



**MEMORANDUM**

**To:** Julio Frenk  
University President

**From:** JoNel Newman   
Chair, Faculty Senate

**Date:** December 1, 2022

**Subject:** Faculty Senate Legislation #2022-17(B) – Curricular Changes to the Master of Science (M.S.) in Business Analytics, Department of Management Science, Herbert Business School

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The Faculty Senate, at its November 30, 2022, meeting, had no objections to approval by consensus of the proposal for curricular changes to the Master of Science (M.S.) in Business Analytics in the Department of Management Science in the Herbert Business School.

The proposal is attached for your reference.

This legislation is now forwarded to you for your action.

JN/ll/rh

Attachment

cc: Jeffrey Duerk, Executive Vice President and Provost  
John Quelch, Dean, Herbert Business School  
Doug Lehmann, Assoc. Professor of Professional Practice; Director MS in Business Analytics Program, Management Science, Herbert Business School

**CAPSULE:** Faculty Senate Legislation #2022-17(B) – Curricular Changes to the Master of Science (M.S.) in Business Analytics, Herbert Business School, Department of Management Science

**PRESIDENT’S RESPONSE**

APPROVED:  DATE: 1/18/23  
(President’s Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Interim Dean Ann Olazabal

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

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

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

# Program Change Request

Date Submitted: 09/13/22 6:21 am

Viewing: **Master of Science in Business Analytics :  
BUAN\_MS**

Last approved: 03/28/22 4:33 pm

Last edit: 10/11/22 4:01 pm

Changes proposed by: Doug Lehmann (dxl701)

Catalog Pages Using  
this Program

[Master of Science in Business Analytics](#)

## In Workflow

1. PG Initial Review
2. PG MAS Chair
3. PG BU GR Office Admin
4. PG BU GR Sr Admin I
5. PG BU School Council
6. PG BU Dean
7. PG University Accreditation
8. PG Documentation Review
9. PG Pending Documentation
10. PG GR School
11. PG Graduate Council
12. PG GR Dean
13. PG FS Office for GWC
14. PG FS GWC
15. PG Faculty Senate
16. PG FS for President
17. PG FS President Approved
18. PG Registrar

## Approval Path

1. 09/19/22 10:50 am  
Patty Murphy (pxm491): Approved for PG Initial Review
2. 10/07/22 1:21 pm  
Lan Wang (lxw611):

- Approved for PG  
MAS Chair
3. 10/07/22 1:58 pm  
Lori Pryor (lpryor):  
Approved for PG BU  
GR Office Admin
  4. 10/10/22 8:53 am  
Harihara Prasad  
Natarajan (hari):  
Approved for PG BU  
GR Sr Admin I
  5. 10/11/22 9:20 am  
Blanca Ripoll  
(bripoll): Approved  
for PG BU School  
Council
  6. 10/11/22 2:54 pm  
John Quelch  
(jqelch): Approved  
for PG BU Dean
  7. 10/11/22 3:50 pm  
Patty Murphy  
(pxm491): Approved  
for PG University  
Accreditation
  8. 10/11/22 3:57 pm  
Patty Murphy  
(pxm491): Approved  
for PG  
Documentation  
Review
  9. 10/11/22 4:01 pm  
Patty Murphy  
(pxm491): Approved  
for PG Pending  
Documentation
  10. 10/12/22 1:19 pm  
Tiffany Plantan  
(tplantan):  
Approved for PG GR  
School

11. 10/19/22 1:31 pm  
Tiffany Plantan  
(tplantan):  
Approved for PG  
Graduate Council
12. 11/06/22 8:32 am  
Guillermo Prado  
(gprado): Approved  
for PG GR Dean

## History

1. Apr 28, 2020 by tfa7
2. May 17, 2020 by  
tfa7
3. May 15, 2021 by  
Lori Pryor (lpryor)
4. May 19, 2021 by  
Lori Pryor (lpryor)
5. May 24, 2021 by  
Lori Pryor (lpryor)
6. Sep 3, 2021 by Lori  
Pryor (lpryor)
7. Feb 25, 2022 by Lori  
Pryor (lpryor)
8. Mar 28, 2022 by  
Lori Pryor (lpryor)

*Please list the authors of this proposal including name, rank/title, program/department, and school.*

### Proposer(s) Name

Doug Lehmann, Associate Professor of Professional Practice  
Department of Management Science  
Director, MS in Business Analytics Program  
Miami Herbert Business School

Effective Term            Fall 2023

First Term Valid        Fall 2023

Change Type            All Other Changes

Provide a brief summary of the change

Change of required course and removal of internship requirement.

Career Graduate

Academic Structure

School/ College	Department
Miami Herbert Business School	Management Science

Plan Type Major and/or Degree

Degree Type Master's

Degree Name Master of Science in Business Analytics

Proposed Plan Code

Proposed CIP Code

Plan Name Master of Science in Business Analytics

Will there be any subcomponents within the program such as concentrations, specializations, thesis/non-thesis options, or tracks?

No

Subcomponents

Subcomponent Type	Subcomponent Name
None	None

Program Instruction Mode In Person

Where is the program offered?

Location	Please provide the % of instruction at each location.
Coral Gables Campus	100

Program Length (Years) 2

Total Credits 33

## To Be Published in the Academic Bulletin

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Program Overview

## Overview

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The Master of Science in Business Analytics program is an intensive experience that develops well-trained business analysts armed with the skills necessary to understand, manage and make use of big data in a business context. Over the course of 10 months, students learn how to turn abstract data into meaningful information with which to predict consumer behavior and forecast revenue and expenses for virtually any business model and any industry sector.

To obtain detailed program admission information, please reference the program brochure which can be requested by contacting Graduate Business Admissions at 305-284-2510, by email [@mba@miami.edu](mailto:@mba@miami.edu), or visiting the Miami Herbert Business School [website](#).

Program Mission and Goals

## Mission

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To develop individuals that are prepared to use the methods and technology of analytics and data science to impact global business and society.

Student Learning Outcomes

## Student Learning Outcomes

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Students will develop skills in acquiring, preparing and visualizing data.

Students will develop and use data mining methods and software tools.

Students will learn to use decision models.

Student will develop and use predictive models.

Student will demonstrate an understanding of career acceleration and lifelong learning strategies.

Curriculum Requirements

## Curriculum Requirements

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Required Courses <sup>1</sup>

[BTE 601](#) Python Programming

2

**MGT 616 Foundations in Management Consulting**

<a href="#">BUS 610</a>	Communicating for Career Success	2
<a href="#">MAS 631</a>	Statistics for Managerial Decision Making	2
<a href="#">MAS 632</a>	Management Science Models for Decision Making	2
<a href="#">MAS 637</a>	Applied Regression Analysis I	2
<a href="#">MAS 639</a>	Data Acquisition, Preparation, and Visualization	2
<a href="#">MAS 640</a>	Applied Time Series Analysis and Forecasting	2
<a href="#">MAS 646</a>	Applied Regression Analysis II	2
<a href="#">MAS 649</a>	Big Data Analytics	2
<a href="#">MAS 648</a>	Machine Learning for Data Analytics I	2
<a href="#">MAS 650</a>	<del>Business Analytics Internship<sup>1</sup></del>	<del>2</del>
<del>or MAS 652 Business Analytics Capstone Project</del>		
<a href="#">MAS 651</a>	Machine Learning for Data Analytics II	2
<del>Additional Electives:<sup>3 and 4</sup></del>		
<a href="#">MAS 652</a>	Business Analytics Capstone Project	2
<a href="#">MGT 697</a>	Graduate Business Career Connect Course	1
<b>Electives</b>		<b>16</b>

~~At least two of the following:<sup>2</sup>~~

~~Electives<sup>2 and 3</sup>~~ 8

At least four of the following:

- [ACC 628](#) Introduction to Accounting Analytics
- [ACC 670](#) Financial Reporting and Analysis
- [BTE 612](#) Cloud Technologies
- [BTE 623](#) Database Management Systems
- [BTE 646](#) Product Management in the Digital Age
- [MAS 627](#) Programming for Data Analytics
- [MAS 629](#) SAS Programming for Business Analytics
- [MAS 633](#) Introduction to Quality Management
- [MAS 634](#) Administrative Systems for Quality Management
- [MAS 636](#) Dashboard Tools for Visual Analytics
- [MAS 638](#) Business Analytics Consulting
- [MGT 642](#) Supply Chain Analytics
- [MKT 675](#) Marketing Analytics

Total Credit Hours 33

1

Students must take at least two courses between [MAS 640](#), [MAS 646](#), [MAS 649](#) & [MAS 651](#).

2

16 credits of electives (approximately 8 courses) are required. Elective offerings are based on class demand.

3

List contains commonly taken electives but is not exhaustive.

~~<sup>4</sup>List contains commonly taken electives but is not exhaustive.~~



The curriculum defines a common core of required courses (17 credits) and allows the selection of elective courses (16 credits). A minimum of 4 elective credits must be taken from MAS 640, MAS 646, MAS 649, or MAS 651.

~~At least one term of part-time (10-20 hours per week) practical training and concurrent enrollment in MAS 650 is mandatory for the Master of Science in Business Analytics degree. Successful completion~~ Practical training is defined as "alternative work/study, internship, cooperative education, or any other type of a capstone project while concurrently enrolled required internship or practicum that is offered by sponsoring employers, conforming to the academic calendar." ~~The practical training and concurrent enrollment in MAS 650 must be approved in~~ MAS 652 – Business Analytics Capstone is required for the Master of Science ~~650 must be approved in~~ Business Analytics degree. Capstone projects are established in partnership with MSBA ~~advance by the~~ faculty and industry partners. All capstone projects must be approved by the faculty director.

~~International students in F-1 status are required to obtain authorization for Curricular Practical Training (CPT) from the Department of International Student and Scholar Services (ISSS) prior to engaging in off-campus employment. A student may take MAS 652 Business Analytics Capstone in place of MAS 650 if the student is unable to secure practical training, provided that the student can show that they have put sufficient effort into seeking practical training opportunities. Requests to enroll in MAS 652 in place of MAS 650 must be approved by the faculty director.~~

## Plan of Study

# Sample Plan of Study

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## Plan of Study Grid

### Year One

Fall		Credit Hours
<a href="#">MAS 631</a>	Statistics for Managerial Decision Making	2
Session I		
<del>MAS 627</del>	<del>Programming for Data Analytics</del>	<del>2</del>
<a href="#">BTE 601</a>	<a href="#">Python Programming</a>	<u>2</u>
<a href="#">MAS 632</a>	Management Science Models for Decision Making	2
<a href="#">MAS 637</a>	Applied Regression Analysis I	2
<a href="#">MGT 697</a>	Graduate Business Career Connect Course	1
Elective		2
Session II		
<a href="#">BUS 610</a>	Communicating for Career Success	2
<a href="#">MAS 639</a>	Data Acquisition, Preparation, and Visualization	2
<a href="#">MAS 648</a>	Machine Learning for Data Analytics I	2
Elective		2
	Credit Hours	19
Spring		
Session I		
<a href="#">MAS 652</a>	<a href="#">Business Analytics Capstone Project</a>	<u>2</u>
<a href="#">MAS 640</a>	Applied Time Series Analysis and Forecasting	2
<a href="#">MAS 646</a>	Applied Regression Analysis II	2
<a href="#">MAS 651</a>	Machine Learning for Data Analytics II	2
Elective		2
Session II		
<a href="#">MAS 649</a>	Big Data Analytics	2
<del>MAS 650 or 652</del>	<del>Business Analytics Internship</del>	<del>2</del>
	<del>or Business Analytics Capstone Project</del>	
Elective		2
	Credit Hours	14
	Total Credit Hours	33

### Admission Requirements

# Admission Requirements

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Completed application for admission submitted through BusinessCAS

A baccalaureate degree from an accredited institution

Official academic transcripts from all previously attended post-secondary institutions must be submitted directly to [BusinessCAS](#).

International applicants must have their educational credentials from institutions outside of the United States verified by an approved international credentialing evaluation service such as [World Education Services](#) to confirm degree equivalency and GPA calculation.

Statement of purpose and short-essay responses to the career goal and program-related questions in BusinessCAS

Current resume outlining your professional and/or academic achievements

At least one letter of recommendation is required. Up to three may be submitted.

Official GMAT (or GRE) score to be sent directly to the University of Miami Herbert Business School by using the institution code below.

GMAT Institution Code is 7NV-S1-00

GRE Institution Code is 5815

An official TOEFL or IELTS score is required as proof of English proficiency for international applicants who did not receive a degree in the United States or a foreign country where English is the primary language. The following minimum score is required for admission to a graduate business degree program.

TOEFL - 94 or above, institution code is 5815

IELTS - 7.0 or above, institution code is 4861

If you do not yet have a GMAT or GRE score and/or TOEFL or IELTS score (international candidates only), you may complete and submit your application prior to taking the exam by indicating your approximate date within the Standardized Tests tab in the Academic History section. Select "Add Test Score" by the relevant test, then indicate that you have not yet taken the exam and add your estimated test date in the section provided.

GMAT/GRE waivers can be granted on a case-by-case basis. Should you wish to request a waiver, in your BusinessCAS application make sure to "opt-out" of submitting a test score. You will then need to upload a page summary of why you should be considered for a waiver.

Conditional Admission: If you have not achieved the minimum TOEFL or IELTS score but possess a strong academic performance you may be considered for conditional admission. A **minimal TOEFL score of 80 or an IELTS score of 6.5** is required to be considered for conditional admission. These students must successfully complete a 4-week Graduate Business English Certificate Course prior to matriculating in the academic program. [Click here](#) for more information about the English for Graduate Business English Certificate Course.

We encourage candidates to upload unofficial transcripts and test scores (if required) with their BusinessCAS application in order to expedite the review of their file while official documents are processed.

QUESTIONS?

Connect with Miami Herbert Business School's graduate enrollment advisors at (305) 284-2510, by email at [mba@miami.edu](mailto:mba@miami.edu), or visit the Miami Herbert Business School [website](#).

## Rationale



## Rationale

Desiring to maintain a competitive and up-to-date curriculum that leaves students well prepared for industry demands, the Department of Management Science proposes the following changes to the MSBA curriculum –

### **CHANGES TO REQUIRED COURSEWORK**

BTE 601 (Python programming) changing from elective to required

MAS 627 (R programming) changing from required to elective

**JUSTIFICATION:** Python programming has become the more important programming language as the field of analytics continues to evolve. In addition to giving students the most relevant material, this will increase our programs appeal to a wider range of prospective students who look for “python” MSBAs rather than “R” MSBAs.

**RELEVANCE FOR OTHER PROGRAMS:** Either course is likely of interest to many students in the MSF, or other students interested in technical coursework.

### **NEW ELECTIVE OFFERINGS**

BTE 612 – Cloud Technologies

**JUSTIFICATION:** Cloud is becoming an essential skill in analytics and will eventually be a pillar of MSBA programs. In recent years, several MSBA employers have expressed the importance of having such a class included in the curriculum. This course is thus a direct response from industry to ensure our students are prepared, and our desire to keep a relevant and rigorous analytics curriculum. Incorporating cloud in the curriculum will keep our MSBA program in line with aspirational programs that are also moving in this direction.

**RELEVANCE FOR OTHER PROGRAMS:** Cloud is relevant for students in other programs that want more technical coursework. MBA and MSF in particular.

BTE 623 – Database Management Systems

**JUSTIFICATION:** SQL programming and database concepts are at the core of any entry-level career in analytics. This course will serve to expand student exposure to these topics. Specifically, the course will help address two issues in this space that are currently lacking in the MSBA curriculum – database theory and NoSQL.

BTE 646 – Product Management in the Digital Age

**JUSTIFICATION:** Training students in product management will open a door to an exciting career path for many MSBAs. While we have seen MSBA alumni obtain roles in product management, this was largely due to their backgrounds in marketing or relevant work experience. Employer partners have confirmed that there are many opportunities in product management, and that MSBA graduates would be well positioned for these roles if they had some systematic training, which this course is designed to provide.

**RELEVANCE FOR OTHER PROGRAMS:** Product management is a career path for many students and should field interest from all MHBS programs. This course would be particularly relevant for the MBA programs.

Experiential learning has always been a core component of the Master of Science in Business Analytics. The current internship requirement was established to ensure that students are given the opportunity to apply the methods of the classroom in a real business environment. While the internship served its purpose, there have been issues operating the internship course at scale with many students, while staying in compliance with the rules and regulations set forth by International Student Scholar Services (ISSS). To overcome these issues, we propose replacing the internship requirement with a capstone requirement (MAS 652 – Business Analytics Capstone). This will ensure that all students receive a project that is well-structured in collaboration with industry partners.

Job Market Demand and Outlook

Relationship to Other UM Academic Programs

Library, Facilities, Equipment and Other Resources Available and Needed to Support the Program

## Curriculum

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Program Curriculum

Upload Syllabi for Any New Courses

Proposed Schedule of Course Offerings for the First Three Years

## Faculty

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Program Directors

Upload CV(s)

Program Faculty

Upload CV(s) Grad

## Students

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Applicant Pool

Enrollment Projections

Teaching or Research Assistants

## Administration

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Program Administration

## Comparison

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Peer Comparisons

## Documents

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Attach Supporting Documentation

[Faculty Senate Memo -MS Business Analytics changed to required courseworks and new elective offerings April 2022.pdf](#)  
[MSBA Program Changes - Dean Quelch Memorandum.pdf](#)  
[MSBA-BTE Courses Department Approval Memorandum.pdf](#)

Reviewer

Comments

**Harihara Prasad Natarajan (hari) (10/10/22 8:53 am):** Recommended to move forward by GBEC on 4/6/22

**John Quelch (jquelch) (10/11/22 2:53 pm):** MSBA proposal is approved by Dean Quelch and School Council approved on April 22, 2022.

**Patty Murphy (pxm491) (10/11/22 3:49 pm):** These changes do not represent a significant departure from the currently approved program. Therefore, notification to or approval from SACSCOC is not required.

**Patty Murphy (pxm491) (10/11/22 3:56 pm):** Emailed Doug and requested memo from MAS Dept Chair documenting dept faculty vote

**Patty Murphy (pxm491) (10/11/22 4:01 pm):** Added Dept approval memo to proposal

**Tiffany Plantan (tplantan) (10/19/22 1:31 pm):** Proposal was discussed at the October 18th meeting of the Graduate Council. Notification item only. No concerns expressed by Council members.

Key: 307

## MGT 697 – 01 Graduate Business Career Connect Course

<b>Instructor:</b>	Ginger Baxter	<b>Email:</b>	ginger.baxter@miami.edu
<b>Location:</b>	Aresty 331	<b>Phone:</b>	(305) 284-9921
<b>Class Hours:</b>	Monday 6:00 – 8:30 PM, Term 1 August 23 – October 8	<b>Office:</b>	Graduate Career Advancement Center - Jenkins 111

### Course Description:

The *Graduate Business Career Connect Course* within the Department of Management provides full-time graduate business students with the knowledge, tools, resources and opportunities to navigate a data-inspired, technology savvy, **self-reflective** professional job search for “career fit” through: career exploration, development of personal marketing materials and personal brand (resume, cover-letter, LinkedIn profile, social media presence, video elevator pitch, etc.), best practices for messaging, building and leveraging a professional network, establishing and implementing a job search strategy, action planning and seeking mentorship, professional etiquette and job offer protocols. Additionally, the course endeavors to ensure that Miami Herbert graduate business students always represent themselves as principled business leaders.

Activities and assignments reflect the holistic approach in the Career Connect Framework:

**Bet on yourself—Explore, experience, engage...ACCELERATE!**

### Course Materials:

#### Required Textbooks

- Dalton, Steve. 2020. *The 2-hour job search second edition: Using technology to get the right job faster*. New York: Ten Speed Print.
- Jiang, Jia. 2015. *Rejection proof: How I beat fear and became invincible through 100 days of rejection*. New York: Harmony.

#### Online Tools and Resources

- Business DNA
- 12Twenty
- Buzz
- Interstride
- GetHighered Talent Portal
- StandOut Video Interviewing Portal
- Cane2Cane Network
- LinkedIn
- LinkedIn Learning
- 2-Hour Job Search Templates
- jobscan.io
- hunter.io

### Teaching Methods:

With both online and in-person components, the course involves experiential and practical learning exercises focused on the individual student’s career goals and aspirations. This course will not replace personal, face-to-face interactions with career coaches, rather it accelerates job search preparation and development of a growth mindset. This management course refines each student’s career advancement strategy, while connecting, collaborating and co-creating experiences with industry.

Class discussion, instructor-led training and lectures, roleplay, as well as case interview techniques will be applied in both, individual and group settings. Active participation is essential to enhance self-awareness and group dynamics for optimal career advancement. Guest speakers and employers will be embedded in the curriculum.



# MGT 697 – 01 Graduate Business Career Connect Course

## Learning Objectives:

### Explore:

- Assess personal interests, values, and motivators to determine career path and alignment.
- Develop personal marketing materials (resume, LinkedIn profile, etc.) and branding for career success.
- Evaluate and research companies of interest, identifying key contacts and alumni connections.

### Experience:

- Prepare to meet with prospective employers and industry leaders utilizing best practices in elevator pitch development, professional etiquette, dress, including follow-up and thank you note.
- Enroll and participate in career resources such as 12Twenty, Interstride, Talent Portal, etc.
- Attend and reflect upon employer and Miami Herbert events.

### Engage:

- Understand how to use personal networks to gain industry and career insights, applying the TIARA technique.
- Create cover letters and LinkedIn outreaches geared toward roles of interest.
- Develop personal stories in the STAR methodology for interview success.
- Understand how to utilize LinkedIn and other digital platforms to engage with industry professionals.

## Evaluation Criteria:

The student's grade in the course will be assessed based on the following graded criteria:

<b>Assignment 1:</b> Submission of resume and revision(s)	20% of final grade
<b>Assignment 2:</b> Submission of LinkedIn page	20% of final grade
<b>Assignment 3:</b> Submission of remaining assignments, including reporting of career outcome	20% of final grade
<b>Assignment 4:</b> Participation:	40% of final grade

Students must participate in 5 or more approved professional development activities or employer events. Registration and attendance will be tracked in 12Twenty.

**Course Website:** A course website for Graduate Business Career Connect Course is maintained and updated regularly. All registered students are automatically "enrolled" in the "Blackboard" website at <http://www.courses.miami.edu>. Course information, including but not limited to assignments, important announcements, useful external links, selected readings, handouts, video recordings and other course documents, as well as grades may be posted as they become available. Students are directed to check the website regularly and are responsible for all information posted.

**General Behavior:** Students will adhere to the *Miami Herbert Graduate Business Student Professional Standards* document, including prompt arrival to class, professional decorum, polite communications and proper attire. As employer partners are likely to be joining a majority of the class sessions. If attending class remotely, students must keep their **video cameras on throughout class** and log-in from an appropriate workspace. Failure to follow the general behavior standards will result in a negative penalty on the Participation grade.

**Attendance: Attendance is required.** A student who fails to attend at least 80% of the class sessions DOES NOT QUALIFY as having completed the course and will not receive a passing grade. Significantly late arrivals, early departures or not having one's video camera off if attending remotely will count as an absence.

**Written Work:** As a representation of the students' professional brand and the school, assignments may be evaluated for appropriate language, spelling, grammar, appearance, etc. Therefore, active proofreading before turning in assignments is strongly encouraged.

## MGT 697 – 01 Graduate Business Career Connect Course

**Late Submission of Assignments:** Late assignments will be penalized 10% each day and recorded as a zero if more than a week late, unless prior arrangements have been made with the instructor.

**Laptops, Cell Phones, Tablets, etc.:** Use of cell phones, tablets and laptops is permitted for class purposes; however, distracting behaviors such as checking email, instant messaging, texting, internet browsing are prohibited.

**Video or Audio Recordings are prohibited,** unless medically necessary and cannot be shared with others.

**Extra Credit:** There will be no individual extra credit assignments in this course.

**Accessibility Resources:** Accommodations will be supported provided written documentation from the Office of Disabilities is provided two weeks in advance of the desired use of the accommodation.

**Academic Integrity and Honor Code:** All students are expected to adhere to the University of Miami and Miami Herbert Business School's Honor Code. Academic dishonesty such as plagiarism, misrepresentation of achievements, etc., will not be tolerated.

### Course Schedule:

Week	Theme/Topic	Assignments and Notes
1	<b>Explore</b> - Career Interests: Assessment of skills, personal values, interests, and connection to industry.	<ul style="list-style-type: none"><li>• Complete Business DNA Survey &amp; Career Connect Intake Survey; Develop Individual Action Plan</li><li>• Guest Speaker: <b>Kelly Bean</b>, Executive-in-Residence, Miami Herbert Business School</li><li>• <a href="https://www.linkedin.com/in/kellydbean/">https://www.linkedin.com/in/kellydbean/</a></li></ul>
1	<b>Explore</b> - Resume Development	<ul style="list-style-type: none"><li>• Review provided employer-friendly resume format(s). Revise resume utilizing the provided Resume Toolkit into the updated format.</li></ul>
1 - 5	<b>Explore</b> - Informational Interview - An informal conversation is an effective tool to gather industry, job, and company insights. This is not a job interview, rather industry and career functional research, equipping the student with industry suggestions for managing both acceleration and rejection.	<ul style="list-style-type: none"><li>• Read <i>Rejection Proof</i> by Jia Jiang.</li><li>• Locate contacts through LinkedIn, personal and professional networks, apply hunter.io for missing email addresses</li><li>• Utilize the TIARA approach and <i>Rejection Proof</i> insights to create a listing of questions to utilize when conducting informational interviews. Use this assignment as an interview guide for networking, showing preparation for thoughtful conversations with purpose.</li></ul>

## MGT 697 – 01 Graduate Business Career Connect Course

Week

Theme/Topic

Assignments and Notes

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- |   |   |  |
|---|---|--|
| 2 | <b>Experience</b> - 12Twenty is Miami Herbert's exclusive career services, online job portal and reporting platform. The system allows you to create a virtual profile detailing your career interests, to upload resumes, to schedule appointments with coaches, to learn about recruiting and career development events and to search for job and internship postings from national employers as well as those posted by Miami Herbert employer partners. | <ul style="list-style-type: none"><li>Utilizing your @miami.edu email and the 12Twenty Instructions provided, sign into your 12Twenty account, create your profile, including photo and interests and upload your resume for review.</li></ul>   |
| 2 | <b>Experience</b> - Personal Elevator Pitch - An elevator pitch describes who you are, what you do, and what you want to do concisely. Your elevator pitch shares your expertise and credentials.   | <ul style="list-style-type: none"><li>Create your own 30-second Elevator Pitch and post your written version, as well as create and submit a video recording of your elevator pitch.</li></ul>   |
| 3 | <b>Engage</b> - <i>2-Hour Job Search</i> - This strategy develops a prioritized list of target employers, contacts, and outreach plan.  | <ul style="list-style-type: none"><li><i>Read 2-Hour Job Search Step 1: Prioritize The LAMP Method p. 15 – 78.</i> Using the provided resources, formulate your personal <i>2-Hour Job Search</i> utilizing provided template and locate at least 40 target employers.</li></ul>                       |
| 3 | <b>Engage</b> - STAR Methodology & StandOut - The STAR method is a framework for responding to behavioral-based interview questions by discussing the <b>S</b> ituation, <b>T</b> ask, <b>A</b> ction, and the <b>R</b> esult. StandOut is an on-demand, video interviewing tool that provides unlimited practice and prepares students for virtual interviews.   | <ul style="list-style-type: none"><li>Create your account in StandOut using your @miami.edu email address. Within the "Practice" tab create your recording for the interview cluster- Kickstart Behavioral Based STAR Method Interview. Once complete, submit to your assigned Career Coach.</li></ul> |
| 3 | <b>Engage</b> - LinkedIn & Social Media Clean Up - During your job search, social media provides a window to who you are; make sure you are putting your best foot forward!   | <ul style="list-style-type: none"><li>Update your personal LinkedIn profile based on your learnings. In Blackboard, copy and paste your customized, LinkedIn public profile URL submit as Assignment, add your public URL to all your online messaging.</li></ul>                                      |
| 4 | <b>Engage</b> - Cover Letter- A cover letter is a vital place to engage with prospective employers in writing by highlighting your skills, show your interest in a company/role/position as well as providing a great opportunity to showcase your achievements.  | <ul style="list-style-type: none"><li>Review sample cover letter template as well as review the resources provided. Draft a cover letter for any position or company of your choosing and post your completed cover letter.</li></ul>  |
-

## MGT 697 – 01 Graduate Business Career Connect Course

Week

Theme/Topic

Assignments and Notes

---

4

**Engage** – Applications – Even if you are not current looking for a job, find five job descriptions that fit your interests, that are aspirational and perform a gap analysis to plan future self-development. If searching for a job, develop a timeline for applying to roles and accelerate!

- Using jobscan.io, compare your resume to aspirational job descriptions and determine opportunities for professional development through a gap analysis. Begin applying to jobs, tracking results, and tweaking as feedback becomes available.

1 – 5

**ACCELERATE** - Employer Events or Career Fairs. Employer partner events and career fairs are great ways to learn about companies, roles and build relationships, growing your network.

- Register and participate in 5 or more employer or professional development events.
  - Submitting your information for a Student Spotlight will count as one employer event.
  - Representing the school outside of class in a case competition, hack-a-thon, etc., will count as a professional development event.
-

FALL 2021

MGT 697

GRADUATE

BUSINESS

CAREER CONNECT



MIAMI HERBERT

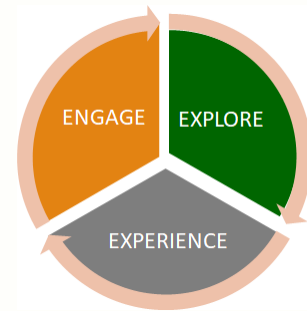
GRADUATE CAREER ADVANCEMENT

# PREPARING TO LAUNCH YOUR CAREER JOURNEY: INDIVIDUAL ACTION PLAN

Careers last a long time, and we face ups and downs as we continue to grow. Some say that you don't solve your challenges, you actually outgrow them.

Pursuing your graduate business degree from Miami Herbert is a career choice, one that will accelerate your potential. If you want to progress your career and make positive changes, then it's going to take time, energy and commitment over and above simply working hard to get good grades and complete your education.

Systematic and sustained effort will be needed to achieve a change in career direction. We will explore five aspects of career development over the next several months to guide you in pushing forward to your goals.



## SELF-AWARENESS

Where am I strong? Where do I struggle? What do I need - from others, from my environment, from myself?

## GOAL SETTING

What are my goals? 6 & 12 months and 3 years out?

## CAREER AWARENESS

What are my interest areas? What industries and roles do I want to explore? Why?

## PERFORMING

How is my performance? What have I learned? What relatable experience have I had that demonstrates my potential?

## SKILL TRAINING

Where do I need to build skills? How will I grow myself over my graduate business experience? What is my NEXT to learn?



HERON

# GETTING STARTED

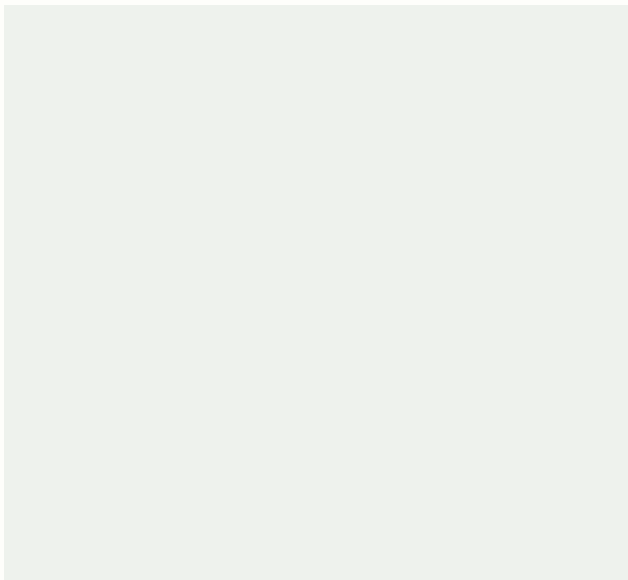
## HOW WILL WE WORK TOGETHER?

### WHAT IS COACHING? MENTORING? ADVISING?

- A coach will ask you questions to guide you down a path you determine. The knowledge is in your head, and we partner with you and challenge you to create goals and action plans.
- A mentor will provide you insights, support, and connections.
- An adviser will give you direction, advice, and review your performance.

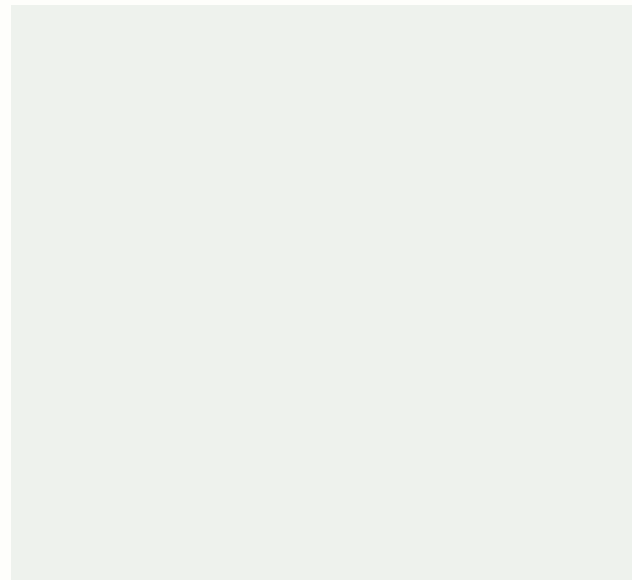
#### COACHING STYLE

Describe what are you looking for in a coach? Supportive? Challenging? Both?



#### ACCOUNTABILITY PARTNERS

What support do you need? What commitment are you willing to make to your goals?



#### LOGISTICS

- Approved Resume?
- Updated LinkedIn?
- Career Connect Course in Blackboard?
- Workshops and Jams?

#### HOW WILL WE SPEND OUR TIME IN ADDITION TO CLASS?

- Resume Review - 30 min
- Mock Interviews - 60 min
- Coaching Sessions - 30 min

# 01

## WHAT DO YOU KNOW ABOUT YOU?

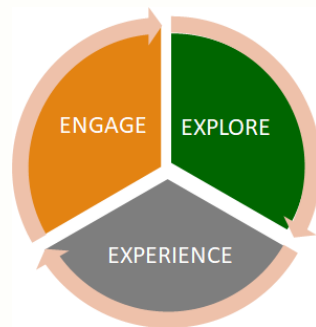
Self-awareness is hard. You need to be willing to trust, be vulnerable, reflect, accept feedback, and manage your behaviors.

Your graduate business experience is designed to give you knowledge and tools to accelerate your career. Miami Herbert Graduate Career Advancement is here to help launch "U" into your career.

**EXPLORE:** Reflect regularly on situations where you feel stretched. Take a variety of classes, attend workshops, seek informational interviews, build your network, find a few mentors.

**EXPERIENCE:** Join clubs, volunteer in the community, seek leadership opportunities, try something new, challenge yourself, ask yourself regularly what you have learned and will take with you on your career journey, and what you will leave behind.

**ENGAGE:** Take your Business DNA Assessment. Complete your Individual Action Plan and coaching sessions. Seek feedback from your peers. Develop a growth mindset.



# SELF-AWARENESS QUESTIONS

Please read your Business DNA Natural Behavior Discovery Report. If you have not yet completed your Business DNA assessment, you can access it with your Miami email:

<https://dnabehavior.biz/Account/RegisterByGroup/Ziff%20Career%20Advancement/22>

1. What are your 2 strongest behavioral factors? (pg. 2) Have you experienced any of the behavioral risks? What about the strengths? Provide some notes to share with your coach.

2. What top 2 strengths and 2 potential struggles resonate with me from my report, or from other feedback I have received in the last 2 years? (pg. 3) Share an example of a strength, and a time where you struggled in the last 2 years.

3. What do you need from your environment to support your strong performance in the workplace? (pg. 3) Share an example of you at your best and most productive.

4. Which of your workplace insights (pg. 4) resonate with you most? Why?





# 02

## WHAT ARE MY GOALS?

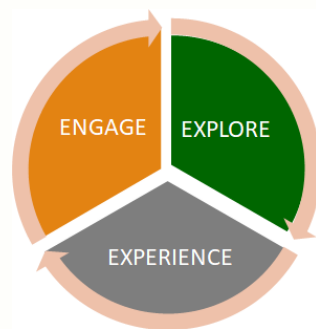
Goal setting is hard. You have to have a vision for where you want to go, what is your "Next". Your commitment to your growth is evident in pursuing your graduate business degree. A plan will keep you on track to launch your career journey.

*"To live a fulfilled life, we need to keep creating the "what is next", of our lives. Without dreams and goals there is no living, only merely existing, and that is not why we are here." — Mark Twain*

**EXPLORE:** Peer mentoring focused on career pathways. Time management to keep you focused. Employer info-sessions.

**EXPERIENCE:** Actions that propel you forward towards your goals. Support from others to keep you accountable. Strategic agility in finding new ways to efficiently manage your career journey.

**ENGAGE:** Participate in career coaching - we are here for you! Career acceleration workshops, the Career Connect course, the Miami Herbert Lecture Series events are all ways to seek new insights and practice.



# SETTING YOUR GOALS

Envision your future self in 3 years. Break that vision down in to short-term and long-term goals. Just pick 1 or 2. What goal will help you move towards achieving your career vision?

WHAT IS YOUR MAIN GOAL FOR THE NEXT **3-9** MONTHS?

Now, what 3 actions can you take to achieve that goal? What is the timeline, and what support do you need?

ACTIONS TO TAKE

BY WHEN

SUPPORT I NEED

WHAT DOES SUCCESS LOOK LIKE?

WHAT MAY GET IN MY WAY?



# SETTING YOUR GOALS

Envision your future self in 3 years. Break that vision down in to short-term and long-term goals. Just pick 1 or 2. What goal will help you move towards achieving your career vision?

WHAT IS YOUR MAIN GOAL FOR **2022 AS YOU FINISH YOUR DEGREE?**

Now, what 3 actions can you take to achieve that goal? What is the timeline, and what support do you need?

ACTIONS TO TAKE

BY WHEN

SUPPORT I NEED

WHAT DOES SUCCESS LOOK LIKE?

WHAT MAY GET IN MY WAY?



# 03

## WHAT INTERESTS ME? WHY?

Pursuing your graduate business degree is an opportune time to become aware of all of the different facets of a career. Something drew you to business, and something brought you to Miami Herbert.

**"The only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle." Steve Jobs**

**EXPLORE:** What does Miami have to offer me culturally, professionally, personally? Attend community events and build not only your network but your perspective on change. Talk to alumni and ask about their career journey and lessons learned. Read the local, national, and global news. Listen to podcasts - grow your intellectual curiosity.

**EXPERIENCE:** Try something new that only Miami has to offer. Participate in an Applied Career Experience (A.C.E.) consulting project or the 'Cane Angel network. Join a club. Lead a club! Take risks - fail forward - and learn how to learn. Take classes that give you new knowledge and a credential. Participate in activities that you enjoy, are new, and challenge you to think differently.

**ENGAGE:** Review your Business DNA Hiring Performance Report. Attend career information sessions and career advancement workshops. Reflect on interests you may have - music, numbers, writing, art, building things - you don't have to be good at it, write down what gives you energy.



# CAREER-AWARENESS QUESTIONS

Please read your Business DNA Natural Behavior Discovery - Hiring Performance Report. If you have not yet completed your Business DNA assessment, you can access it with your Miami email: <https://dnabehavior.biz/Account/RegisterByGroup/Ziff%20Career%20Advancement/22>

You may also want to take the [US Department of Labor ONET](#) career interest survey and explore pathways and future job outlooks of a variety of careers.

On page 2 of your Business DNA Hiring Performance Report, which of the top 10 tasks resonate with you most? What about the top 5 desired team roles, which ones do you want ensure are in your career plan over the next 3-5 years?

Look at your desired work environments and rewards, which of these are essential, good to have, and nice to have?

What job functions and career categories do you have an interest in exploring? What type of career pathway can you craft to get your job ready?

What can you do to explore the career options where you have the most interest? Who can you talk to in your current network? What can you do to build your network and learn more?



# 04

## HOW HAVE I GROWN? HOW AM I BETTER PREPARED TO LEAD?

Reflection plays a significant role in preparing you to market your best self and what you bring to an organization.

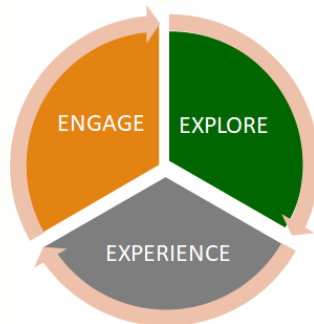
Confirming Strengths, Identifying Accomplishments,  
Learning from Challenges, Telling the Story of My Performance.

*These are the pieces of the career development puzzle that prepare you for launch.*

**EXPLORE:** Reflect on all of your experiences at Miami Herbert to tell your story of performance. Be curious about the stories of other's performances. Interview business leaders and alumni to learn when they were at their best.

**EXPERIENCE:** Discover you at your best and keep practicing until you find yourself at your peak performance. What situations allow you to deliver results for your team and stakeholders? Write down how "U" drove results, and what "U" learned about your strengths and tendencies. Motivate others to do the same.

**ENGAGE:** Prepare and practice your elevator pitch. Attend STAR interview training. Do your social media audit. Use LinkedIn to build your brand.



# BEHAVIORAL-BASED INTERVIEWING

To prepare for behavioral interviews focused on the core business competencies employers state are critical, take the time to write out the answers to the following questions, using the STAR prompts.

<b>SITUATION</b> Describe the situation, context, and background	<b>TASK</b> Describe what was required of you	<b>ACTION</b> Describe what you did, how you did it, and tools you used	<b>RESULT</b> Describe the outcomes and results, in quantifiable terms if possible
Tell me about a time you were effective in learning something new that was required in a new role.			
Tell me about a time you influenced and persuaded senior leadership using verbal/written communication skills.			
Tell me about a time you solved a difficult problem with limited information.			
Tell me about a time you served as an advocate for someone who was in a tough position.			



# BEHAVIORAL-BASED INTERVIEWING

To prepare for behavioral interviews focused on the core business competencies employers state are critical, take the time to write out the answers to the following questions, using the STAR prompts.

<b>SITUATION</b> Describe the situation, context, and background	<b>TASK</b> Describe what was required of you	<b>ACTION</b> Describe what you did, how you did it, and tools you used	<b>RESULT</b> Describe the outcomes and results, in quantifiable terms if possible
Tell me about a time you lead a group through a difficult experience.			
Tell me about a time you handled a politically charged situation in a professional manner.			
Tell me about a time you played a major role on a team that met a stretch goal.			
Tell me about a time you leaned into technology as part of a solution to a problem.			





# 05

## WHAT ELSE DO I NEED TO KNOW?

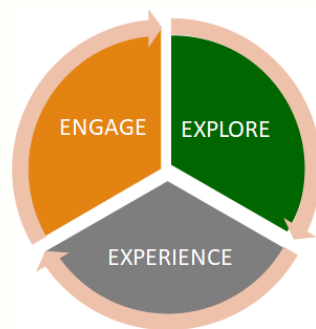
The future of work is changing. As you complete your graduate business degree you will be stepping into a workforce that looks to you to lead the way, bring the future to the present, and to continuously learn. Think of your graduate business experience as a Learning Lab to accelerate your potential.

**"You can't go back and change the beginning, but you can start where you are and change the ending." - C.S. Lewis**

**EXPLORE:** New classes, new activities. Lecture series speakers. Develop skills in technology, communication, writing, executive presence. Observe others, ask questions. Remain curious.

**EXPERIENCE:** Take on a leadership role in a team. Push yourself to take a class that advances your goals. Ask a faculty member about their research. Read, Write, Discover your Next.

**ENGAGE:** Miami Herbert offers multiple experiences for you to gain new skills, work with your program advisors, career coaches, faculty, fellow students, and all that the "U" and the city have to offer.



# SKILLS I NEED FOR THE FUTURE

The World Economic Forum's Future of Jobs 2020 report identified the top 15 skills that are projected to be in high demand through 2025. What is your proficiency with these skills? How do your career goals use these future-ready skills? What can you do during your graduate business degree to develop awareness, understanding, and competency of a set of these skills?

Got It    Need It    Get It Later    Not for Me

## TOP 15 SKILLS FOR 2025

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1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Complex problem-solving
4. Critical thinking and analysis
5. Creativity, originality and initiative
6. Leadership and social influence
7. Technology use, monitoring and control
8. Technology design and programming
9. Resilience, stress tolerance and flexibility
10. Reasoning, problem-solving and ideation
11. Emotional intelligence
12. Troubleshooting and user experience
13. Service orientation
14. Systems analysis and evaluation
15. Persuasion and negotiation

Source: World Economic Forum Future of Jobs report 2020



# THANK YOU



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UNIVERSITY OF MIAMI  
**MIAMI HERBERT**  
BUSINESS SCHOOL

TO: GBEC

FROM: Paul Sugrue, Department Chair, MAS

CC: Robert Plant, Department Chair, BTE  
Doug Lehmann, Director, MSBA Program  
Lori Pryor, Director of Graduate Business Programs

DATE: April 1, 2022

SUBJECT: Approval of Changes to MSBA Curriculum

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The department of Management Science has reviewed and approves the proposed curriculum changes to the MSBA program, effective fall 2023. For the fall 2022 cohort, these changes will be handled using the course substitution option – replacing required course MAS 627 with BTE 601.


Best regards,

Paul Sugrue  
Department Chair  
Management Science

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**MEMORANDUM**

TO: Professor Willy Prado  
Dean, Graduate School

FROM: Dean's Office   
University of Miami Herbert Business School

DATE: April 26, 2021

SUBJECT: MS Business Analytics – Changes to required coursework and new elective offerings

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On Friday, April 22, 2022, the School Council of the Miami Herbert Business School (MHBS) unanimously approved the proposal for the changes to required course works and elective offerings for the MS Business Analytics.

Please feel free to contact me should you have any questions.

cc: Vice Dean Natarajan, Business Programs  
Dr. Paul Sugrue, Chair

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**MEMORANDUM**

TO: Faculty Senate

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

DATE: April 25, 2022

SUBJECT: MS Business Analytics – Changes to required coursework and new  
elective offerings

=====

On Friday, April 22, 2022, the School Council of the Miami Herbert Business School (MHBS) unanimously approved the proposal for the changes to required courseworks and elective offerings for the MS Business Analytics.

cc: Paul Sugrue, Chair