Review, Winter, 32 (2): 78-92. Co-authored with Jon Martinez and John Quelch.
- 1991 "Time Perspectives in International Joint Ventures: Implications for Marketing Management," Journal of Global Marketing, 5 (1/2): 13-33. Co-authored with U. Srinivasa Rangan and Gerard E. Watzke.
- 1991 "Investing in Developing Nations Using Debt-Equity Swaps," International Executive, 32 (6), May-June: 14-19.
- 1990 "Lessons from Investors Using Debt-Equity Swaps in Latin America," Issues in International Business, Fall, 7 (1): 18-26.
- 1990 "Implications of Different Time Perspectives for Human Resource Management in International Joint Ventures," Management International Review, 30 (Special Issue): 37-51. Co-authored with Gerard E. Watzke.
- 1989 "Environmental Assessment and Marketing Plans of Leading Domestic and Foreign Firms Operating in Latin America," Journal of Global Marketing, 2 (3): 19-47.
- 1989 "Strategies for Innate and Adoptive Exporters: Lessons from Israel's Case," International Marketing Review, 6 (5): 50-65.
- 1988 "Foreign Investment Through Debt Equity Swaps," Sloan Management Review, 29 (2), Winter: 21-30. Co-authored with Gerardo Lema. Reviewed in The International Executive, 30 (1): 19-20 and reprinted in various texts.
- 1988 "Entry of the Next Generation: Strategic Challenge for Family Business," Journal of Small Business Management, 26 (2), April: 49-56. Co-authored with Jeffrey Barach, James Carson and Ben Doochin.
- 1988 "Comparative Analysis of Countertrade in U. S. Trading versus Industrial Firms," Business and Economic Review, 2(1), Summer: 117-138.
- 1986 "Strategic Lessons Emerging from the Performance of Colombia and Israel in International Flower Markets," Research in Domestic and International Agribusiness Management, JAI Press Inc., Vol. 6: 143-180.
- 1986 "The Debt Crisis: The Departure Point for a New Era for Decision Makers," The Columbia Journal of World Business, 21(3), Fall: 73-80.

Books, Monographs and Reports Published:

- 2013, "Virtuous Cycles Behind Colombia's Narco-Terrorism," Chapter in the Law of Justice and Peace and the Demobilization of Colombian Paramilitaries Book Edited by Bruce Bagley and Elvira Restrepo

- 2011, "Negotiate with ALBA Countries: Colombia's Case," Chapter in the Economic, Political And Foreign Policy Implications Of Alba: An Interdisciplinary Study Of Alba (Bolivarian Alternative For The People Of Our America) Initiative, Book edited by Bruce Bagley and Magdalena Defort
- 2004, "Strengthening Louisiana's International Competitiveness: White Paper for Governor Kathleen Blanco" Loyola University New Orleans, October
- 2004, "Strengthening Louisiana's Internationalization Efforts in a New World of Uncertainty and Risk: A Project for Academic, Economic, Community, and Professional Development." A Final Report to the U. S. Department of Education, Loyola University New Orleans, September.
- 2004, "Strengthening Louisiana's International Efforts in a New World of Uncertainty and Risk: Selected Cases and Technical Notes." Monograph, Editor and lead author, with Contributions from Ron Christner, Wing Fok, and Brenda Joyner, Loyola University New Orleans, September
- 2004, "Strengthening Louisiana's International Competitiveness: Changing Global Opportunities and Needs---A Comparison of Two Surveys (1998 and 2003)." Monograph, Joseph Ganitsky (Editor and Lead contributor), Rajiv Mehta and Jimmy Cardenas, Loyola University New Orleans, April
- 2000, Contributor to Spanish component of Global Entrepreneurship Monitor, 2000 Executive Report, edited by Paul D. Reynolds, Michael Hay, William D. Bygrave, S. Michael Camp and Erkkio Autio; published jointly by Babson College and the London Business School, sponsored by the Kauffman Center for Entrepreneurial Leadership and Ernst & Young, London (coauthored with Joan Amat, Manuel Bermejo, Thibaud Durand, Alvaro Sancho, and Ignacio de la Vega, published by Instituto de Empresa, sponsored by NAJETI, Madrid
- 2000, "Charting Your Course" (Chapter 2 of A Field Guide in Internationalizing Business Education), co-edited by R. F. Scherer, M. F. Ainina, S. T. Beaton, and J. F. Meyer, Center for International Business Education and Research, University of Texas, Austin.
- 1999, "Strengthening the Latin America-Louisiana Business Connection: Selected Cases and Technical Notes." Monograph, Loyola University New Orleans. Co-authored with Wing Fok, Mike Pearson, and Mike Sibley, June
- 1998, "Strengthening the Latin America-Louisiana Connection: Curriculum Development, Business Partnership and Applied Research." A Final Report to the US Department of Education, Loyola University New Orleans, December
- 1998, "Louisiana's Global Opportunities and Needs." Monograph, Loyola University New Orleans, Co-authored with Rajiv Mehta, Paul Jenny, Tanya Rasa and Jack Walker. May.
- 1997, "Internationalization of Louisiana's Small and Entrepreneurial Companies in Food Processing and Servicing the Oil and Gas Industry." Monograph, Loyola University New Orleans, Co-authored with Brenda Joyner, Michael Pearson, and Deborah Walker. September.
- 1996, "Internationalization of Loyola's College of Business," Report presented to the Southwestern Business Dean's Association's Innovative Achievement Competition, December
- 1995, "From My Family's History," Chapter of Schroth, R., S.J. (Editor), The Loyola Personal Reading List, Loyola University New Orleans.
- 1994, Casos en Agroempresas. Co-editor (with Carlos Mathews), Universidad del Pacífico, Lima.
- 1994, Casos en Negocios Internacionales. Co-editor (with Carlos Mathews), Universidad del Pacífico, Lima.
- 1991, "Contrastes de Empresarios Latinoamericanos," Chapter 15 of Gómez, Henry and Rómulo Sánchez Rodríguez (Editors), Iniciativa Empresarial, Ediciones IESA, Caracas.
- 1974, Casos en Marketing. Editor. Universidad de Los Andes, Bogota

Book Reviews:

- 1989 Review of Henri Bouchet's book (The Political Economy of International Debt), The Columbia Journal of World Business, 24 (3): 74-75.

Other Works, Publications and Abstracts:

Cases (Selected, since 2000) (in addition to more than 50 written from 1975 to 2000)

- 2009, Zermat
- 2009, Louisiana Green Fuels, Inc., under my supervision by Juan Santacoloma and Juanita Galindo
- 2009, Cablecentro, under my supervision by Jaime Rincon, Edgardo Rincon and Juanita Galindo
- 2004, Trinity Yachts: Navigating to the Top, under my supervision by Scott Robbeloth.
- 2004, Royce Technologies: Riding the Waves of Change, under my supervision by Scott Robbeloth.
- 2004, Schaeffer & Associates: Moving Beyond Sugar, under my supervision by Scott Robbeloth.
- 2004, Imperial Water Treatment, Inc.: Cleaning the Way into the Future, under my supervision by Scott Robbeloth.
- 2004, Sol Tech, under my supervision by David Dalla Costa.
- 2004, "Encrucijadas del Siglo XXI" (in Spanish), under my direction by Cristina Suarez.
- 2003, "Odebrecht—Ingenieria y Construccion (OIC): EL Nuevo Milenio" (in Spanish), under my supervision by Alvaro Castroman.
- 2003, "Plasticos Martinez, C. A." (in Spanish), under my supervision by Miguel Garcia, Carlos Martinez and Fabio Martinez.
- 2002, "BP: Emergence of a Global Leader", under my supervision by Rachel Ricotta, John Ricotta and Nicole Gober.
- 2002, "Oil Industry's Driving Forces in the New Millennium," (Technical Note to accompany the previous case), under my supervision by Jared Geis, Ryan Murphy and Greg Southworth
- 2002, "Make a Team: De Empresa Familiar a Empresa Global" (in Spanish), under my supervision by Laura Capo, Maria de Pilar Martinez and Fernanda Garcia
- 2002, "Constellation-BRL", under my supervision by Hudson Ansley
- 2000, "Kuxan (A) and (B)" (in Spanish), under my supervision by Alvaro Sanchez

PROFESSIONAL

Funded Research Performed:

Grants:

Director, UM CIBER (Center for International Business Education and Research)

- 2010-2014, first funding cycle: Superior Sustainable Services to Strengthen U.S. Competitiveness.
- 2014-2019, second funding cycle: Innovative Services and Interdisciplinary Endeavors to Strengthen US Competitiveness
- Competitive Awards from the US Department of Education (each ~ \$1.3 M) plus matching funds from UM
- Currently CIBER sponsors more than 40 Programs/year, including Global Business Consulting, Innovators for the Americas, Innovate Miami, Academic Conferences (such as Global Strategy and Emerging Markets in 2016, 2017 and 2018; and Global Supply Chain Management in 2017), and Faculty Development in International Business – Pacific Alliance (in 2016, 2017 and 2018); supports/operates programs vital for the School of Business, such as GLOBE and Graduate International Student Exchanges with foreign partners; explores possible partnerships with leaders of foreign schools approaching UM's SBA

Director (>\$3 million including Loyola's matching funds, highest fund raiser in CBA)

- "Enhancing Louisiana's International Logistics Potential: Curriculum Development and Applied Research," Louisiana Board of Regents, 2005-2007 (extended, due to Katrina)
- "Strengthening Louisiana's Internationalization Efforts in a New World of Uncertainty and Risk," (US Department of Education (USDOE), 2002-2004.

- "Strengthening the Louisiana-Latin America (LA-L.A.) Business Connection," USDOE, 1996-1998.
- "Internationalization of Small Businesses and Entrepreneurship," funded by Louisiana's Education Quality Support Fund (LEQSF), 1996-1997.
- "Louisiana-Mexico Business Partnership," USDOE, 1993-1995
- "Louisiana's Caribbean Basin Business Strategies," LEQSF, 1993-1994

Grants: Contributor--Assisted in preparing proposals and in their implementation

- "Louisiana's Internationalization and Corruption in Latin America: Challenges, Costs and Best Practices for Coping with Ethically Questionable Practices in International Business" Directed by Miguel Caldas, USDOE, 2004-2006
- "Inbound Technology Transfer to Louisiana Firms: Development of Conceptual Frameworks" Directed by David McArthur, LEQSF, 1999-2000
- "Honduras: Banking Reform - Venture Capital Analysis. Louisiana Alliance/ Programa Presidencial de Inversion." Directed by Brenda Joyner and Ron Christner (AID 2000-2001)

Project Director:

- "Loyola's International Business Strategic Plan: 2004-2014," Presented to IBAB and Committee of University's Board of Trustees, 2004
- "Study of Hispanic Business Community and Entrepreneurs of Greater New Orleans," in cooperation with the Hispanic Chamber of Commerce, 2004-2005
- "Louisiana's Global Opportunities and Needs," Survey to more than 3000 IB executives in Louisiana, LA internationally- focused organizations supported this project, 1998-1999

Editorial Responsibilities:

-Editor, BALAS 1999, Proceedings

Editorial Boards:

- Member of Editorial Board of:
 - Management International Review
 - Revista de Empresa (Instituto de Empresa, Madrid)
 - Latin American Business Review
 - Journal of International Food & Agribusiness Marketing
 - International Journal of Emerging Markets
- Member of "Scientific Committee" selecting two best papers submitted to 2010 AIB-LAT Chapter Session (later published in Innovar); as well as of Committee selecting from submissions to 2016-8 "Global Strategy and Emerging Markets" Conferences

Reviewer/Discussant:

- Reviewer of candidates' dossiers for tenure promotion at other Universities
- Reviewer of submissions to Annual Meetings of AIB, BALAS, and AIB-LAT
- Reviewer of submissions to 2007 Meeting of CLADEA
- Reviewer of submissions to numerous Journals

- Chair of Entrepreneurship Track for two BALAS Annual Meetings (2004 and 2005)
- Discussant in a number of sessions in Annual Meetings of AIB and BALAS

Coordinator:

- Loyola's International Exchange Programs, First Coordinator, 1992-1996
 - Gradually expanded to include leading schools in Asia, Europe, Latin America
- Loyola's [Summer Study Abroad Programs](#), First Coordinator, 1992-1996
 - Gradually expanded to include own and third-party programs worldwide

Professional and Honorary Organizations:

- Global Business Network, Representing SBA in relations with other members, 2013 – 2016
- AIBER, Representing CIBER, 2010- 2017
- Program Chair and Host of Meeting of Directors of Business and International Education (BIE) Grants from the USDOE, August 2004
- Reviewer of grant applications to the USDOE (including both CIBER and BIE grants), several years, confidential
- Institute of International Education, Member of Review Board National Screening Committee for Graduate Scholarship Competition (Fulbright-Hays Program) to select Scholarship Recipients to study Business in Mexico, Spain and the UK, 2002-2004
- Local arrangements coordinator of International Management Division of Academy of Management's Meeting, August 2004
- Business Association of Latin American Studies (BALAS), **President, 1999-2000**, Program Chair 1999 Conference BALAS, Member, Executive Committee, 1996-1998; Nominations Committee, 1988-1990, Reviewer, Chair Entrepreneurship Track, 2003-2005
- Academy of International Business (AIB), Placement Coordinator, 1989-1996, Reviewer, 1989-Current, Nominated--in 2005--CBA/New Orleans to host 2009 Annual Meeting
- Liaison BALAS-AIB, 2001– 2004
- International Center for Entrepreneurship and Venture Development (ICEVED) at Instituto de Empresa, Founding member (1998), Program Chair and host of 2001 Meeting
- Consejo Latino Americano de Escuelas de Administracion (CLADEA), Founding Member (1974), Program Chair and host of 1975 Meeting

Honors and Awards:

- World Trade Center of New Orleans, President's Award, 2005-2006, for achieving "exceptional international distinction in the cause of world peace, trade and understanding." Distinction given during a luncheon in my honor attended by more than 50 New Orleans business leaders at the WTC's Plimsoll Club, May 2, 2007
- Outstanding Community Service (voted by CBA's faculty), 1993, 1995, 1996, 1999, 2003
- Outstanding Advising (voted by Loyola's faculty, Award first established in 2003), 2004
- LIBO Outstanding Advisor Award, 2006
- In 2006 Award to Loyola's most distinguished International Business graduate was renamed. Since then it has carried my name and the World Trade Center. My colleagues at Loyola and my friends in the New Orleans business community announced this distinction during Loyola's 2006

Awards Ceremony in recognition to my contributions to International Business Education and Research in Louisiana

- Outstanding Member, The World Trade Center of New Orleans, 2006

Other Professional Activities (e.g., papers presented; performances; conference proceedings, seminar or conference panel member, catalogue work, etc.):

Paper Presentations

- 2016, "Experiential Learning in International Business," Presentation, Global Business and Emerging Markets Conference, UM, January 7
- 2015, "Governance, Transnational Activism, Social / Indigenous Opposition to Extractivism," Lead presenter, Energy Conference, UM Alumni Center, October 19
- 2015, "Entrepreneurship and Innovation: Strategies for a Successful Academic Career," Workshop to Doctoral Students, Thomas Bata University, Zlin, Czech Republic, June 10
- 2012, "Manifestaciones de Transnacionalismo: Economía y Religión," within session "El Fenómeno del Transnacionalismo y su Impacto sobre la Agenda Judía," Hallandale, December 1
- 2011, "Negotiate with ALBA Countries: Colombia's Case," presented in "The Economic, Political and Foreign Policy Implications of ALBA Workshop: An Inter-disciplinary Study of the ALBA Initiative, organized by FIU Latin American and Caribbean Center and UM Center for Latin American Studies, May 9-10, 2011
- 2011, "Trade: The Engine of Growth in North America, Latin America and the Caribbean," First E3 Summit of the Americas, San Juan, April 7
- 2010, "Global Financial Crisis: Perfect Storm to Test Multinationals' Rise to Stardom," Academy of International Business, Annual Conference, Rio de Janeiro, June 28
- 2010, "New Horizons in International Business Research in Latin America," Keynote Speaker, AIB-LAT Chapter session, AIB Conference, Rio de Janeiro, June 25
- 2010, "Energy Prospects in Latin America: Trends and Strategic Scenarios," Business Association of Latin American Studies, Annual Meeting, Barcelona, Spain, March 25
- 2009, "Innovation by Locals in Latin America," Academy of International Business, Annual Conference, San Diego, June 26
- 2009, "Risks and Rewards in the Latin American Market, and Business Strategies that Best Fit it," Academy of International Business, Annual Conference, San Diego, June 26
- 2008, "Consecuencias Económicas de la Violencia Paramilitar y Guerrillera en Colombia," in The Impact of the Law of Justice and Peace in the Dismantling of the Colombian Right Wing Paramilitary Conference, University of Miami, December 5
- 2008, "Strategies for the Successful Entry into the US Market," Export Promotion Program, Lima's Chamber of Commerce, Lima, November 4
- 2008, "'Bottom of the Pyramid Strategies of Locals and Multinationals: Knowledge Development and Exchange in International Business Networks," Academy of International Business, Annual Meeting, Milan, July 3
- 2007, "Corporate Social Responsibility in an Irresponsible World: An Oxymoron!" Business Association of Latin American Studies, Annual Meeting, San Jose, Costa Rica, April 27
- 2007, "Development of Sustainable Advantages by Foreign Banks in Latin America: A Resource Based Analysis," Business Association of Latin American Studies, Annual Meeting, San Jose, Costa Rica, April 27
- 2007, "Global Partnerships for Academic Initiatives," Panelist, Business Association of Latin American Studies, Annual Meeting, San Jose, Costa Rica, April 26
- 2006, "Immigrant Latin American Entrepreneurs: Savvy Chameleons or Proud Peacocks?" Academy of International Business, Annual Meeting, Beijing, June 26
- 2005, "Corporate Governance and Succession in Small and Family Owned Firms," Reinventing the Family Firm Conference, Universidad Ibero-Americana, Mexico, November 8

- 2005, "Corporate Response to Terrorism in Latin America," Academy of International Business, Annual Meeting, Quebec, July 10.
- 2004, Editor of Proceedings with presentations and articles discussed during the 2004 Meeting of Business and International Education (BIE) Project Directors, "*Politics and Technology in International Business*", August.
- 2004, "El Impacto De Los Esquemas De Integración En La Internacionalización De Empresas," (Impact of Integration Frameworks upon Businesses Internationalization) within the VI Annual Meeting of "Internationalization of Businesses in Latin America: Balance, Lessons and Perspectives", Madrid, June 4
- 2003, "Challenges and Opportunities of the Free Trade Area of the Americas", at the Centro de Estudios Estrategicos y de Relaciones Internacionales (CEERI) at Universidad Metropolitana, Caracas, Venezuela, Invited by the U S State Department, September 25.
- 2003, "The ABC's of Discontent: Lessons for Businesses and Governments in Latin America," Academy of International Business, Annual Meeting, Monterey, CA, July 7.
- 2003, "Strengthening Louisiana's Internationalization Efforts in a New World of Uncertainty and Risk," Annual Meeting of Directors of *Business and International Education Grants of the U.S. Department of Education*, Monterey, CA, July 9 and 10
- 2003, "Economic Freedom and Entrepreneurship in the Expanded European Union," ICEVED Meeting, Madrid, March 6.
- 2003, "Louisiana's Global Opportunities and Needs: Contrast of 1998 and 2003 Surveys," (prepared jointly with Rajiv Mehta and the Assistance of Jimmy Cardenas), presented to the members of the Int'l Business Committee of the N O World Trade Center, December 6
- 2003, "Lessons and Consequences of the Crisis in Argentina," Academy of International Business, BALAS Track, San Juan, July 1.
- 2003, "Deseos, Posibilidades e Imperativos de la Inversion Extranjera en la America Latina," Seminario sobre Negocios en la America Latina, Instituto de Empresa, Madrid, May 20.
- 2003, "BBVA V. BSCH: Local Defensive Strategies for Global Competitive Advantage?," BALAS 2003 Meeting, Sao Paulo, April
- 2003, "Economic Freedom and Entrepreneurship in the Expanded European Union," ICEVED Meeting, Madrid, March.
- 2002, "Louisiana's Economic Development and Trade Challenges," *Hispanic Leadership Conference*, New Orleans, October 29.
- 2002, "Getting Rid of Our Addictions," *One Year After—Reflections, Panelist*, Loyola University New Orleans, September 11
- 2002, "Key Factors for Sustainable Successful Global Leadership," "11th Annual Melton Foundation International Symposium: "*Re-Imagining Global Leadership for the 21st Century.*" Dillard University, New Orleans, August 1..
- 2002, "Entrepreneurship's Global Race—Final Findings," ICEVED meeting, May 7.
- 2001, "Louisiana's Challenges and Opportunities in the Global Economy," New Orleans World Trade Center, Organized by the Asia Foundation, November 27
- 2000, "Entrepreneurial attitudes, skills and behaviors for the New Economy: MBAs at the cross-road of a changing world" 30th European Small Business Seminar, Gent, coauthored with Thibaud Durand and Manuel Bermejo, September
- 2000, "Compromiso con el Desarrollo: El Imperativo de las Corporaciones Espanolas en America Latina (CEAL)" CLADEA Meeting, Barcelona, coauthored with Guillermo Cardoza, September
- 2000, "Martin Varsavsky (A) and (B)" 30th European Small Business Seminar, Gent, coauthored with Alvaro Sancho; winner of EFMD's 2000 case competition in entrepreneurship, September.
- 2000, "Strategic Evolution of Spanish Firms in Latin America: From Regional to Global Players," Business Association of Latin American Studies, Caracas, April. Also presented at the Seminar sponsored by Centro Euro-Latinoamericano, Madrid, July 4, and discussed with the faculty of UORT, Montevideo, Uruguay, July; and, PUC-Santiago, Chile, August
- 2000, Habilidades, Actitudes y Comportamientos Empresariales: Encuesta de Antiguos Alumnos. Instituto de Empresa's Alumni Survey, Madrid., June,

- 1999, "Latin America's New Millennium: Reaching "El Dorado"", co-editor, Proceedings, Business Association of Latin American Studies, New Orleans, April.
- 1998, "Regional Transformation: Louisiana's Efforts to Enhance its Global Competitiveness-An Empirical Study," Proceedings, Academy of International Business, Vienna. Co-authored with Rajiv Mehta and Tanya Rasa, October
- 1998, "Strategies and Challenges of Latin America's Oil and Gas Companies in Response to Globalization," Annual Meeting, Academy of International Business, Oct. 8.
- 1997 "The Entrepreneurial Environment for Immigrants: When Support Systems are Fragmented," ENDEC World Conference on Entrepreneurship, Proceedings, Coauthored with Brenda Joyner. Sept 4-6
- 1997 "Study Abroad, Exchanges and Linkages with Foreign Universities," in the Internationalizing Business Education Symposium offered to the Business Faculty of University of Southwestern Louisiana, Lafayette, February 14.
- 1997 "What Can Federal Support Do For Your School? Experiences of Loyola University," 1997 Academy of International Business-South West Chapter Meeting, New Orleans, Panel chaired by Ben Kedia, U. Memphis, with participation of Sarah Beaton, USDOE, March 13.
- 1997 "Strengthening the Latin America-Louisiana Connection: Preliminary Findings and Progress Report," at the 1997 BALAS Conference, Rio de Janeiro, Brazil, April 11.
- 1997 "Business Ethics in Latin America: A Corporate Strategy Perspective," 1997 Annual Academy of International Business Meeting (jointly with the 1997 Assembly of Latin American Council of Business Schools), Monterrey, Mexico, October 10.
- 1997 "Energizing your Faculty: Globalization Programs are THE Prescription," Annual BIE Project Directors Meeting, U.S.-Latin American Partnerships in the 21st Century, San Jose, Costa Rica, October 15.
- 1996 "Educating the Future Leaders of North America: New Educational Paradigms," 1996 International Business Projects, Directors Annual Conference -- U.S. DOE, Calgary.
- 1996 "Overcoming the Causes and Consequences of Corruption to Gain Globally Sustainable Competitive Advantage," 1996 BALAS Annual Meeting, Monterrey, Mexico.
- 1996 "Economic Impact of Hispanics and Trade with Central America on the New Orleans Economy," Financial Summit of the Americas Ministers, New Orleans, May 19
- 1995 "Mexico's Opportunities and Challenges for Louisiana-based Businesses," LAMETA (Louisiana-Mexico Trade Association), Keynote Speaker, July 12
- 1994 "The Role of Spanish Companies in the Privatization of State Owned Enterprises in Latin America," BALAS Annual Meeting, Miami, April.
- 1994 "Successful Succession in Family Businesses," Family Firm Institute's Annual Conference, Phoenix, Co-authored with Jeffrey A. Barach, October.
- 1994 "Parameters for Competitive Success in International Services," VII Pan American Marketing Symposium," October, Keynote Speaker, Guadalajara.
- 1993 "Strategic Lessons from Spain's Foreign Direct Investment in Latin America's Air-transportation, Telecommunications and Financial Services Sectors," AIB Annual Meeting, Maui, October.
- 1992 "Trade and Investment Relations Between Spain and Latin America at a Crossroad," BALAS Annual Meeting, Mexico, April.
- 1991 "Swaps of Debt for Education," International Trade and Finance Association Conference, Marseille, France, June.
- 1990 "Time Perspectives in International Joint Ventures: Implications for Marketing Management." AIB Annual Meeting, Toronto, October.
- 1990 "Corporate Culture and Technological Innovation." Second Conference on Strategic Leadership in High Technology Organizations, Boulder, CO, January.
- 1989 "Contraste de Empresarios Latinoamericanos Enfocados a Mercados Internos y Externos," Congreso Latinoamericano: Investigación en Iniciativa Empresarial, IESA-Babson, Caracas, November.

- 1989 "Marketing Practices and Performance in Chile," and "Impact of the International Debt Crisis on Marketing Practices: Chile v. Venezuela," BALAS Annual Meeting, Boca Raton, FL, February.
- 1988 "Debt Equity Swaps: Investors' Experiences," MALAS Meeting, Bloomington, October.
- 1988 "Marketing and Economic Development in the Age of Global Interdependence." Proceedings, Second International Conference on Marketing and Development, Budapest: 1-5, July.
- 1987 "Comparative Analysis of Environmental Assessment and Strategic Planning of Leading Domestic and Foreign Firms Operating in Latin America," AIB, Southeast Region, Annual Meeting, New Orleans, November.
- 1986 "Countertrade During the Late '80s: Executives' Viewpoints," Proceedings Southern Management Association Meeting, November, Atlanta: 25-27. Coauthored with Karl Wijngaarden.

Panelist

- "US Elections Impact on Latin America," Burson Marsteller, Hemispheric HQ, Webcast, November 7, 2016
- "Colombia's Referendum and Post-Conflict Strategies," UM's SBA, September 28, 2016
- "Doing Business in Latin America," NSHMBA (National Society of Hispanic MBAs), April 6, 2011, UM's SBA
- Moderator of Executive Panels for "Doing Business in the US," for UM Executive Education's programs (e.g., FGV, Centrum), as well as for "Doing Business in Latin America" for the Miami MBA for the Americas, 2010 - current
- Several Panels sponsored by UM's Center European Studies (e.g., A New Atlantic Community: The European Union, the United States and Latin America, November 22, 2015)

TEACHING

Teaching Awards Received:

- Excellence in Teaching (voted by U Miami's GEMBA students), 2017
- Excellence in Teaching (voted by U Miami's MIBS students), 2015
- Excellence in Teaching (voted by U Miami's MSPM students), 2000, 2002, 2008, 2009
- Top Gun [Teaching Award] (voted by Loyola's MBAs), 1993, 1995, 1996, 2001
- Faculty Award for Outstanding Teaching (Voted by Loyola's CBA Faculty), 2006
- Outstanding Teaching (voted by Tulane's EMBA's), 1990

Teaching Specialization (courses taught):

Courses taught at the University of Miami:

- IGS 612 International Administration (to MAIA students)
- BUS 633 Business Plan Fundamentals and Communications (to CBA & Specialized MS students)
- BUS 663 Entrepreneurship and Innovation (to Miami EMBA for the Americas)
- MGT 349 International Business (to undergraduates)
- MGT 353 Introduction to Entrepreneurship (to undergraduates)
- MGT 401 Strategic Management (to undergraduates)
- MGT 554 High Potential Ventures (to entrepreneurship majors)

- MGT 459 Multinational Management (to undergraduates)
- MGT 498 Doing Business in Latin America (to undergraduates) (in English)
- MGT 371 Doing Business in Latin America (to undergraduates) (in Spanish)
- MGT 498 (designed) Innovators for the Americas
- MGT 625 Entrepreneurship: Creating New Ventures (to MBAs, MBA for AA, and MMBAA)
- MGT 691 International Management (to MBAs and MIBs)
- MGT 628 Global Entrepreneurship (in Spanish to GEMBA, since Fall 2011)
- MGT 658 Strategic Management (to Health Administration Exec MBA)
- MGT 658 Strategic Management (in Spanish, to MSPM and GEMBA students, every year since inception)
- MGT 675 Strategic Management (to Professional MBAs)
- ESP 735 Global Entrepreneurship (in Spanish, to add-on MBA students and MSPMs)

Courses taught at Loyola:

- BA -B850 Global Strategy
- BA -B400 Small and New International Ventures (SNIV)
- BA -B435 Multinational Business Management
- BA -B711 Global Competitive Environment
- BA -B801 Business Strategy
- BA -B893 Future of the Americas
- MGT-B315 International Management
- MGT-B893 Entrepreneurship
- MKT-B800 International Marketing

Courses taught at Instituto de Empresa (Madrid)

- Case Research and Writing Workshops (to its faculty and research assistants) (2 years)
- Internacionalizacion de PYMES y Nuevas Empresas
- Marketing Internacional
- Entrepreneurship

Courses taught at Tulane and Universidad de Los Andes (Prior to Loyola)

During previous decades I taught, among others, Marketing Strategy, Marketing Research, Agribusiness Strategy, Research Methods, Strategic Management, and Introduction to Business course

Thesis and Dissertation Advising:

- **At UM's SBA** (Member of PhD dissertation committee of Stephanie Wang Lu)
- **At ITESM (EGADE, Monterrey)** (Member of PhD dissertation committee of Cecilia Calderon)
- **At UM's SBA** (I have supervised Thesis/Projects of more than 20 MSPMs)
- **At UM's MAIA** (I have supervised Practicum Projects of more than 20 MAIAs)
- **At Tulane's Center for Latin American Studies** (Member of PhD dissertation committees of Mike Porche, Corinne Young, and George Young)

SERVICE

University Committees and Administrative Responsibilities:

At University of Miami's School of Business Administration (Miami Business School)

- Latin American and Caribbean Initiative (LACI), Co-Chair, 2017 - Current
- Master of Science in International Business Studies (MIBS), Academic Director, 2015 - Current
- Center of International Business Education and Research (CIBER) Task Force, Jointly with John Daniels, December 2008- December 2009
- Entrepreneurship Advisory Board, Member, 2016 - 2017
- CIBER, Director, 2010- 2019
- International Exchanges, Assisted Vice Dean Anuj Mehrotra in defining and implementing MOUs with more than 10 Universities worldwide
- MSPM Program Task Force, Jointly with Rene Sacasas and Vice Dean Anuj Mehrotra Project Requirements, Program Enhancements, 2008 – Current leading to establishment of new GEMBA
- Informal visits concurrent with other trips to School of Businesses at U de Los Andes, Bogota; USP, Sao Paulo; U del Pacifico, Lima, 2008; ESADE, IESE and Pompeu Fabra, Barcelona, 2010; Instituto de Empresa and Universidad Autonoma de Madrid, 2010; Fundacao Getulio Vargas, Sao Paulo, 2010 and 2011
- Center for Latin American Studies: Business School Representative, 2009- 2014
- Center for Hemispheric Policy, Active Member (informal representative of SBA), 2006 – 2015

At Loyola and its College of Business Administration (CBA) Administrative/Leadership Experiences

- Chair, International Business Area, 1991-2006
 - Transformed Area from smallest into most important at the CBA
- CBA, Curriculum Committee, 2000-2003
- CBA, Strategic Planning Committee, 1991-2005
- CBA, Graduate Faculty Committee, 1991-2005
- CBA, Management Area Committee, 2002-2005
- CBA, Rank and Tenure Committee, 2002-2004
- University Senate (in representation of CBA faculty), 1994-1997, 2003-2006
 - University Senate's Awards Committee, 2004-2005
- Latin American Studies Committee, 1998-2005
- Student Retention Task Force, 2000-2001
- Common Curriculum Review Committee, 2005-2006

Community Activities:

Professional Associations

- European Foundation for Management Development, Co-host, Meeting, August 2017
- Strategic Management Society, Conference Extension Workshop, Coordination, November 9, 2011
- CIBER's GBP/GBC Consortium, 2010- current
- CIBER's HBCU Consortium, Globalizing Business Schools (GBS) Program, May 24, 2010
- Harvard Club of Miami, 2008- 2010
- Program Chair and Host of Meeting of Directors of Business and International Education (BIE) Grants from the USDOE, August 2004
- Reviewer of grant applications to the USDOE (including both CIBER and BIE grants), several years, confidential (three years)

- Local arrangements coordinator of International Management Division of Academy of Management's 2004 Meeting, August
- Business Association of Latin American Studies (BALAS), President, 1999-2000, Program Chair 1999 Conference, Member, Executive Committee, 1996-1998; Nominations Committee, 1988-1990, Reviewer, Chair Entrepreneurship Track, 2003-2005
- Academy of International Business (AIB), Placement Coordinator, 1989-1996, Reviewer, 1989-Current, Nominated--in 2005--CBA/New Orleans to host 2009 Annual Meeting
- Liaison BALAS-AIB, 2001 - 2004
- International Center for Entrepreneurship and Venture Development (ICEVED) at Instituto de Empresa, Founding member (1998), Program Chair and host of 2001 Meeting
- Consejo Latino Americano de Escuelas de Administracion (CLADEA), Founding Member (1974), Program Chair and host of 1975 Meeting

New Orleans Community

- Tulane University, Center for Latin American Studies, Guest Member, 1985-2005
- International Business 101, Monthly radio show, BIZ 990, jointly with Corrado Giaccona, 2004-2005
- Louisiana District US Export Council, Member, Appointed by US Secretary of Commerce, 1985-7
- Gulf Coast International Hispanic Chamber of Commerce, Member, 1991-2

Greater Loyola

- Loyola International Business Organization (LIBO), Founding Academic Advisor, 2001-2006
- Model UN, Loyola's Chapter, Founding Academic Advisor, 2004-2006
- Cuban American University Student Association (CAUSA), Founding Academic Advisor, 2005-6

Miami Community

- Ismael Cala Foundation, 2015 - 2016
- American Jewish Community, Latin American Task Force, member, 2012 - Current
- Center for Hemispheric Policy, University of Miami, participated in more than 20 events per year (mostly private dinners with keynote speakers prior to public programs), 2006 - 2015
- Hispanic Chamber of Commerce, July 9, 2011, Kick-off event
- Connections, Multinational Events Series from World City, attended select events since 2007
- Harvard Business School Alumni Association, Miami Chapter, member, 2007 - Current
- Tel Aviv University Alumni Association, South Florida Chapter, attended several events
- Technion University Alumni Association, South Florida Chapter, attended several events
- American Jewish Community, Annual Seminar for Latin American Leaders, 2010 - Current
- Shalom Hartman Institute of North America, Mid-Winter Retreat, January 9 and 10, 2010
- FIU Applied Research Center's 13th Annual Western Hemisphere Security Colloquium, May 25-26, 2010