



# Westfield

Business School

## CATALOG

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# Mission Statement

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The Business School will provide individuals with education in management, founded on the cornerstone of having the person as the origin and focus of all business actions. These individuals will be capable of creating wealth while at the same time impacting positively society and the environment.

The mission is based on the **Institution's values**, which are:

**Enthusiasm:** We are convinced of the importance of our actions and behavior and believe in the necessity to overcome the challenges with joy, excitement and sensitivity.

**Trust:** We believe in Service as part of our professionalism. We maintain our compromise with truth and transparency as learning opportunities.

**Respect** means listening, asking, valuing and giving an adequate response. Each and every task, contribution, concerns and needs from others are equally important.

**Challenging Situations** means questioning ourselves and going beyond the established bounds, managing change and uncertainty. Our commitment with Continuous Improvement and Innovation requires that we are rigorous with the normalization of methods and procedures as basis for the permanent strive for new opportunities.

**Sharing:** We are a team oriented in searching, incorporating and homogenizing knowledge. We will share it proactively with no self restriction within the framework of our confidentiality policies.

**Results Oriented:** We are a committed team of people aware of our strengths that, overcoming our individual weaknesses, are complementary to each other, each of us contributing every day to reach our individual and collective objectives.

The Business School is a predominantly on-line school recognized for its global business education practices in Europe and Latin America.

The Business School offers executive and management education programs to businesses around the world. Our focus is to meet the needs of students in the South Florida Business Community while intensifying our educational service delivery to international students and enterprises, especially those in Latin America and the U.S.

We intend to instill in our students a profound understanding of the changing nature of international business within a global economy. We will ensure that our graduates are well versed on how enterprises are organized and managed, and on how products and services are created and marketed. We will also provide students with a sense of responsibility in their community and social environment and encourage them to develop their sense of initiative and entrepreneurship in order to generate sustainable enterprises and wealth. We provide them with a solid grasp of business processes, the ability to think critically, solve problems ethically, and the sense to conduct them with integrity. We monitor their progress and commitment to learning in a dynamic, complex and competitive world.

Our faculty is focused on instructional development to contribute not only to the general knowledge base in the field of business and entrepreneurship, but also to the ways in which this knowledge is created and shared. The Business School holds an information technology infrastructure and technological platform that enables us to provide online interactive course delivery tools. At the same time, our IT investment supports our ongoing innovation.

The Business School strives to provide a quality graduate educational experience from our Miami location, within a Global Campus, focused on the unique requirements for doing business in a global market.

# Academic Information

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## History

Instituto Superior de Educación, Administración y Desarrollo (ISEAD) was founded in 2000 in Madrid, Spain by Javier Rivera-Latas and Victor Ros-García, two entrepreneurs with different backgrounds. Rivera-Latas earned a Chemical Engineer Ph.D. Degree from Stanford University (Palo Alto, California) and an Executive MBA from IESE (Madrid, Spain). Mr. Rivera-Latas had ample experience in telecommunications having served several years in Telefónica España. He was also Head Department and Professor of Operations Management and Technology at Instituto de Empresa (IE) [Business Institute] in Spain. The Institute is considered to be one of the leading European Business Schools that formed the base to move on and establish ISEAD with Mr. Ros-Garcia. Victor Ros-Garcia, a Marine Engineer from Polytechnic University (Madrid, Spain) and MBA from IESE (Institute of Higher Business Studies) (Barcelona, Spain), brought in knowledge of organization and systems in cement and reinforced concrete.

ISEAD was founded with the vision of being **the reference school in the managing education across the on-line environment**. At the moment of the birth of the institution, management education around the world was tied to the need of face to face contact within a business school, in the country where the person was residing or in others. The vision that the founders had, was that of creating a successful Institution on a global scale, bringing the managing experience over to any interested person, regardless where he or she resides, by means of new technologies.

The Institution, aware of the existence of an increasingly delocalized international environment in the world of management education, has evolved contributing to new models, adapting itself thus to the new managerial reality, but having a clear humanist value, and understanding that it is in the persons where the most outstanding value resides, impelling these with its effort and its work, the necessary changes to build fairer societies and managerial environments which generate added value.

From the year 2006, the institution maintains an academic alliance agreement with Centro Universitario Villanueva, institution adscribed to Universidad Complutense of Madrid. This agreement allows sharing educational activities, studies and research projects or the exchange of information.

In 2009, a decision is taken to create a Business School in the United States, reference country on a global scale for its higher education and university quality, in a transparent, flexible and demanding regulatory framework. The creation of the Florida school is an important and outstanding fact, which implies. The new Business School initiates its activity in the year 2012, with license of the Commission for Independent Education (CIE), Florida Department of Education.

In 2014, the Commission for Independent Education, Florida Department of Education of the State of Florida, ratifies the license N° 4569, which allows the Business School to teach programs Master's degree with academic recognition.

In this institutional framework, the Business School operates and is administered independently as a North American educational postgraduate education institution, preserving a common identity of origin and values with the European institution.

2016 represents a consolidation stage, when the denomination of the European school changes to reinforce its identity character. On the one hand, the European school EURO-EAD, focused in social and economic entrepreneurship, and on the other hand the American school, WESTFIELD Business School, centered on International business. Both schools maintain their commitment to be a reference in management education.

These institutional changes do not affect in any way the students and alumni beyond the name change itself, maintaining the quality and value of the awarded degrees and diplomas.

As of 2016, 3481 students of all the continents have graduated in the different programs of Instituto Superior de Educación, Administración y Desarrollo. Agreements are supported with successful international companies and with different Universities in Latin America.

## **The Faculty**

The Business School Faculty is integrated by professors who combine abilities for teaching with large business experience. Faculty develops an intense activity in the making of the contents of the Master's



degree programs, as well as periodic complementary training activities in Miami, Madrid, Medellin and Bogotá.

### **The Students**

During academic year 2016/2017, students from 16 different countries enrolled in the Business School Programs. Regarding our students, there are no limitations concerning sex, race, age or any criteria other than the capability to meet the high standards of commitment required to fully complete an on-going business program.

### **Degree Programs**

The Business School offers academic programs leading to the degrees of Master of Business Administration (MBA), Executive Master in Business Administration (EMBA); Executive Master in Finance (MDF) and Master in Leadership and Sustainable Development (MDL).

The student will obtain a Master degree from the Business School, once the program has been completed and provided that the student has duly fulfilled the requirements (provided the required documentation, completed the works appropriately, met any other specified graduation requirements and satisfied all financial obligations due to the school prior to graduation). The institution retains the right to deny the Master's degree to any student who fails to reach the required Program's knowledge level. (See **Standards of Satisfactory Academic Progress**).

### **Definition of Units of Credit**

The School awards credit on a semester system. A semester credit hour is equivalent to:

- At least 15 hours of classroom contact and/or forum classroom discussion with the Professor; or
- At least 30 hours of documented independent study activities; or
- No less than 30 hours of supervised laboratory/shop or project instruction.

## Transferability of Credits

WESTFIELD is still not an accredited institution, therefore the acceptance of the transfer of credit is up to the institution receiving credits from WESTFIELD. Students who plan to transfer credits earned at WESTFIELD to another school should contact the institution to which the student seeks transfer before enrolling in order to determine if credits will be accepted. The granting of transfer credit is within the sole discretion of the receiving institution.

It is the policy of this institution to accept transfer credits for up to 6 semester credit hours from any program. Students must submit official transcripts for work completed at another institution in order for the credit to be considered for transfer. Credit transfer from other institutions is reserved to those students who have successfully completed courses that are comparable in content, quality and scope to those offered at the Business School. The Business School accepts transfer of credit only from courses whose course descriptions are equivalent to the Business School's course descriptions.

## Grading System and Progress Reports

The Business School's calendar follows a standard term semester system in which each semester is 14 weeks long, divided in two terms of 7 weeks. Additionally, students may enroll in each mini-term of seven weeks if they have completed the previous semester courses or have a Customized Academic Plan (CAP) (see below).

Final grades are reported at the completion of each mini-term of seven weeks. Grade point averages are calculated on the following point equivalents:

Criteria	Grade Label	GPA
Exemplary: Exemplary achievement of course objectives clearly and significantly above the requirements.	A	4.0
	A-	3.7
Satisfactory: Satisfactory achievement of the course objectives. Adequate performance on stated requirements	B+	3.3
	B	3.0
	B-	2.7

Marginal: Minimal achievement of course objectives.	C+	2.3
	C	2.0
	C-	1.7
Unsatisfactory	D+	1.3
	D	1.0
Failure	F	0.0
Incomplete	I	-

A Grade of an **A+** will be based on a Merit System only, and is considered as A or 4.0 GPA.

A Grade Label **I** will be used for incomplete work from extenuating circumstances that prevent completion of the work assigned. This is a temporary grade that reverts to a grade of "**F**" if the complementary work is not completed in seven weeks or within the time stipulated by the Evaluation Committee.

### **Standards of Satisfactory Academic Progress**

In order to obtain the Master degree, students are required to obtain a cumulative grade point average (CGPA) of 3.0 or higher in all courses listed on the approved program of study (residence weeks and the final postgraduate project or the business modeling & planning project included), with a minimum GPA of 2.7 in each of those courses.

In order to compute the CGPA, the total number of earned quality points (grade points times course semester hours) is divided by the total number of semester credit hours which are completed and letter grades received.

Advanced degree students must make satisfactory progress in their degree program by making continual progress toward completing the requirements and receive satisfactory grades to remain in the program.

Students must obtain a successful completion of all online modules previous to the start of their final project or business plan to obtain assistantships.

An advanced degree student who has completed six or more course units of study and has a cumulative GPA below 3.0 will be placed on academic probation for the next semester or on an agreed proposal of a Customized Academic Plan (CAP) as described in the Institutional Satisfactory Academic Progress Policy, Lines of Action number 1 might apply.

### **Academic Probation**

- Students on academic probation, who fail to raise their cumulative grade point average to 3.0, at the end of the probationary semester or in the progress of their CAP, if it applies, will be subject to academic disqualification from the School, previous decision of an Evaluation Committee as described in "Appeal of Grades, Academic Decisions and Academic Dismissal" section.

- Students receiving more than one grade of C+ or lower will be reviewed and will be subject to academic disqualification from the School.

Only courses with grades of "C+" or lower can be repeated. Once a course is completed with a grade of B - or higher, the student cannot repeat that course or any prerequisites for the course. When a course is repeated, grades from both the original and repeated attempts appear in the official records and transcripts. All attempts of a course will be used to calculate the CGPA.

### **Course repetitions**

When a student has obtained a grade of C+ or lower, the corresponding course will have to be repeated until a grade higher than C+ is obtained accumulating the different attempts.

If once repeated, the cumulative course grade is still C+ or lower, the student may attempt a second repetition. If after this second repetition the cumulative grade of the course has not gone above C+, the Evaluation Committee will either authorize a third repetition based on the student previous performance, or determine academic disqualification from the school.

Second and further enrollments in any course will have an additional cost of \$300.00 per semester credit hour repeated. This fee will have to be fully paid before the start of the new course attempt.

### **Attendance to face-to-face courses**

Residential weeks included in programs are face-to-face courses of compulsory attendance. They must be completed with a grade above C+ to fulfill graduation requirements of the program. Under normal circumstances, residential weeks will be completed on the dates featured in the program calendar.

In the event that a student cannot attend on the expected dates, he can request completing the course on any of the two following terms without any additional charges or fees, stating the reasons for not attending on the expected dates.

In the event that a student cannot attend the residential week neither on the expected dates nor on the two following terms, he may forward a request to the Academic Committee to complete the corresponding credits through a substitute online course. The Academic Committee may authorize or deny this request in view of the student's personal and academic circumstances.

The online substitute courses need a minimum number of students (usually 15 to 20) to allow for an academic progress equivalent to the residential week. These courses are usually organized at least once in a year, but the Business School cannot guarantee fixed dates.

Given their condition as an extraordinary measure, online substitute course is not included in program tuition. This course has an additional cost of \$600.00 per semester credit hour completed, and it must be completely paid for before the start of the course.

### **Maximum Program Length and Time Frame for Completion. Readmission to a program**

The Business School maintains a maximum time for completion of the degree of 1.5 times the completion rate of the program. Since average program length is sixteen months (corresponding to four - semester programs), and terms are separated by four months, students who are pursuing a master's degree in the Business School but who have interrupted the master program at the School for two consecutive semesters must apply for readmission. If readmitted, such students must comply with the Business School's degree program requirements in effect at the time of readmission.

Students who fail to complete the program with a CGPA of 3.0 or higher may request readmission completing a new admission process, and paying corresponding admission and registration fees. Credits from previous attempts of the program may be transferred only for courses with descriptions equivalent to the ones in effect upon readmission. Tuition will be reduced accordingly to the credits transferred from previous attempts.

## **Institutional Satisfactory Academic Progress Policy**

There are two types of difficulties by the time students following the program: academic and financial. The procedure for monitoring the progress of students in the program is aimed at **early detection** of students who show difficulties in the normally expected progress of the program.

These difficulties are manifested in different ways:

1. Sometimes, it is the student himself who tells his/her tutor about the concern or difficulty.
2. However, other times their own tutors, in their efforts to constantly monitor the students' work week, detect the problem when it is for academic reasons, professional or personal but hinder the normal development of the student's academic activities.
3. It may happen that the difficulty is economic and is manifested by a delay in the cancellation of the quotas agreed at the time of enrolment. In all cases, the first initiative is taken by the tutor, by contacting the student and interested in their situation. Depending on the cause of the problem, the tutor himself often finds a way of academic support to guide better progress in their studies, with or without the need to address the issue with teachers, or agreeing with the financial area institution the flexibility of the days of cancellation of shares in a given time.

### **Lines of action**

Should it be not possible for one's tutor to respond to the situation described, the problem is transferred to the Head of Academic Services, who in collaboration with the tutor, the Department of Admissions, Financial Area, and the Academic Board coordinates, dialogue with the student, a personal response to his/her needs. Basically, through four lines of action:

- 1) Agreed proposal of a Customized Academic Plan (CAP), with or without adjusting the student's repayment plan fees when he/she can't afford, personal or professional reasons, the workload required for satisfactory progress in the Program, or agreed financial commitments.
- 2) Agreement committed date of transfer and continuing the program for another call back, with or without a complementary personalized academic plan when personal, professional or financial advise it.
- 3) Academic service interruption due to a fault of a payment (monthly) fee and before the next installment due not having cancelled. Except where justified, the school does not allow two fees due without being paid. After all this is evaluated and analyzed, the student may be informed that he/she is allowed again to attend the classes.
- 4) Complete withdrawal of the student from the program.

## **Appeal of Grades, Academic Decisions and Academic Dismissal**

Students who have been **dismissed from a graduate program** for the aforementioned academic regulations can appeal in a written petition to the Business School Academic Vice-Dean Office; the case will be submitted again to the Evaluation Committee for a final hearing and decision.

In case of any **disagreement** of the student **with regards to his/her grades**, he/she will go first to the academic tutor assigned.

The tutor is responsible for responding to the students' concerns, because he/she participates in the review process and qualification of students with the Academic Director since the beginning of the student's enrollment process.

If the student is not satisfied with the reasons and explanations sent, and is pursuant to a new revision, the case will be submitted to an Evaluation Committee consisting of the Director of the Program, the Academic Director and a faculty member of the study area that is appropriate to the course, other than that assessed. This is the final step of appeal.

For other decisions relating to academic work and student progress throughout the Master, the processing of appeals shall be in an equivalent manner.

If a student's complaint or grievance is not resolved, the student may choose to seek resolution by contacting the Executive Director, Commission for Independent Education, 325 West Gaines Street, Suite 1414, Tallahassee, Florida 32399-0400 Toll Free Phone: 888-224-6684 [www.fldoe.org/cie/](http://www.fldoe.org/cie/).

## **Academic Year**

As a standard term credit hour school, the Business School's Academic Year is defined as a minimum of 42 weeks of instructional time. For purposes of this definition, a "**week**" is considered a consecutive seven-day period, from Thursday to Thursday, and a "**week of instructional time**" is any week in which the student must develop some activities at the studio platform such a study, participation at forum classes, complete self evaluation and management practitioner questions, reading the conclusions of the class or work in the Final Postgraduate Project.

	Fall Term	Spring term	Summer term
Registration 2018/19 Begin	Thursday November 2, 2017	Thursday March 8, 2018	Thursday June 28, 2018
Activation of Registration for Returning Students and New Student Registration Deadline	Wednesday October 17, 2018	Wednesday February 20, 2019	Wednesday May 2, 2019
Orientation/Class Begin	Thursday October 18, 2018	Thursday February 21, 2019	Thursday June 13, 2019
Drop / Add Deadline	Wednesday October 31, 2018	Wednesday March 6, 2019	Wednesday June 26, 2019
Registration 2019/20 Begin	Thursday November 1, 2018	Thursday March 7, 2019	Thursday June 27, 2019
Start of second term	Thursday January 10, 2019	Thursday May 2, 2019	Thursday August 22, 2019

All deadlines finish by 5pm EST of the established date.

## Program Changes

The Business School reserves the right to make the necessary changes required at both the Program Structure and at content levels in order to provide the best education and the most updated materials available to students. The program changes will not affect currently enrolled students.

## Enrollment Contract

Students enrolling in any degree program will receive and execute an Enrollment Contract stating the total tuition and fees. Students who have left and are re-entering the School will need to complete a new Enrollment Contract including any changes to the tuition and fees at the time of re-entry.

## Cancellation of Courses and Programs

The Business School reserves the right to cancel the program start up provided justified reasons exist if the number of enrolled students fails to reach the minimum level required to warrant the minimum quality level provided, or other circumstances concur and make impossible an appropriate development and execution of the program. This decision will be duly communicated to the student, and all fee payments will be appropriately returned to the student if he/she does request so, or, a vacancy in the Master Program will be reserved in a subsequent edition if it does take place.



## **Class Schedules**

### **Student orientation**

Classes will be taught to students through Internet with a continuous interaction between students and professors in a practical case analysis environment. Students receive a personalized treatment by a specially assigned group tutor, which provides advice and counsel throughout the Master Degree program. Please refer to section "**Student Services**" for more information about student orientation.

### **The Business School learning platform features**

All learning resources and materials for the Business School students and professors are available through the Business School learning platform, centralized and under the school's control, also, learning resources of third parties are available through the Business School learning platform (accessing WESTFIELD Digital Library). The Business School learning platform works on a 100% online basis. Interaction is mostly asynchronous, with the exception of certain Seminars, Lectures and Business Plan Presentations, which can be followed in real time through WESTFIELD TV or Cisco Webex, and then accessed in an asynchronous fashion. Please refer to section "**Facilities, Library and Equipment**" for more details about the school's learning management system.

### **Acceptance of transfer of credits**

Students have to complete thoroughly the courses in order to obtain the credits necessary to complete the program. The Business School's programs do not contemplate credit by examination, although transfer credits from other institutions may be accepted. Please refer to section "**Transferability of Credits**" for more details.

### **Disclosures**

No criminal background check, medical exam or physical requirements are required to enter a program. Please refer to the section "**Student Affairs**" for more information about the school's policy regarding hazing, smoking, weapons, non-discrimination, sexual harassment and drug and alcohol abuse prevention.

### **Distribution of materials and class methodology**

Participants access through their personal webpage which includes all of the documentation and study materials applicable to the course. (Theme, readings, cases and other materials).

Each class is run through an entire week with a methodology that enables students to understand and analyze the different discussed subjects with enough time and flexibility to reflect and discuss in depth the different cases provided in the forums. Once the class is over, the professor inserts the main conclusions derived from the class discussions on the case submitted.

This system allows students, in a quick and easy way, to take advantage of the active and participative case method from successful Business Schools and applying it on the web with the option of interacting with participants in other countries and cultures in real time. For online courses, all materials are delivered through the Business School learning platform. Each student has his /her own personal page where course materials are delivered and can be accessed throughout the course.

**Class Theme and Topic:** At the start of the session, the professor describes real situations that illustrate or invite the student to think about new concepts relating to the theme and topic of the course.

Each class starts on Thursdays at 9:00 (CET), as materials on the new theme are published and provided on the web site.

**In-depth Readings:** Provide in-depth information of the key concepts of the weekly subject in a practical and enjoyable way. These are necessary for a more fruitful use of the course and available on the course web pages.

Each class, on average, has at least 2 in-depth readings that require students to spend on average 1 hour to go through and prepare. These help students to gather the fundamentals of the program theory.

**The Case:** describes a real business situation, which promotes student discussion and in depth thinking on the key concepts discussed in class. Case usually requires a decision over a problem, a challenge or an opportunity. The goal is that each student can apply the concepts discussed to the reality of their daily work.

**Analysis Forums:** are the means by which professors lectures the class following a Case Methodology, analyzing along with group and interacting with them the business problem on each

class. They allow the students to discuss, expand and contrast the personal position of the other program participants. At the end of the program, the faculty in charge of the group will have invested a standard of 1000 hours in monitoring and ordering the debate. It is, therefore, a key element that differentiates the quality and wealth of the program. It allows students to debate on the case every week, obtain a broader view on it and compare their personal opinions with those of other participants.

Achieving a consensus is not the point. Discussion is a key communication and meeting element among students.

**Conclusion:** Review summary of the teacher that allows the closing of the session, identifying and analyzing the most relevant aspects of the debate and the Survey / Management Practices Guide.

### **Examination and evaluation of student work**

Courses are usually divided into two parts, each of them comprising five or six classes. At the end of each course part, an evaluation week takes place during which professors assess student knowledge and progress throughout the course. Please refer to section “**Academic Records**” for more information about evaluation and grading.

### **Student’s questions and comments**

The tutoring team ensures that students are given timely response to their questions and comments. Students receive a personalized treatment by a specially assigned group tutor, who monitors all interaction between students and professors, and provides advice and counsel throughout the Master Degree program.

### **Attendance and record keeping**

Participation in analysis forums is mandatory and essential for students to complete the course objectives. All student interventions in the analysis forums, as well as their access and exit times in the different elements of the courses are registered and indefinitely stored. They can be assessed for course evaluation.

### **Internships / externships / Labs**

The Business School's current programs do not contemplate the possibility of internships, externships or laboratory work

### **Transcripts**

All course grades are delivered online. Students can access their transcript through their personal webpage, which is updated in real time. All student transcripts are stored indefinitely in the Business School learning platform.

### **Technical support**

Students are provided technical support by their own personalized tutor, who is ready to assist them with any difficulty regarding the use of the Business School learning platform. When necessary, tutors obtain the appropriate assistance from the Business School learning platform technical team to solve the issue.

### **Equipment and supplies**

The Business School learning platform is designed to work with any web browser and an Internet connection. There are no special requirements regarding operating systems or connection speed to access the school's courses, though compatibility with Adobe Flash will be necessary to access some of the course materials. Also the materials and activities which are delivered through Cisco Webex may require the installation of the appropriate plug-ins to access the content.

### **Group study**

In certain programs, group work is necessary to complete specific courses (such as the Business Plan in MBA programs). In those cases, all interaction and group work can be carried out through the Business School learning platform. Each group will be provided their own Analysis forum. Also chat and file sharing features are provided in order to ensure appropriate interaction among group members.

### **Online student services**

Tutors are ready to assist student and answer their questions or requests by email. Tutors may also call students by telephone when necessary. Since the Business School students come from a wide variety of countries throughout the world, no placement services are offered. Please refer to section “**Student Services**” for more details about student counseling.

## **Assessment of Courses**

At the end of each course, students respond to a survey of assessment and satisfaction through the website. The survey assesses the following issues:

- Overall assessment of the course
- Enrichment obtained with the course
- Content of the course (subject, depth readings, self-assessment test, business case, management practitioner questions, reflection and discussion forum).
- Assessment of teacher
- Duration of the course
- Pace of work per week
- More positive aspects of the course.
- Negative aspects of the Course, if any.

## **Academic Records**

As indicated in the "Grading system" final grade is composed of the weighting of the following studies:

- Self-assessment test
- Management practitioner questions
- Active involvement and quality in the forums
- Such other activities that the teacher deems appropriate for a better assessment of student's knowledge, such as the solution of individual cases, financial periods or recommendations on specific management business.

All these activities are conducted through the Business School educational platform. The platform also has elements of assessment of such activities by the professor teaching the course.

They are stored indefinitely in the database and aggregate the individual results of each of the activities that will allow the teacher to establish the final grade. In the case of self-assessment test

questions, should more than one answer be stored in the system, the first one to be recorded chronologically will be considered valid to the effects of assessment and evaluation.

The teacher has tools that allow you to track the student's progress and class throughout the period of work.

Likewise, the student has available on his personal website a section on his/her profile at all times where you can access the grades already revised and confirmed by the Academic Committee.

# Admission Information

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## Admissions – Graduate Programs

Students must have a bachelor's degree and/or hold an engineering degree.

They must complete an Application Form and send all the other documents required. The application form can be accessed on line at ([westfield.education](http://westfield.education)).

The programs are taught entirely in Spanish.

The applicant must also prove work experience according to the specific program requirements. Each program has specific admission requirements with regards to the students' professional experience.

**SPANISH DISCLAIMER: PLEASE NOTE THAT COMPLETING A COURSE OR PROGRAM IN A LANGUAGE OTHER THAN ENGLISH MAY REDUCE EMPLOYABILITY WHERE ENGLISH IS REQUIRED. GRADUATES FROM ANY OF THE WESTFIELD BUSINESS SPANISH-SPEAKING PROGRAMS MAY ENCOUNTER LIMITATIONS IN THE UNITED STATES DUE TO THE FACT THAT MOST BUSINESSES REQUIRE FLUENCY IN THE ENGLISH LANGUAGE.**

## Application Procedure

### 1. Reception of requests

Candidates fill in the required forms with contact information as well as provide some background on academic studies and work experience.

### 2. Confirmation of minimum eligibility requirements

As filled in form is received candidate data is screened to verify that minimum requirements are met (University degree and appropriate work experience) as well as an overall evaluation of the candidate. After reviewing candidate profile an Admission Officer gets in contact with the candidate in order to clarify doubts and set an interview to understand if the candidate qualifies.

### 3. Curriculum vitae reception and recruiting interview

Candidate sends in a CV and at the agreed upon date an Admission Officer interviews the candidate via telephone which reviews profile specifics and determines whether or not the candidate profile meets the eligibility requirements (experience, skills, abilities) set forth in the specific program.

Throughout the interview all academic and work experience data as well as motivations are analyzed in order to confirm and broaden the information received from the candidate and allow the officer to provide advice on the program that the candidate has originally selected.

Upon completion of the interview, the Admission Officer completes a report with recommendations on the candidate to the Admission Committee which is the responsible body to authorize and admit candidates to the school.

#### **4. Evaluation from the Admission Committee**

Upon reception of the report supplied by the Admission Officer, the Admission Committee analyzes and decides on the admission or rejection of the candidate for the pre-selected program.

#### **5. Committee resolution communication**

Decision made by the Committee is communicated via e-mail to the candidate in the days following the interview. At a later date, the Admission Officer contacts the candidate to solve any issues he may have prior to registering as a student.

"Acceptance of Admission Conditions Fee" must be paid on ten business days after the communication of acceptance to the Program. Payment of "Acceptance of Admission Conditions Fee" entitles the student to be accepted to the program in the enrollment period he or she has been admitted to, and the following two enrollment periods of the same program.

#### **Documentation requirements:**

Each student must send upon registration the following set of documents:

- 1) An official copy of the first page of his Passport or Identity Card. Official means notarized, i.e. certified by a notary or public official indicating that the copy corresponds to the original document.
- 2) Copy of enrollment contract (Only the four pages from Enrollment Contract in English and "Contrato de Matrícula" in Spanish, signed by the student).
- 3) Curriculum Vitae in Spanish and English. (Official translation is not required).
- 4) One photography for identification (Passport size).
- 5) Evaluation of College Degree (Bachelor or Engineer) from an international credential evaluation entity member of AICE (Association of International Credential Evaluators) or NACES (National Association of Credential Evaluation Services). The evaluation should state that student holds a



degree equivalent to an US Bachelor Degree. The Business School may offer this service at an additional cost. For more information, please refer to the Business School Website, [westfield.education](http://westfield.education)

Students who send directly their evaluation, will have to include as well the following documents:

- 6) Official copy of College Degree, notarized and translated into English by a certified translator member of the American Translators Association (ATA).
- 7) Official copy of Academic Transcript (referring to aforementioned College Degree), translated into English by a certified translator member of the American Translators Association (ATA).

Only evaluations issued by members of AICE or NACES will be accepted.

All documentation will be send by postal mail to the following address:

WESTFIELD Business School Miami  
4005 NW 114th Ave Suite 11  
Miami, Fl. 33178  
Ph/Fax 305-456-0289

More information about required documents and how to obtain them may be found at the Business School Website, [westfield.education](http://westfield.education)

All these documents must be received in the Business School Florida Campus within three months of the start of the program. **In case of failure to comply with these requirements, the student will not be able to obtain his / her degree.**

# Programs of Study – Program Outlines

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## Course Prefixes

DCG	Management Accounting
DCM	Commercial and Marketing
DFI	Financial
DGL	Strategy and Business Policy
DLC	Local Development
DPT	Process and Technology
DRH	Management and Leadership
ESE	Economics

## Course Numbering System

All courses are assigned a course code. The prefix identifies the area of study (see above) and the course number identifies the difficulty level of the course. The second number identifies knowledge required or expected inside the area being taught, with regards to the third digit, it implies the different courses in the same academic specialty area.

## Master of Business Administration (MBA)

### Program Objective

Specific Learning Objectives

1. Strategic Leadership: Elaborate decisions and action plans based on data analysis and complex business situation diagnosis, composing a holistic understanding of human, political and cultural contexts
2. Human Leadership: Articulate a life project with a personal learning plan, management competences development plan, and leadership development plan
3. Triple bottom line thinking: Generate a corporate strategy with positive impact in terms of profitability, the environment and the community
4. Holistic vision: Build a general perspective of business and the different fields necessary to become a senior manager, being aware of the implications of any business decision, and the position of their counterparts in other business areas

## Program Description

The MBA program is designed to generate business administration and vision providing a holistic and integrated approach, taking into consideration the strategic business units, as well as positive impact in terms of profitability, the environment and the community

## Entrance - Admission Requirements

Students must have a bachelor's degree and/or hold an engineering degree.

They must complete an Application Form and send all the other documents required. The application form can be accessed on line at ([westfield.education](http://westfield.education)).

The programs are taught entirely in Spanish.

This program is addressed to professionals with an average executive experience of 4 years. (Minimum 3 years).

Executives and junior managers, entrepreneurs, consultants, and all those individuals who are looking for a deep understanding of key drivers of a business entity and the operational points of view of the different departments of the business.

## Program Breakdown by Course

Course Number	Course Title	Credit Hours
DPT-500 DPT-501	Operations Management and Strategy Part 1. Operations Management Part 2. Operations Strategy	3.0
DRH-500 DGL-500	Management Part 1. General Management Principles Part 2. Business Policy	3.0
DCG-500 DFI-500	Management and Financial Accounting Part 1. Management Accounting Part 2. Financial Accounting	3.0
DCM-500 DCM-501	Marketing Management Part 1. Marketing Strategy Part 2. Brand Building and Communications	3.0
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy & Balance Scorecard	3.0
DFI-600 DFI-601	Financial Analysis & Corporate Finance Part 1. Financial Analysis Part 2. Valuation and Investment Analysis	3.0
DGL-600 ESE-500	Strategic Management Part 1. Business Strategy Part 2. Economic Environment	3.0
DPT-510 DRH-601	Integral Management Projects Part 1. Project Management Part 2. Talent Development Management	3.0
DCM-600 DCM-601	Strategic Market Orientation Part 1. Sales Management Part 2. Trade Marketing	3.0

DCM-610 DCM-620	International Business Part 1. International Marketing part 2. E-Commerce	3.0
DCG-601 DCG-603	Advance Management Accounting Part 1. Cost Accounting Systems Part 2. Business Performance Appraisal	3.0
DFI-690	Business Modeling & Planning	3.0
DGL-690	Residence: Strategy Implementation	2.0
<b>TOTAL:</b>		38.0

### Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DPT-500 DPT-501	Operations Management and Strategy Part 1. Operations Management Part 2. Operations Strategy								
DRH-500 DGL-500	Management Part 1. General Management Principles Part 2. Business Policy								
DCG-500 DFI-500	Management and Financial Accounting Part 1. Management Accounting Part 2. Financial Accounting								
DCM-500 DCM-501	Marketing Management Part 1. Marketing Strategy Part 2. Brand Building and Communications								
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy & Balance Scorecard								
DFI-600 DFI-601	Financial Analysis & Corporate Finance Part 1. Financial Analysis Part 2. Valuation and Investment Analysis								
DGL-600 ESE-500	Strategic Management Part 1. Business Strategy Part 2. Economic Environment								
DPT-510 DRH-601	Integral Management Projects Part 1. Project Management Part 2. Talent Development Management								
DCM-600 DCM-601	Strategic Market Orientation Part 1. Sales Management Part 2. Trade Marketing								
DCM-610 DCM-620	International Business Part 1. International Marketing part 2. E-Commerce								
DCG-601 DCG-603	Advance Management Accounting Part 1. Cost Accounting Systems Part 2. Business Performance Appraisal								
DFI-690	Business Modeling & Planning								
DGL-690	Residence: Strategy Implementation								

### **Operations Management and Strategy (Credit hours 3)**

**DPT-500 Part 1. Operations Management:** It promotes student development of managerial skills and abilities to understand the key variables that play a role in process design. In addition, it helps him/her analyze the coherence of the different decisions that at the end develop such process and the impact on the key indicators of business performance.

**DPT-501 Part 2. Operations Strategy:** This course provides in depth understanding of the practical application of integrated Management of the business service and logistic chain (supply, manufacturing, distribution) and its impact on the sustainability of the business competitive stand. It provides students, in an harmonic and integrated lecture, with a view of the systemic coherence of the advanced processes of management practices such as scanty and on time manufacturing, speed of delivery, massive and personalized manufacturing, repeat service and immediate delivery.

### **Management (Credit hours 3)**

**DRH-500 Part 1. General Management Principles:** Managing a Business is a specific task that requires a specific approach, specific knowledge and a specific attitude. An important element of the personal disgrace in every human being comes from the fact of having had bad luck in the series of "bosses" throughout his/her career. Provide the necessary "technical abilities" to current managers and managers to be in the future is the objective of this program.

**DGL-500 Part 2. Business Policy:** "Politics" is the art of achieving a common goal through working with free individuals. Business Policy is, in essence, a political wisdom, neither administrative nor technical although, depending on the nature of the specific organization contemplated, policy will need to be based on certain and specific functional knowledge. Policy is not planning or strategy although these will be included in terms of tools for policy implementation.

Course objectives are: Identifying business processes, identifying strategies and policies being used in companies. Identifying the nature and importance of any business feature and understand and communicate to everyone in the organization how important and convenient business government is and how good are the directions to implement it.

### **Management and Financial Accounting (Credit hours 3)**

**DCG-500 Part 1. Management Accounting:** Cost calculations and cost management are becoming increasingly relevant for any business in an ever complex and competitive environment where quality and cost are the two sides of the same coin. Course focuses on student understanding that cost

accounting and management should become useful tools for business management and decision-making support, thus, needing to be readily available at all times.

**DFI-500 Part 2. Financial Accounting:** Enhances capabilities in the use of accounting in order to obtain, classify and summarize business events in terms of monetary units. Subject is approached from the perspective of an individual who needs to work with accounting information and not from the one who prepares basic accounting statements.

### **Marketing Management (Credit hours 3)**

**DCM-500 Part 1. Marketing Strategy:** This course introduces students to basics in customer management and orientation. Three axis concepts in Management focus are explained and discussed: Consumer Understanding, Competitive Advantage and Product / Service Positioning.

All these concepts are the ones bond together and provide meaning to the remaining elements of Operative Marketing. A manager leads with these ideas and provides guidance to the remaining professionals in the business unit.

**DCM-501 Part 2. Brand Building and Communications:** This course provides students with a global perspective on Management responsibility and role in the development of communication strategies. The course is provided with little speculative theory and broad and close references of strategy implementation, so close that it may have been applied in their own business. The course addresses the following questions: What should a manager really know about communication, its product and brand in order to make the best decision? How can a manager judge if the creative proposal of the agency is the most appropriate one? How can a manager appropriately evaluate a Media Plan? Are "briefings" really an engine of the agency creativity? And so on...

### **Budget Management & Strategic Analysis (Credit hours 3)**

**DCG-500 Part 1. Budget Management:** This issue is focused in to command the management accounting process as a tactical tool which is the bridge between the strategy and the day to day practice. General and middle managers need a technique where the strategy goals are quantified and controlled. The management accounting process permits an interaction between the planning world and reality.

**DCG-502 Part 2. Strategy & Balance Scorecard:** This course introduces students to evaluate how business organizations and objectives are aligned with their Company strategy. It uses a series of

cases and looks into a development model to understand how the integrated control panel (Balance scorecard) turns business strategies into business objectives and indicators for the entire organization.

### **Financial Analysis & Corporate Finance (Credit hours 3)**

**DFI-600 Part 1. Financial Analysis:** This course provides students with an overall perspective in the business financial and economic area.

It also provides participants with sufficient criteria in financial management decision making process, both at operative and strategic levels.

**DFI-601 Part 2. Valuation and Investment Analysis:** This course analyzes long term financing problems. Concepts such as optimal financial structure, financial leverage, or capital cost are described and used. In addition, most common available business valuation methods, when to use them and the impact of business evaluations in strategic decision-making process are also analyzed.

### **Strategic Management (Credit hours 3)**

**DGL-600 Part 1. Business Strategy:** A business strategy is defined by a set of business decisions made with the objective of generating sustainable optimal financial results. This course, therefore, provides students with a practical guide to be used in the development of a Business or Company strategy.

**ESE-500 Part 2. Economic Environment:** The economic environment is of key importance for every business activity. Economic expansion or recession either directly or through government economic measures, bring about implications on trade environment and productive activities.

The course objective is to expose students to macroeconomic theory with special focus on business activity impacts.

### **Integral Management Projects (Credit hours 3)**

**DPT-510 Part 1. Project Management:** It provides an in-depth view to students in the role of Project manager and responsibilities and practices from ideation and opportunity spotting to project closing. The course is designed to help students achieve project objectives in line with Company priorities in terms of quality, execution timings, project closing and costs. Each participant progresses in discovering the importance of projects as tools to implement change in business functioning while integrating technical and political skills and abilities in successful management.

**DRH-601 Part 2. Talent Development Management:** It trains participants in identifying, analyzing and providing action to specific individual and group behaviors in order to align personal objectives and business objectives without harming individual human dignity or business efficiency.

### **Strategic Market Orientation (Credit hours 3)**

**DCM-600 Part 1. Sales Management:** It provides a view of the different roles and responsibilities that a Sales Manager has in a given Company, from customer orientation, to corporate policy development, to managing emerging sales models such as telephone sales, internet and sales force outsourcing through Sales Force planning and Management. The course emphasizes the importance that the Sales Department has in increasing customer value. Further to capturing new clients, customer loyalty and continuity warrant business sustainability.

**DCM-601 Part 2. Trade Marketing:** It provides a view on the different commercialization models from which a Business may choose to offer its products in the market place. Upon model understanding, students are exposed to the various tools that, when placed in an indirect sales environment, such as wholesale or retail trade, provide revenue and product sales increase at point of sale.

### **International Business (Credit hours 3)**

**DCM-610 Part 1. International Marketing:** This course introduces participants to International environment, providing knowledge on the specific characteristics of the new trends in international Marketing and Trading, providing advice in terms of business operation planning and implementation.

**DCM-620 Part 2. E-Commerce:** Internet and Electronic commerce are not fads; they are here to stay and become globally accepted practices. But, do we really know what “e-commerce” is? How does e-commerce impact business globalization and internationalization? What further new business opportunities are provided through e-commerce in International expansion?

This course shows the benefits that Electronic Commerce can provide to businesses. It also covers the opportunities and advantages provided in order to increase the efficiency of business processes as well as the increased possibilities that internet provides in terms of being a successful communication and selling channel.



### **Advance Management Accounting (Credit hours 3)**

**DCG-601 Part 1. Cost Accounting Systems:** Once Cost Fundamentals have been explained to students, this course objective is to evaluate the most common methods of allocating costs to products and choose the best option for a given organization in terms of efficacy and efficiency.

**DCG-603 Part 2. Business Performance Appraisal:** People are responsible for business activities, and management control must work as a vehicle to promote and trigger individual behaviors. This course allows participants to make inroads into the tools that businesses use to manage and control their activities so that continuous improvement is implemented.

**DFI-690 Business Modeling & Planning (Credit hours 3):** Business sustainability analysis and Business Planning are 2 key elements that make a difference between a simple thought and a reasonable business idea. This course endeavors to develop participant skills in using a set of analysis tools that will allow them to develop a systematic process in reviewing the feasibility of a business idea with a solid financial base.

**DGL-690 Residence: Strategy Implementation (Credit hours 2):** The Master Program gets completed with a 4-5 day course intensive "in place" sessions that combine different methodologies. Some of these include the preparation and discussion of a real case, others are specific workshops, in addition, there will be role playing sessions, all of them with a specific session topic focus. The course is focused in managing strategy implementation in current context with the development of new business models leveraged upon new technologies and information services.

As an option, and provided the student has submitted a reason duly justified, the course may be substituted by an assignment conducted by the student on personal research and work on the subjects that are being studied.

## **Executive Master in Business Administration (EMBA)**

### **Program Objective**

#### Specific Learning Objectives

1. Strategic Leadership: Elaborate decisions and action plans based on data analysis and complex business situation diagnosis, composing a holistic understanding of human, political and cultural contexts

2. Human Leadership: Articulate a life project with a personal learning plan, management competences development plan, and leadership development plan
3. Triple bottom line thinking: Generate a corporate strategy with positive impact in terms of profitability, the environment and the community
4. Integrated vision: Build an integrated and holistic vision of business structures: Scenario (environmental), Risk and Opportunities, Strategic, Leadership and Finance

### Program Description

General Learning Objective: Generate a path for self - development and the development of others where continuous improvement, product and process innovation, and eventually business model transformation, is required.

### Entrance - Admission Requirements

Students must have a bachelor's degree and/or hold an engineering degree.

They must complete an Application Form and send all the other documents required. The application form can be accessed on line at ([westfield.education](http://westfield.education)).

The programs are taught entirely in Spanish and English. Students may choose between the Spanish and English version of each course.

Students must have management experience, and extensive Executive experience.

Senior and top managers who search for stronger leadership skills and strategic thinking in management global issues related with culture development, innovation and business model transformation.

### Program Breakdown by Course

Course Number	Course Title	Semester Hours
DPT-500 DPT-501	<b>Operations Management and Strategy</b> Part 1. Operations Management Part 2. Operations Strategy	3.0
DGL-500 DRH-500	<b>Management</b> Part 1. Business Policy Part 2. General Management Principles	3.0
DFI-502	<b>Management and Financial Accounting</b> Management & Financial Accounting	2.0
	<b>Marketing Management</b>	3.0

DCM-500 DCM-501	Part 1. Marketing Strategy Part 2. Brand Building and Communications	
DCG-610	<b>Triple Bottom Line Thinking</b> The triple bottom line (Beyond Balanced Scorecard): Executing on economics, environmental and social bottom lines	2.0
DFI-600 DFI-601	<b>Financial Analysis &amp; Corporate Finance</b> Part 1. Financial Analysis Part 2. Valuation and Investment Analysis	3.0
DGL-600 DGL-611	<b>Strategic Management</b> Part 1. Business Strategy Part 2. Managing Innovation and Corporate Entrepreneurship	3.0
DRH-602 DRH-601	<b>Leadership</b> Part 1. Inner Leadership & Personal Assessment Part 2. Talent Development Management (in a diverse workplace)	4.0
DCM-602	<b>Strategic Market Orientation</b> Consumer Centric Sales Management & Trade Marketing	2.0
DCM-630 DRH-610	<b>Global Business</b> Part 1. Digital Business Part 2. Leading Change	3.0
ESE-500 DGL-620	<b>Economics and Risk management</b> Part 1. Economic Environment Part 2. Scenario Analysis & Strategic Decision Making	3.0
DFI-690	<b>Business Modeling &amp; Planning</b>	3.0
DPT-692	Residence One: <b>Effecting Knowledge Management for Improvement and Breakthrough Innovation</b>	2.0
DGL-692	Residence Two: <b>Transforming the Business Model: Global Business</b>	2.0
<b>TOTAL:</b>		<b>38.0</b>

### Program Breakdown by Semester

Course Number	Course Title	Semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DPT-500 DPT-501	<b>Operations Management and Strategy</b> Part 1. Operations Management Part 2. Operations Strategy					■		■	
DGL-500 DRH-500	<b>Management</b> Part 1. Business Policy Part 2. General Management Principles				■				■
DFI-502	<b>Management and Financial Accounting</b> Management & Financial Accounting		■						
DCM-500 DCM-501	<b>Marketing Management</b> Part 1. Marketing Strategy Part 2. Brand Building and Communications		■		■				
DCG-610	<b>Triple Bottom Line Thinking</b> The triple bottom line (Beyond Balanced Scorecard): Executing on economics, environmental and social bottom lines					■			

Course Number	Course Title	Semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DFI-600 DFI-601	<b>Financial Analysis &amp; Corporate Finance</b> Part 1. Financial Analysis Part 2. Valuation and Investment Analysis								
DGL-600 DGL-611	<b>Strategic Management</b> Part 1. Business Strategy Part 2. Managing Innovation and Corporate Entrepreneurship								
DRH-602 DRH-601	<b>Leadership</b> Part 1. Inner Leadership & Personal Assessment Part 2. Talent Development Management (in a diverse workplace)								
DCM-602	<b>Strategic Market Orientation</b> Consumer Centric Sales Management & Trade Marketing								
DCM-630 DRH-610	<b>Global Business</b> Part 1. Digital Business Part 2. Leading Change								
ESE-500 DGL-620	<b>Economics and Risk management</b> Part 1. Economic Environment Part 2. Scenario Analysis & Strategic Decision Making								
DFI-690	<b>Business Modeling &amp; Planning</b>								
DPT-692	Residence One: <b>Effecting Knowledge Management for Improvement and Breakthrough Innovation</b>								
DGL-692	Residence Two: <b>Transforming the Business Model: Global Business</b>								

### Operations Management and Strategy (Credit hours 3)

**DPT-500 Part 1. Operations Management:** It promotes student development of managerial skills and abilities to understand the key variables that play a role in process design. In addition, it helps him/her analyze the coherence of the different decisions that at the end, develop such process and the impact on the key indicators of business performance.

**DPT-501 Part 2. Operations Strategy:** This course provides in - depth understanding of the practical application of integrated Management of the business service and logistic chain (supply, manufacturing, distribution) and its impact on the sustainability of the business competitive stand. The course provides students, in a harmonic and integrated lecture, with a view of the systemic coherence of the advanced processes of management practices such as scanty manufacturing and on time manufacturing, speed of delivery, massive and personalized manufacturing, repeat service and immediate delivery.

### **Management (Credit hours 3)**

**DGL-500 Part 1. Business Policy:** This course delves into the issue of governance, and the conditions of good governance and responsible governance. Policy has an influence in the future of corporations. Business Policy is not a theory, is a way of doing business. Compliance and social responsibility constitute the foundations of ethical and reputation issues. Corporate reputation is based in the action of Governing boards and in the consideration of all relevant stakeholders. Students will learn how Business Policy may help companies manage their impact in society and the environment.

**DRH-500 Part 2. General Management Principles:** The goal of this course is to approach both the internal organization of firms and its relationship with the firms' overall strategies. Focus is set in decentralization and the tools that can be used to manage the problems that often arise in decentralized firms.

### **Management and Financial Accounting (Credit hours 2)**

**DFI-502. Management and Financial Accounting:** Subject is approached from the perspective of a manager who needs to make decisions based on accounting information and not from the one who prepares basic accounting statements. This course focuses on student understanding that cost accounting and management should become useful tools for business management and decision making support, thus, needing to be readily available at all times. Financial accounting enhances capabilities in the use of accounting reports in order to obtain, classify and summarize the impact of business events in terms of monetary units.

### **Marketing Management (Credit hours 3)**

**DCM-500 Part 1. Marketing Strategy:** This course introduces students to basics in customer management and orientation. Three axis concepts in Management focus are explained and discussed: Consumer Understanding, Competitive Advantage and Product / Service Positioning.

All these concepts are the ones bond together and provide meaning to the remaining elements of Operative Marketing. A manager leads with these ideas and provides guidance to the remaining professionals in the business unit.

**DCM-501 Part 2. Brand Building and Communications:** This course provides students with a global perspective on Management responsibility and role in the development of communication strategies. The course is provided with little speculative theory and broad and close references of strategy implementation, so close that it may have been applied in their own business. The course

addresses the following questions: What should a manager really know about communication, its product and brand in order to make the best decision? How can a manager judge if the creative proposal of the agency is the most appropriate one? How can a manager appropriately evaluate a Media Plan? Are “briefings” really an engine of the agency creativity? And so on...

### **Triple Bottom Line Thinking (Credit hours 2)**

**DCG-610 The triple bottom line (Beyond Balanced Scorecard): Executing on economic, environmental and social bottom lines.**

This course introduces students to evaluate how business organizations and objectives are aligned with their company strategy, and with social and environmental goals. Sustainability is becoming a goal of increasing importance in business. The triple bottom line (TBL) is an accounting framework which transcends the traditional measures of profits, ROI, and shareholder value, to include environmental and social dimensions. TBL reporting is a tool focused on sustainability goals, showing investment results on profits, people and the planet. Control panel (Balance scorecard) turns business strategies into business objectives and indicators for the entire organization.

### **Financial Analysis & Corporate Finance (Credit hours 3)**

**DFI-600 Part 1. Financial Analysis:** This course provides students with an overall perspective in the business financial and economic area. It also provides participants with sufficient criteria in financial management decision making process, both at operative and strategic levels.

**DFI-601 Part 2. Valuation and Investment Analysis:** This course analyzes long term financing problems. Concepts such as optimal financial structure, financial leverage, or capital cost are described and used. In addition, most common available business valuation methods, when to use them and the impact of business evaluations in strategic decision making process are also analyzed.

### **Strategic Management (Credit hours 3)**

**DGL-600 Part 1. Business Strategy:** A business strategy is defined by a set of business decisions made with the objective of generating sustainable optimal financial results. This course, therefore, provides students with a practical guide to be used in the development of a Business or Company strategy.

## **DGL-611 Part 2. Managing Innovation and Corporate Entrepreneurship**

Students are exposed to corporate and entrepreneurial innovation processes, and delve into interactions between innovation, current market opportunities and growth challenges. Innovations are a prerequisite for survival and sustained growth in most industries. This course focuses on the dynamics of managing product, process and business model innovation in different industrial and competitive environments. This course then addresses the emerging practice of "corporate entrepreneurship," also called "intrapreneurship," broadly defined as the application of entrepreneurial capabilities to the development of new ventures within an existing firm.

## **Leadership (Credit hours 4)**

**DRH-602 Part 1. Inner Leadership & Personal Assessment:** A manager should know the main elements that influence the ability to lead people and how they interact. This is necessary to achieve an overall view of the evolutionary process leading to the inside in order to acquire the ability to manage our own strengths and weaknesses in leadership and coaching skills learned on a personal experience, thus establishing their influence in the development of others in their competitive environment.

**DRH-601 Part 2. Talent Development Management (in a diverse workplace):** This course trains participants in identifying, analyzing and providing action to specific individual and group behaviors in order to align personal objectives and business objectives without harming individual human dignity or business efficiency, and taking into account growing diversity in the workplace.

## **Strategic Market Orientation (Credit hours 2)**

**DCM-602 Consumer Centric Sales Management & Trade Marketing:** The course emphasizes the importance that the Sales Department has in increasing customer value. Further to capturing new clients, customer loyalty and continuity warrant business sustainability. It also provides a view on the different commercialization models from which a Business may choose to offer its products in the market place. Upon model understanding, students are exposed to the various tools that, when placed in an indirect sales environment, provide revenue and product sales increase at point of sale, and deliver value to customers.

### **Global Business (Credit hours 3)**

**DCM-630 Part 1. Digital Business:** This course provides an integral vision of business in the digital environment. The digital revolution goes well beyond the possibilities of eCommerce as a channel for sales on a globalised world. Students will learn the different business models that can be developed in the digital realm. They will also understand how firms must ensure seamless transition between online and offline environments to adapt to new consumer behavior in the era of social media and mobile devices.

### **DRH-601 Part 2. Leading change**

This course focuses on key tasks in leading the strategic change process in organizations. These leadership tasks include creating a shared urgent need for change, creating a shared understanding of the reality of change issues, creating a change vision, promoting the belief that change is possible and leading the change transition process. Topics include creating and changing corporate culture, managing growth and decline, and corporate restructuring.

### **Economics and Risk management (Credit hours: 3)**

**ESE-500 Part 1. Economic Environment:** The economic environment is of key importance for every Business activity. Economic expansion or recession either directly or through government economic measures, bring about implications on trade environment and productive activities.

This course objective is to expose students on macroeconomic theory with special focus on Business activity impacts.

**DGL-620 Part 2. Scenario Analysis & Strategic Decision Making:** The goal of this course is to understand how strategic decisions impact the performance of the firm. This course offers an approach to strategy by taking a holistic view, which incorporates competitive strategy, financial evaluation, and the customer experience. Course focuses on decisions and challenges that many firms face: assessing the attractiveness of a firm's operating system from an investor/external perspective and from a management/internal perspective. The course then deals with evaluating whether to build competencies in-house or acquire them externally.

**DFI-690 Business Modeling & Planning (Credit hours 3):** Business sustainability analysis and Business Planning are two key elements that make a difference between simple thoughts and marketable business ideas. This course endeavors to develop participant skills in using a set of analysis tools that will allow them to develop a systematic process in reviewing the feasibility of a business



idea with a solid financial base, and, at the same time, deliver results on a triple bottom line framework.

### **DRH-692 Residence One: Effective Knowledge Management for Improvement and Breakthrough Innovation (Credit hours 2)**

Students are exposed to the managing role that creates an innovative culture (learning organization). This role facilitates flexibility through three elements: top-down structures linked to business objectives (corporate entrepreneurship), new ideas and technologies emerging through bottom-up intrapreneurial activity, and acquisition of knowledge and technology existing outside the company (open innovation). Students will understand how this approach requires effective integration of organizational and technological knowledge, which creates the opportunity of breakthrough towards the market. Established firms need incremental innovation to stay competitive in the short-term, but require radical innovation to sustain long-term competitive advantage.

### **DPT-692 Residence Two: Transforming the Business Model: Global Business (Credit hours 2)**

This course focuses on the managerial skills necessary to leverage growth in delocalization of business processes and integration of technology. Global presence requires maintaining an integrated management structure, while taking advantage of technology to unleash added value potential through delocalization of business processes. This course addresses how dynamics should be managed to achieve these transformations.

## **Executive Master in Financial Management (MDF)**

### **Program Objective**

Our Master provides the student with a strong foundation in the principles and practice of analysis, based on accounting and finance techniques. Ancillary tools as strategy, marketing and production processes are also part of the program. Those disciplines give to the student a broader perspective to understand the complete financial cycle in a company.

The final product is the whole comprehension of economic issues relevant to decide the financial aspects that any company has to do either to overcome a crisis or manage success.

## **Program Description**

The Executive Master in Financial Management is **31** semester credit hours in duration.

The program has three theoretical parts and a final practical case-work. The three parts are:

- Accounting and financial techniques: The techniques used by professional accounting bodies as ACCA, ACA based on the technical authority of IFRS are studied and applied to real companies and situations.
- Functional and operative areas working together in a company. Management issues as strategy and marketing beside operational areas are analyzed putting together the whole picture a company is facing. Models and different perspectives to understand other areas of any company are analyzed to evaluate the quantitative and qualitative impact from a financial point of view.
- Analyzing real cases. Real private companies are studied, analyzed and evaluated supported by the accounting, financial and management techniques. Prospective outcomes are built to implement different scenarios.

Final - practical case/work. The student has to do a final practical case/work based on the knowledge acquired. The final work is personal and focused in a real case from the business world where a company, business, or similar is analyzed.

## **Entrance - Admission requirements**

Students must have a bachelor's degree and/or hold an engineering degree.

They must complete an Application Form and send all the other documents required. The application form can be accessed on line at ([www.isead.us](http://www.isead.us)).

The programs are taught entirely in Spanish.

This program is addressed to professionals with at least two years of executive experience.

Quantitative skills, previous accounting and financial studies and/or specific job experience in the field, as well as abilities to apply technical issues on real business situations plenty of uncertainties and different perspectives base, are issues strongly recommended.

## Program Breakdown by Course

Course Number	Course Title	Credit Hours
DFI-500 DCG-501	Management and Financial Accounting Part 1. Financial Accounting Part 2. Management Accounting	3.0
DFI-520 DFI-521	Quantitative Finance Part 1. Quantitative Methods: Mathematics and Statistics Part 2. Risks Management	4.0
DFI-610 DFI-614 DFI-615	Financial Statement Analysis Part 1. Business Analysis Part 2. Advanced Financial Analysis, Mergers and Acquisitions Part 3. Valuation and Performance Business	6.0
DGL-610 DFI-640	Strategic Management Part 1. Scenario Study and Control Analysis Part 2. Money and Economy	4.0
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy and Balance Scorecard	3.0
DFI-630 DFI-631	Corporative Finance Part 1. Corporative Finance Part 2. Advance Corporate Finance	4.0
DPT-602 DPT-603	Entrepreneurial Business Part 1. Process Management Part 2. Entrepreneurship	4.0
DFI-691	Final Postgraduate Project	3.0
<b>TOTAL:</b>		31.0

## Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DFI-500 DCG-501	Management and Financial Accounting Part 1. Financial Accounting Part 2. Management Accounting	■							
DFI-520 DFI-521	Quantitative Finance Part 1. Quantitative Methods: Mathematics and Statistics Part 2. Risks Management		■		■				
DFI-610 DFI-614 DFI-615	Financial Statement Analysis Part 1. Business Analysis Part 2. Advanced Financial Analysis, Mergers and Acquisitions Part 3. Valuation and Performance Business		■		■		■		
DGL-610 DFI-640	Strategic Management Part 1. Scenario and Control Analysis Part 2. Money and Economy			■			■		

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy and Balance Scorecard								
DFI-630 DFI-631	Corporative Finance Part 1. Corporative Finance Part 2. Advance Corporate Finance								
DPT-602 DPT-603	Entrepreneurial Business Part 1. Process Management Part 2. Entrepreneurship								
DFI-691	Final Postgraduate Project								

### **Management and Financial Accounting (Credit hours 3)**

#### **DFI-500 Part 1. Financial Accounting**

Enhances capabilities in the use of accounting in order to obtain, classify and summarize business events in terms of monetary units. Subject is approached from the perspective of an individual who needs to work with accounting information and not from the one who prepares basic accounting statements.

#### **DCG-501 Part 2. Management Accounting**

The objective is to understand and command the accounting as a business language.

Financial accounting and management accounting are studied and financial statements are deeply analyzed. Those issues are intermediate steps to the full understanding of economic facts and their translation to a common tool, the accounting as a big box of classified information useful for the management decision process.

### **Quantitative Finance (Credit hours 4)**

Basic statistic and financial mathematics are studied with a central focus in discount rates, formation of interest rates, discounting cash flows and the roots of financial derivatives. The study of financial products to support risks and hedging them is an essential product of this issue.

#### **DFI-520 Part 1. Quantitative Methods: Mathematics and Statistics**

#### **DFI-521 Part 2. Risks Management**

## **Financial Statement Analysis (Credit hours 6)**

The issue is focused in broadening the understanding of the financial information to analyze complex risks that companies are facing. Techniques of valuation of companies and wealth of shareholders are examined. Tools for controlling the performance of managers and to manage the agency problem are analyzed.

### **DFI-610 Part 1. Business Analysis**

### **DFI-614 Part 2. Advanced Financial Analysis, Mergers and Acquisitions**

**DFI-615 Part 3. Valuation and Performance Business:** The reality is too complex to use only one or two techniques to value a company. It is necessary to have different perspectives, distinctive tools and a kaleidoscopic vision to intend to comprehend the performance of a company and the source from which profits and cash flow are coming. With this issue the student has a panoply of techniques centre in command how to value a company from a very financial point of view.

## **Strategic Management (Credit hours 4)**

**DGL-610 Part 1. Scenario Study and Control Analysis:** A company needs to understand the market where is competing, the products that are selling, the competition, the environment where is functioning and the behavior that customers and other stakeholders have over the company. It is necessary to have tools that permit to analyze these aspects. The strategy followed in production and marketing for a company has an immediate translation in finance. It is also necessary to construct tools where the strategy is split in key areas with pieces of elemental information which are defined to control quantitatively and qualitatively the performance of the strategy and the impact on financial aspects.

**DFI-640 Part 2. Money and Economy:** This issue is dedicated to understand the tool that the people and business use to trade and measure the transactions, whatever were. Inflation, deflation, profits, margins, exchange rates, value, wealth.... Any aspect of business and life has one common denominator: money. What is money, how is money built, which is the fabric from which is made, are these questions relevant? This issue has the objective to analyze and study the influence of money in business.

## **Budget Management & Strategic Analysis (Credit hours 3)**

**DCG-500 Part 1. Budget Management:** This issue is focused in to command the management accounting process as a tactical tool which is the bridge between the strategy and the day to day

practice. General and middle managers need a technique where the strategy goals are quantified and controlled. The management accounting process permits an interaction between the planning world and reality.

**DCG-502 Part 2. Strategy and Balance Scorecard:** This course introduces students to evaluate how business organizations and objectives are aligned with their Company strategy. The course uses a series of cases and looks into a development model to understand how the integrated control panel (Balance scorecard) turns business strategies into business objectives and indicators for the entire organization.

### **Corporate Finance (Credit hours 4)**

Assets and Liabilities plus equity are different faces of the same coin. Corporate Finance and Advanced Corporate Finance is the field where the performance and profits from the asset side are confronted with the cost of capital. Capital structure is a strategic tool to compete and survive in the market place. To know and understand the implications that a sound capital structure has to capture and maintain funds is a priority for any CFO or financial advisor.

#### **DFI-630 Part 1. Corporate Finance**

#### **DFI-631 Part 2. Advance Corporate Finance**

### **Entrepreneurial Business (Credit hours 4)**

**DPT-602 Part 1. Process Management:** Operations in general are the core of a business. Services companies as production companies are fundamental areas for success. However generally the figures and information that breed the information financial system are "give dates" for the financial people. The way in which the production is managed has a strong impact in the financial structure, so it is necessary that the financial people have a special sensibility for production. The inventories, for example, are a result from production processes which is part of the working capital and this forms part of the financial structure. Externalize some production processes result on financial resources and margins. These are two examples about the importance that production processes has over the work of financial people. This issue analyses basic aspects of production processes and his likely impact on margins, profits and financial structure in a company.

**DPT-603 Part 2. Entrepreneurship:** Putting together financial knowledge, strategic analysis and marketing tools permit to formalize a business operation. Entrepreneurship has two broaden avenues: the techniques to analyze the business world where a company competes and the subtle art to put

and maintain the company running. With this issue, the student familiarizes with notional and real cases where the difference between success and failure is fine. To use different financial techniques and hold a permanent skepticism about numbers and brilliant outcomes is an obligation of any CFO. To know the most frequent errors and perils that managers are facing is the final objective from this issue.

**DFI-691 Final Postgraduate Project (Credit hours 3):** This is a study group work with thorough review of two companies selected by the students among the proposals made by the program's academic director. Participants will analyze both companies using all the concepts learned throughout the Master.

## **Master in Leadership and Sustainable Development (MDL)**

### **Program Objective**

The objective of the Master is:

- Assist managers and local government technical staff to obtain practical knowledge and skills in order to face the ever changing and complex reality of sustainable and supportive development, both in rural and suburban environments, applying the managerial technical methods with the aim of serving the community, while creating wealth and employment.
- Assist professionals to achieve an integrated and global vision through the knowledge and understanding of the European and international framework.
- Educate and develop entrepreneurial professionals and managers with initiative in the understanding of the holistic approach to development from the view of the real potential of the local territory.

### **Program Description**

The Masters of Business Administration Degree Program is **36** semester credit hours in duration. Make knowledge management available to entrepreneurs, middle managers and leaders in local projects. Provide the necessary business perspective in low developed environments to enable small businesses to generate sustainable growth, wealth and employment in their respective environments.

### **Entrance - Admission requirements**

Students must have a bachelor's degree and/or hold an engineering degree.

They must complete an Application Form and send all the other documents required. The application form can be accessed on line at ([www.isead.us](http://www.isead.us)).

The programs are taught entirely in Spanish .

This program is addressed to professionals with working experience. Average experience: 5 years.

### Program Breakdown by Course

Course Number	Course Title	Semester Hours
DLC-510 DLC-500	Local Development: Fundamentals and Methods Part 1. Local Development Fundamentals Part 2. Methodologies for Local Development	3.0
DLC-530 DLC-531	Territorial Strategies Part 1. Strategic Planning and Scenario Analysis Part 2. Territorial Prospective	3.0
DLC-520 DLC-501	Environmental and Rural Development Part 1. Environmental and Development Part 2. Rural development and Local Production Systems	3.0
DLC-550 DLC-551	Methodology of Project Design Part 1. Logical framework approach Part 2. Project Financing. International Cooperation and Multilateral Donors	3.0
DPT-510 DLC-552	Project assessment Part 1. Project Management Part 2. Project Evaluation	3.0
DLC-560 DCM-502	Stakeholders and Communications Part 1. Stakeholder Approach Part 2. Strategic Communications	3.0
DRH-501 DRH-600	Leadership Part 1. Talent Development Management Part 2. Inner Leadership	3.0
DCM-500 DPT-501	Management Part 1. Marketing Strategy Part 2. Operations Management	3.0
DF-501 DF-600 DLC-540	Finance Part 1. Financial Accounting Part 2. Financial Analysis Part 3. Instruments to Finance Microenterprises: Microfinance	5.0
DLC-561 DLC-562	Private Presence in Social Performance Part 1. Corporate Social Responsibility Part 2. Public-Private Alliance	3.0
DLC-300	Final Postgraduate Project	2.0
DLC-301	Advance Project Management Course	2.0
	<b>TOTAL</b>	<b>36.0</b>



## Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DLC-510 DLC-500	Local Development: Fundamentals and Methods Part 1. Local Development Fundamentals Part 2. Methodologies for Local Development	■	■						
DLC-530 DLC-531	Territorial Strategies Part 1. Strategic Planning and Scenario Analysis Part 2. Territorial Prospective			■	■				
DLC-520 DLC-501	Environmental and Rural Development Part 1. Environmental and Development Part 2. Rural development and Local Production Systems					■	■		
DLC-550 DLC-551	Methodology of Project Design Part 1. Logical framework approach Part 2. Project Financing. International Cooperation and Multilateral Donors		■			■			
DPT-510 DLC-552	Project assessment Part 1. Project Management Part 2. Project Evaluation			■	■				
DLC-560 DCM-502	Stakeholders and Communications Part 1. Stakeholder Approach Part 2. Strategic Communications							■	■
DRH-501 DRH-600	Leadership Part 1. Talent Development Management Part 2. Inner Leadership	■		■					
DCM-500 DPT-501	Management Part 1. Marketing Strategy Part 2. Operations Management	■	■						
DF-501 DF-600 DLC-540	Finance Part 1. Financial Accounting Part 2. Financial Analysis Part 3. Instruments to Finance Microenterprises: Microfinance				■	■	■		
DLC-561 DLC-562	Private Presence in Social Performance Part 1. Corporate Social Responsibility Part 2. Public-Private Alliance						■	■	
DLC-300	Final Postgraduate Project								■
DLC-301	Advance Project Management Course								■

### Local Development: Fundamentals and Methods (Credit hours 3)

**DLC-510 Part 1. Local Development Fundamentals:** This course analyzes the different dimensions and theories on development both under the social, economic and political stand points. In addition,

the course clarifies the origin and content of the rural development concept and the development with local focus concepts providing special focus on Latin American and European geographic contexts.

**DLC-500 Part 2. Methodologies for Local Development:** This course clarifies and sets the basics of the subject while introduces students to all concepts directly related to Local Development. Concepts that lead and shape the work of Local Development professionals, their daily practices and methodology are exposed and openly discussed.

### **Territorial Strategies (Credit hours 3)**

**DLC-530 Part 1. Strategic Planning and Scenario Analysis:** This course undertakes the analysis of the conceptual framework of the strategic planning both under the private and public perspectives. It analyzes the different stages of a good strategic planning through a landscape analysis, the demand, the supply, in addition a strategic vision formulation and the development and implementation of this type of plans.

**DLC-531 Part 2. Territorial Prospective:** This course explains in an integrated manner the socio economic problems and issues existing in a territory. The complexity and diversity of different territories is analyzed through the application of the system theory focus, which implies that the most innovative tools and instruments are used to study the territory reality while spotting future opportunities for development. At the same time, process and systems used provide the opportunity to bind the large amount of information generated in the analysis through excellent and manageable diagnostic tools.

### **Environmental and Rural Development (Credit hours 3)**

**DLC-520 Part 1. Environmental and Development:** It leads and helps students in analyzing, structuring and being able to combine the different natural elements in the environment (geology, climate, forests, water reservoirs, etc.) as the base of the integrated territory environmental analysis with an holistic approach. Thereafter, it provides students with the analytical elements required to develop a preliminary analysis of the territory and the environment and the consequences in the environment of any activity to be conducted, (risks prevention). In addition, the course provides the necessary international legal and environmental frameworks required to shape the environmental strategy.

### **DLC-501 Part 2. Rural development and Local Production Systems:**

This course summarizes program learning's. On the one hand it analyses territorial identity and knowledge management as fundamentals for future development. On the other hand, it analyses issues in rural development and the role of new technologies in such development. Combined analysis opens the scope of future local government activities and responsibilities.

### **Methodology of Project Design (Credit hours 3)**

**DLC-550 Part 1. Logical framework approach:** The identification stage is key to the success of any development focus initiative. The Logical Framework approach is the most frequent method used by any bilateral and multilateral agency when developing and designing projects for development. The Logical Framework Approach system considers the following stages: Participation Analysis, Problem Analysis, Analysis of the Objectives, Analysis of Existing Alternatives and Project Planning Matrix.

### **DLC-551 Part 2. Project Financing. International Cooperation and Multilateral Donors:**

International Cooperation Institutions provide one of the most important sources for financing development initiatives. Therefore it is key, to understand the system, to reach and obtain financing from donors such as Spain and other Multilateral bodies such as the European Union, the World Bank and the Inter American.

### **Project Assessment (Credit hours 3)**

**DPT-510 Part 1. Project Management:** It provides an in depth view to students in the role of Project manager and responsibilities and practices from ideation and opportunity spotting to project closing. This course is designed to help students achieve project objectives in line with Company priorities in terms of quality, execution timings, project closing and costs. Each participant progresses in discovering the importance of projects as tools to implement change in business functioning while integrating technical and political skills and abilities in successful management.

**DLC-552 Part 2. Project Evaluation:** There is an intrinsic difficulty in assessing what works and what does not work in development aid projects. Providing criteria for delivering a project evaluation is, therefore, of key importance. In order to achieve a theoretical workable framework is provided to conduct the project. Actions such as the influence and analysis of the different development factors are undertaken in addition to designing the evaluation process and the tools to obtain the necessary information. With all this process in course, the loop is closed and the evaluation process completed.

### **Stakeholders and Communications (Credit hours 3)**

**DLC-560 Part 1. Stakeholder Approach:** This course provides a perspective and tools to manage relationships with different interest groups with which a business is interrelated to (i.e. shareholders, employees, customers, suppliers, Public Administrations, local communities, NGO's, media, etc.) in order to achieve strategic and operational value.

**DCM-502 Part 2. Strategic Communications:** This course intends to provide students with a management perspective of communication as a way to brand building and developing a global concept. The objectives are agreed upon by management and all communication tools are geared to achieving these objectives both from the creative and media buying stand point.

### **Leadership (Credit hours 3)**

**DRH-601 Part 1. Talent Development Management:** It trains participants in identifying, analyzing and providing action to specific individual and group behaviors in order to align personal objectives and business objectives without harming individual human dignity or business efficiency.

**DRH-600- Part 2. Inner Leadership:** A manager should know the main elements that influence the ability to lead people and how they interact. This is necessary to achieve an overall view of the evolutionary process leading to the inside in order to acquire the ability to manage our own strengths and weaknesses in leadership and coaching skills learned on a personal experience, thus establishing their influence in the development of others in their competitive environment.

### **Management (Credit hours 3)**

**DCM-500 Part 1. Marketing Strategy:** This course introduces students to basics in customer management and orientation. Three axis concepts in Management focus are explained and discussed: Consumer Understanding, Competitive Advantage and Product / Service Positioning.

All these concepts are the ones bond together and provide meaning to the remaining elements of Operative Marketing. A manager leads with these ideas and provides guidance to the remaining professionals in the business unit.

**DPT-501 Part 2. Operations Management:** It promotes student development of managerial skills and abilities to understand the key variables that play a role in process design. In addition, it helps him/her analyze the coherence of the different decisions that at the end, develop such process and the impact on the key indicators of business performance.

### **Finance (Credit hours 5)**

**DF-501 Part 1. Financial Accounting:** It enhances capabilities in the use of accounting in order to obtain, classify and summarize business events in terms of monetary units. The subject is approached from the perspective of an individual who needs to work with accounting information and not from the one who prepares basic accounting statements.

**DF-600 Part 2. Financial Analysis:** This course provides students with an overall perspective in the business financial and economic area. It also provides participants with sufficient criteria in financial management decision making process, both at operative and strategic levels.

**DLC-540 Part 3. Instruments to Finance Microenterprises: Microfinance:** Microfinance institutions offer sustainable financial services to low resources customers such as providing credits to new emerging businesses, savings and insurance services, proven to be effective tools to spur development. This course analyses the role of Public Authorities and the experts in local development in empowering and promoting such institutions in their respective areas. It also studies the key principles by which these are regulated and their role in development.

### **Private Presence in Social Performance (Credit hours 3)**

**DLC-561 Part 1. Corporate Social Responsibility:** This course provides a view on the new trends in Social Responsibility understood as voluntarily adopting a management model of business relations with both internal and external counterparts (employees, suppliers, customers, shareholders, etc.) adding a third bottom line objective (social, environmental and financial) in the business policy, strategy and commercial operations.

**DLC-562 Part 2. Public-Private Alliance:** Within the context of the new trends and opportunities provided by the recent Base of the Pyramid theory in relation to the more than 4K Million people living with less than 2 dollars a day, alliances with non-traditional partners such as NGO's, entrepreneurs, local leaders and Multilateral bodies, are of key importance.

### **DLC-300 Final Postgraduate Project (Credit hours 2)**

The project must undertake a development initiative which should be short but clear, concise, to the point and structured in two dimensions:

A "Macro" dimension which explains in detail the territory, landscape, environment, objectives, the actions and how they will be implemented, the likely costs to be incurred, the budget and the timings of the execution.

A "Micro" dimension which details a specific element in the plan of special interest which in the eyes of the promoter of the plan will impact more specifically in the development of the local area where the project will be implemented. The objective is to place the logic of that specific minor project which will prompt development in the area within the scope of the Macro project being planned.

### **DLC-301 Advance Project Management Course (Credit hours 2)**

The master program is completed with the Advanced Management program which intends to strengthen the management capabilities and leadership skills in the Strategic and Political Management of the Development Plan. This course takes a closer look at the problems and challenges facing a large Development Plan which should become an integrating element of a zone, and the role and responsibilities of a manager responsible for the execution of such a plan. The course is delivered in a 4 to 5 day course on site being provided with a set of different methodologies: Study and preparation of a real case, review openly and discussion in a forum, workshops, role playing, etc., according to the objectives in each session.

# Tuition and fees

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## Payment

Tuition is due at the beginning of each semester and is subject to the Refund policy. Please refer to section "REFUND POLICY".

All payments will be settled no later than their respective deadlines as stated in the enrollment contract. Payments in advance and lump payments are allowed, but no cash payment discounts will be awarded. Students wishing to make payments in advance or lump payments for the remainder of tuition fees should contact their Admissions Representative.

### METHODS OF PAYMENT

Acceptance of Admission Conditions Fee must to be paid within ten business days after the communication of acceptance to the Program. Tuition fees are due at the beginning of each semester. Full Balance Net Payment at the time of signing enrollment agreement for Registration, prior to Orientation/Class Begin (Start of First Semester)

Student Registration fee at the time of signing enrollment agreement for Registration and the first Semester Tuition Fee with balance paid prior to starting date of the following semesters.

Registration fee at the time of signing enrollment agreement with balance paid prior to graduation by a payment plan.

Books, program materials, student activities, service charges, and any other applicable charges are included in the Semesters Tuition Fees.

### MODIFICATIONS OF THE PAYMENT SCHEDULE

If the specific circumstances of the students require a variation of their financial arrangement, they may request a modification of their payment schedule. Requests for modification should be sent by email to the student's Admissions Representative, including a proposal for the new payment schedule. Modifications of the payment schedule may consist of changes in the number of payments, changes in the deadline of payments, or a new distribution of sums for the payments not affecting total program cost.

Modifications of the payment schedule can be allowed provided the following rules:

- Acceptance of Admission Conditions Fee will not be modified in term or sum. This Fee will be paid in full before the program start date.
- First installment of Tuition Fees will not be modified in term or sum. This Fee will also be paid in full before the program start date.
- Time between two consecutive payments will not exceed three months.
- No less than 50% of the total cost of the program will be paid before the start of the second term of the second semester. The exact date may differ between programs; students can confirm it with their tutor. Illustrative months are as follows:
  - Usually in April of the following year for the programs starting in October.
  - Usually in September for programs starting in February.
  - Usually in January of the following year for programs starting in June.
- Total cost of the program will be paid in full no later than two and a half months before the end of the program:
  - December 31<sup>st</sup> of the following year for the programs starting in October.
  - April 30<sup>th</sup> of the following year for programs starting in February.
  - August 31<sup>st</sup> of the following year for programs starting in June.
- Payments of the new schedule will not differ in more than Us\$ 500.00.

Modifications of the payment schedule not in compliance of these rules may only be awarded under exceptional circumstances, and approved by the School's President or Official designee, and will be included in an addendum of the Enrollment Contract.

## **Past Due Accounts**

All student accounts are due and payable prior to the commencement of the semester in which the student is enrolled. School regulations prohibit registration, graduation, granting of credit, or release of grades or official transcripts to any student whose account is delinquent.

Students who have not cleared all financial obligations with the School will not be considered in good standing. They will not be cleared for registration or graduation and will not receive grade reports, diplomas, or transcripts at the end of the semester.



## Scholarships

Westfield Business School has established a limited number of scholarships to financially help Florida students who qualify to pursue their higher studies in the management area who were recognized in their community for their achievements and recognitions, or qualify to pertain to focus areas with specific recognition:

Scholarship	Maximum scholarships per Semester	% Tuition
<b>If applying for any Degree Programs</b>		
1. Cyrus West Field Merit Scholarship (*)	20	90%
2. Mary Bryan Stone Merit Scholarship (*)	20	80%
3. Frederick Newton Gisborne Merit Scholarship (*)	20	70%
4. Peter Cooper Merit Scholarship (*)	20	60%
5. Willam Ewart Gladstone Merit Scholarship	20	50%
<b>Area Focused Scholarships</b>		
6. Westfield Employee Scholarship	10	90%
7. Law Enforcement and Fire Safety Scholarship (For people who serve in any aspect of Law Enforcement and Fire Safety)	10	80%

(\*) Requires Residence in Florida

The scholarship grant is for tuition fees and students who accept the scholarship compromise themselves in finishing their degree program and maintaining good academic standing without interruptions in semesters.

Students with scholarships are responsible for maintaining a minimum CGPA of 3.2 and always represent the Institution in a positive manner.

Failure to comply with scholarship requirements, dropping out of the program or failing any of the courses will cause an automatic forfeit of scholarship and tuition responsibility of tuition funds for the remainder of the degree program.

To apply for a scholarship, student must file an application, together with the following required documentation:

1. Bachelor's Degree transcript
2. Copy of Bachelor's Degree
3. Updated Resume
4. Three recommendation letters from people not related to student, preferably a combination of postsecondary institution faculty members or advisors, and employers.
5. Letter of intent: individual statement describing the student career plans and how this scholarship would help the student achieve those plans. (Minimum of 300 words but no longer than 2 pages, double spaced and typed)
6. Copy of last two pay stubs or last year's tax return
7. Two current bills to show proof of residence in Florida, or copy of passport for international students
8. Evaluation of credentials showing equivalency of degree with U.S. Bachelor's Degree (only for international degrees)

Evaluation of credentials showing equivalency of degree with US Bachelor Degree (only for international degrees)

Applications for scholarships must be presented complete and with all required documentation attached. Applications must be presented to the admission representative during admission process or any time before the semester's application deadline.

**Application deadlines for scholarships:**

- Fall term: Wednesday November 1, 2017
- Spring term: Wednesday March 7, 2018
- Summer term: Wednesday June 27, 2018

Note: Students are encouraged to apply as early as possible. There is a limited number of scholarships that will be awarded to qualified applicants on a first come, first serve basis.

**There will be no exceptions. Applications must be postmarked by the above dates.**

## **Assistantships**

Postgraduate degree students may apply for assistantships in support of development of publishing and / or research contribution while developing their final project or business plan. Credit hours will be awarded for assistantships on a case – by- case basis.

Assistantships are not payment for services rendered.

Assistantships will be realizable upon acceptance of the project proposal by the school.

# Student Affairs

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## **Student Code of Conduct and Responsibility**

Given the nature of the online program, The Business School reserves its right to deny access to the program to those participants who demonstrate a behavior that impacts (negatively) the well functioning of classes, forums and carry out activities contrary to the following code of conduct.

It is of particular importance to strictly respect the methodology provided by the Business School, and, given the specific characteristics of online education; a bad practice in the follow up of such methodology distorts and alters the well functioning of the course.

The student must always and in any case observe the directions set by the Business School and conduct a personal work both in the study of lectures and in the resolution of exercises, analysis and case debates. The learning method and skill development requires that the student develops its creative capacities both in conducting the completion of exercises and case analysis as well as in the fulfillment of the Final Postgraduate Project without requesting outside aid or cooperation.

With regards to the use of the class forums in the various courses or Project groups where the student is assigned or direct questions to faculty members, the student should limit himself to the objectives set by the Business School, such as debating the subjects included in the education program and the exchange of ideas regarding the subject being taught with other peers.

It is specifically forbidden:

- To carry out exercises and participate in class forums with opinions and solutions collected from students which may have participated in previous program editions.
- Communicate outside Business School premises, without the appropriate authorization, materials provided to carry out the course or program.
- The use of the user name and password is not transferable to more than one individual, and causes a strong fraud to the Business School if such inappropriate practice is conducted.
- Conduct activities that transgress Business School's intellectual property rights.
- Lack of respect to individuals or to other individual's ideas.
- Lack of respect to professor's authority.
- Use the class for a different objective than the foreseen use.

The student's lack of fulfillment with good Business School's practices or student incurring in the above stated described behavior or the fact of student incurring in infractions established by the school in terms of seriousness and recurrence may cause the student being expelled from the Program.

If school detects from the student infractions that may have led to the student obtaining the Degree through conducting fraudulent practices such as the use of previous years' materials that may include solutions, opinions, summaries or conclusions, the school reserves the right to exercise the appropriate legal actions up to annulling the degree.

Once course is finished, students will not be allowed to, by any means, either written, video or sound of any kind, communicate, comment or spread the contents of the course to third parties and, in particular to students participating in the courses delivered by the school. If such is the case, the school reserves its right to exercise the necessary legal actions as well as requesting the appropriate indemnities for the parental liability.

Likewise it will also be a reason for denial the access to the program and continuity of the course, the fact of the student failing to make the required payments on the payment due dates and within the monthly term established in the Enrolment Agreement.

Not fulfilling the parameters established about Student responsibility and Grading will also generate the denial of access to the program and termination from the program.

Falsehood of documents provided by the student in whole or in part in the recruitment and admission process, will, likewise generate the denial of access to the program and termination from the program.

Denial of access to or termination from the program will implicitly generate the denial of the program degree.

## **Continuous Improvement**

The Business School will be open to any sort of suggestion that the student could make in order to upgrade the content and operations of the Master program in which he/she participates or has participated previously. To protect the information and to oversee the possible hurricane situation in Florida, the Servers will be housed in Madrid, Spain's Campus.

The Business School implements a quality control management system based upon the UNE EN ISO 9001:2008 norms.

Within the requirements of Higher Education activities, The Procedure Handbook PG-04 describes the process for handling "non conformities" with quality control standards.

"Non Conformities" is defined as a service that does not fulfill the specified requirements (on a case by case basis) according to either the Student or the Institution.

Academic Tutors will be responsible for evaluating "non conformities" and providing proposals to solve these "non conformities".

Students may disagree with Tutor's proposals and may request either through mail or telephone a revision of the "non conformity" solution by the Associate Dean. In extraordinary instances, issues will be brought up to the President of the Advisory Board for consultation.

Agreed upon solutions will be communicated to the Associate Dean and the quality control manager for filing, documenting and follow up.

## **Grievance Policy**

It is important to the operation of the Business School and to the success of the students Attending, that students concerns or complaints (unrelated to appealing an academic decisions addressed elsewhere in the catalogue or disciplinary action as provided for directly above) be resolved quickly and fairly.

The student should contact their personal Tutor, who will seek to provide the guidance necessary to resolve the issue. If necessary, the Tutor will contact the Program Head in which the concern or complaint is related.

If a satisfactory solution is not reached in this manner, the student may put the complaint in a written form and request that his or her concern be reviewed by the Academic Director. The Academic Director will then confer with the appropriate personnel and render a decision on a resolution of the matter.

If a student's complaint or grievance is not resolved by the persons designated above, a student may choose to seek resolution by bringing it to the attention of the Commission for Independent Education, 325 West Gaines Street, Suite 1414, Tallahassee, Florida 32399-0400 Toll Free Phone: 888-224-6684 [www.fldoe.org/cie/](http://www.fldoe.org/cie/).

## **Transfer of Term**

A student may request to be transferred to a later term for personal or professional reasons. This may be done up to a maximum of two subsequent semesters. In such cases, the student will maintain the academic status and economic conditions agreed upon in the original contract.

Should a student exceed the time established in the previous paragraph, he should request to be re-admitted at school and is subject to the limit of vacancies available at the time of the request. Moreover, only students who have satisfactorily complied with previous obligations at the time of leaving the program and have agreed on changing the new academic and economic conditions will be allowed to readmission provided there are vacancies available.

## **Campus Security Policy**

Providing a safe campus environment for students and employees is of utmost importance to the Business School. This is accomplished with the cooperation of local authorities, administration, faculty, and student body.

Administration, faculty and students are required to adhere to all local and state laws and ordinances, applicable federal laws and Business School policy. Students and staff members must carry Business School issued identification cards and all visitors to the campus must check in and sign in at the front desk. Security cameras are used and placed in strategic areas. The Business School cooperates with law enforcement agencies to enforce all laws and Business School personnel will contact the appropriate law enforcement agencies as necessary. The Business School maintains an annual security report that contains information relating to campus security, crimes and emergencies, and statistics concerning the occurrence of specified types of crimes on and in certain areas around the campus. Campus crime statistics and a crime log are kept on file within the Financial Aid Department and will be made available for review upon request.

## **Anti-Hazing Policy**

Hazing means any action or situation that recklessly or intentionally endangers the mental or physical health or safety of a student for the purpose of initiation or admission into, or affiliation with, any organization operating under the sanction of this Business School. Hazing includes, but is not limited to, any brutality of a physical nature, such as whipping, beating, and branding, forced calisthenics, exposure to the elements, forced consumption of any food, liquor, drug, or other substance, or other forced physical activity which could adversely affect the physical or mental health or safety of students. The Business School's students and individuals representing the Business School who work with students are prohibited from engaging in hazing activities. Individuals found guilty of violating this hazing policy will be subject to suspension or dismissal from the Business School.

## **No Smoking Policy**

It is the policy of the Business School to provide a smoke and tobacco free environment consistent with the Business School's efforts to promote a campus setting conducive to learning and studying. As such, smoking is prohibited in and around the campus and campus building. It is the responsibility of all members of the Business School staff and student body to observe this smoke free policy and to politely remind others of their equal responsibility with regard to this health, courtesy and fire safety issue.

## **Weapons Policy**

The Business School has adopted the following weapons policy: A student who brings a weapon on campus is in violation of the Business School's policy. The student will be immediately withdrawn from the Business School.

## **Non-Discrimination Policy**

The Business School does not discriminate on the basis of race, color, national origin, sex, disability, or age in its programs and activities. The following person has been designated to handle inquiries regarding the non-discrimination policies:

Name: Maritza Pereira-Zarragoitia

Address: WESTFIELD Business School 10570 NW 27st Street, Suite H-102 Doral, Florida 33172

Phone No.: 305 456-0289



## **Sexual Harassment Policy**

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when the conduct is sufficiently severe, persistent, or pervasive to limit a student's ability to participate in or benefit from the education program, or to create a hostile or abusive educational environment.

The Business School does not tolerate sexual harassment of its students from any member of the Business School's community including faculty, staff, and other students.

A student who feels he or she has been sexually harassed should immediately notify the Director of Student Services. The Director of Student Services will work with the Campus Director and the President of the Business School to investigate the grievance and bring it to resolution using established reporting procedures.

## **Drug and Alcohol Abuse Prevention Policy Statement**

It is the policy of the Business School that the unlawful possession, use, or distribution of illicit drugs by students on campus property, or in conjunction with any Business School, or Business School-related activities, is prohibited.

Students who violate this policy will be referred to the appropriate law enforcement agency for prosecution and be immediately suspended until the matter has been resolved. In the event a student is suspended or is arrested for a drug related offence, he or she will not be allowed back into school until presentation of written documentation indicating that the matter has been resolved to the satisfaction of the Business School. Only at this point will reinstatement of the student's enrolment status be reconsidered.

It is unlawful for any person to sell, manufacture, deliver or possess with intent to sell, manufacture, or deliver a controlled substance. The Business School prohibits the unlawful manufacture, possession, use, sale, or distribution of controlled substances on its campus and at any school activity. Any person violating the provisions of federal law, Florida Law and ordinances of Dade County in this regard may be guilty of a felony or, in some cases, a misdemeanor of the first degree, and may be subject to punishment as provided in Florida law or municipal codes. This punishment can include imprisonment, fines, and forfeiture of property. It should also be noted that under Florida's sentencing guidelines,

punishment may become successively more severe for second and third violations. Students may also be referred to an abuse help center. If such a referral is made, continued enrolment will be subject to successful completion of any prescribed counseling or treatment program. Additional information on the Business School's drug-free awareness policies and drug and alcohol abuse prevention program can be found in the Student Manual or obtained from the Business School's President.

# Refund Policy

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Should a student's enrollment be terminated or cancelled for any reason, all refunds will be made according to the following refund schedule:

1. Cancellation can be made in person, by Certified Mail or by termination.
2. All monies will be refunded if the school does not accept the applicant or if the student cancels within three (3) business days after signing the student application and making initial payment. Business days are defined as Monday, 9am to Friday, 5pm, EST.
3. Cancellation after the third (3rd) Business Day, but before the first class, results in a refund of all monies paid, with the exception of the Acceptance of Conditions of Admission Fee of \$150.00.
4. If a student withdraws prior to completion of the first week (Drop/Add Week) of the semester, the institution will refund 100% of the tuition for the semester.
5. After the start of each semester, once the Drop/Add Week is over, there will be no tuition adjustment for the reduction in class.
6. Termination Date: In calculating the refund due to a student, the last date of actual attendance by the student is used in the calculation unless earlier written notice is received.
7. Refunds will be made within 30 days of termination of student's enrollment or receipt of Cancellation Notice from student.
8. A student's enrollment can be terminated at the discretion of the governing board of the School for insufficient academic progress, non-payment of academic costs, or failure to comply with rules.

In the following exceptional circumstances, a refund up to the total tuition and registration fees paid will be made upon presentation of the proper documentation:

- Program is cancelled by the School;

- The student is involuntary called to military duty. Copy of orders required.
- The documented death of the student or member of his or her immediate family; parent, spouse, child or sibling
- Exceptional circumstances with approval of the President of the School or official designee.

# Intellectual Property Policy

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WESTFIELD Business School is owner of the industrial and intellectual property of the website westfield.education and of the elements contained in such site.

It is strictly forbidden to modify, transmit, distribute, reuse, forward or use the full amount or part of its content for public or commercial interest without the permission of the Business School.

Transgression of any of the before-stated rights may constitute a violation of the current policy as well as a crime punished by law.

# Copyright Infringement Policy

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Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rights include the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading or uploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. For details, see Title 17, United States Code, Sections 504, 505.

# Student Services

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## Academic Advising Support Services

Academic Advisors are available to meet with students regarding their academic progress, available tutoring, arrangements for referral to faculty for additional assistance, and for attendance counseling and registration for classes.

The Campus Director's office is open by appointment for meetings for academic support.

Online students seeking guidance or other support services should contact the Vice-Dean's Office for arrangements or for a referral for the appropriate assistance.

## Tutoring Services

The Academic Services Department is composed by a team of tutors. Students have a personal tutor throughout the whole Master's Program.

The tasks held by the Tutor are:

- a) Monitoring and tracking of students throughout the learning process. They call and email students. The tutors do a weekly review of the work done by students in different courses, analyzing their pace and level of work, and communicating as appropriate whether they should devote more time to master, because they are below the minimum level required and needed to get aims to cover the conceptual, procedural and attitude needed to overcome the courses.
- b) Archiving and management of documents and transcripts. This will enable the school to assure the quality and integrity of the student's documents.
- c) Overseeing the techniques of incidence management on the e-learning platform and overseeing students' personal incidents.
- d) Weekly review of teaching materials on the web prior to the class starting period. Also overseeing and managing the courses of the Masters program.
- e) Manage a CRM (Customer Resource Management) application to manage relationships with the students.

f) Responsibility for assuring the quality of the entire teaching process of the Masters programs. Weekly monitoring of teachers' work in each course and management of incidents related to it.

g) Organizing and developing international weeks of classes and graduation ceremonies and closing ceremonies of the Master Program.

## **Facilities, Library and Equipment**

### **The Business School offices**

The Business School has offices for administrative purposes, which are located in Doral, Florida. Offices are generally open and in operation Monday through Friday from 9:00 a.m. to 5:30 p.m., except federal holidays.

The facilities include internet connection to access the virtual library and the learning platform to provide information and access to materials that will help students and faculty fulfill their academic needs. Thus, it also provides the use of laptop computers and a printer for copying or faxing.

The Business School's building is conveniently located in the city of Doral. Doral is a suburb in northwest Miami, convenient for commuters within and around the Miami-Dade County area. The campus can be found two miles north of the Turnpike, three miles west of the Palmetto Expressway (826).

The campus is within walking distance of a variety of restaurants, shopping and other services, and within a few miles of the International Mall and Dolphin Mall. There is ample parking in a well lit parking lot in the immediate vicinity of the main entrance.

### **Library**

The school's Digital Library provides a single public search interface for the Business School students and professors for searching the Business School institutional library and third party libraries to review documents, in order to complement their studies, work on the Final Postgraduate Project (Business plan), and/or make research in their studies areas.

With this library the Business School presents a unique opportunity to be on the leading edge in the development of digital tools that give all users the resources they need to thrive in an information economy. The Business School will become a leader in research, education and community economic development and will transform how Master students learn, grow, conduct their business and interact with one another.

The school's Digital Library organizes current documentation contents (fully accessible today to the different existing business study programs students) according with Generally Accepted Principles of Library Access and/or Information Sciences/Studies. The following benefits are created for stakeholders by the school's Digital Library:

- a) Providing a gateway to the Business School students and professors to consult information (metadata) of books, technical notes and documents of other institutions' virtual libraries which are available on open library directories incorporated in the school's Digital Library. In case the document is open access, it could be downloaded directly by end users (without librarian support).
- b) Supports the Business School e-Learning strategy by providing a single point of contact interface to the resources of other institutions' virtual libraries with which the Business School has academic ties and agreements.
- c) Gives each student confidence that the services and resources they are using are credible, available when they need them and adaptable to different learning styles.

A professional trained librarian, in collaboration with academic and IT teams, is responsible for continuous improvement and upgrade of the school's Digital Library resources:

- a) Provide access to different library resources of teaching and learning materials, work research, publication of books and electronic journals and specialized databases.
- b) Digital inventory of the current school's learning contents. Metadata upload.
- c) Maintenance of documents description using metadata (metadata are based on Dublin Core data elements; a standard metadata description for digital libraries).
- d) Configuration for accessing local resources (existing learning contents).
- e) Configuration for accessing both, free and subscription resources (It is described in "Learning resources" section of this document).
- f) Internal workflow management (re-upgrading) to include the "Dublic Core" structure.



- g) Optional possibility for students and scholars to subscribe to scientific magazines and to gain access to libraries of other Institutions where there is no specific agreement with the Business School, but are represented in the school Digital Library.
- h) It provides the opportunity to showcase the school collections, services and programs in a standard tool.
- i) It enables library user's access to quality electronic resources and services that support and enhance the collections, programs and services of the Business School.

The school's Digital Library is powered by DSpace which is an open source system developed by Hewlett-Packard Labs and the MIT Libraries and available at <http://sourceforge.net/projects/dspace/> which was designed for use by academic research institutions that wish to capture, archive, preserve, and make available the scholarly research material produced by their faculty and researchers.

The system itself is a simple, but fully featured, digital asset management system, including a submission system that supports complex, flexible workflows, as well as limited support for access control and delivering complex digital content. DSpace can serve a variety of types of organizations to manage their digital assets, but it was designed and optimized for academic research institutions to manage their digital research materials.

Among other services, research libraries are using DSpace to host digital research data, electronic records, digital library collections, and teaching material. But one of the dominant uses of the platform is to host digital documents, either unpublished grey literature or published research articles. Much of this material is being collected under the model of faculty "self-archiving" where faculty authors retain copyright to their published articles, or at least the right to make an electronic copy available from a website at their own institution free of charge.

The school's Digital Library integrates several projects in order to meet those objectives so that is an open door to all the scientific, cultural, institutional, old collection generated by the institution as a result of the current activity of the institution members.

The school's Digital Library also features access to LIRN: The Library and Information Resources Network, a 501(c)(3) nonprofit corporation formed in 1996, is a consortium of educational institutions

that have joined together to share access to information resources. The LIRN® collection provides students with millions of peer-reviewed and full-text journal, magazine, and newspaper articles, e-books, podcasts, audio, and video resources to support their academic studies from ProQuest, Books24x7, and more, covering topics for General Education, and Business programs. The Business School Faculty and students during their work on their final project assignments can access these valuable resources from within the Digital Library.

Currently, two new objectives are in progress:

- a) Integration of software required to satisfy and deal with the subscription contents needs (scientific journals, books etc.). For this milestone the Business School has chosen SFX, in order to create context-sensitive linking between all components of the Digital Library collection, such as abstracts, full-text documents, other library catalogs, indexing databases, journal citations, and so on. Context-sensitive linking will provide the digital library users much easier access to information: metadata about one source linked to other related sources that the user can access simply by clicking the links.
- b) Integration, using OAI-PMH protocol, with library resources of other institutions that have agreements with the Business School.

### **Other learning resources and Information services**

All learning resources and materials for the Business School students and professors are available through the school's in-house learning platform, centralized and under the Business School control. Also, learning resources of third parties are available through the school's learning platform (accessing the Digital Library).

Learning management system: Built from the student/professor point of view instead of been built from the industry of contents view (SCORM). The learning platform is SCORM compliant, but most of the contents developed (simulators, advanced learning tools), are not, because of the restrictions implemented by that kind of standards. It has been developed using Internet architecture and standards (ASP, DHTML, Flash, XML, XSL, .NET, Javascript, AJAX), supported on proven technology (Microsoft).

The School's Learning Management System (LMS) features:

- Chat,
- Business plan collaboration tool for student groups,
- Role playing module,
- Survey module,
- Test and learning activities module (includes exam module),
- Evaluable forums as part of learning activities,
- Glossary of terms,
- Software and environment simulators and emulators,
- Internal mail system, for communication between students and professors, students and teaching assistants, students or future students and his admissions advisor.
- Content management system, for maintaining the Business School's public and private Website.
- Webinar system, powered by Cisco, for remote business plan collaboration (between students) presentation and evaluation (students to professors), also for internal WESTFIELD coordination, and other future applies.
- Streaming Internet Channel for broadcast of live events such as graduation ceremonies, or global entrepreneurship lectures.

## **Equipment**

Hosting services for the technological platform of the Business School are supplied by the German firm United Internet

The Business School actual physical dedicated and integrated infrastructure features:

- One load balancing front server, to increase, without limits, the number of future students,
- Two front-end Web servers, using Microsoft IIS Web service,
- One database server, using Microsoft SQL Server,
- One mail server, using Microsoft Exchange,
- One front-end Web server dedicated to WESTFIELD digital library,
- One disk-array with up to 12TB of disk space,

- Backup automated system (daily backups, weekly backups, monthly backups),
- “Green DC”,
- 24x7 security services.

## **Familiarity with Business School’s Regulations**

Before enrolling, each student will be given a current WESTFIELD Business School catalog or access to the current catalog via the internet and various brochures and other publications that set forth the policies and regulations under which this Business School operates. The student’s Enrollment Agreement with the Business School acknowledges the student’s responsibility to become familiar with the contents of the Business School catalog. The student is responsible for becoming familiar with these policies and regulations and compliance with the published policies, and for knowing and meeting all degree requirements and academic regulations listed in the catalog. Ignorance or lack of familiarity with the information provided within the Business School’s publications does not serve as an excuse for non-compliance for infractions.

## **Employment assistance**

The Business School does not make any guarantees of employment or salary upon graduation. The Business School will provide students with placement assistance, which will consist of identifying employment opportunities and advice on appropriate means of attempting to realize these opportunities.

# Administrative Staff

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Executive Director: Carlos E Mazo

Academic Consultant: Javier Rivera-Latas

License Accreditation & Consulting: Liner Consulting Group

Dean: Michael Dylan Castle

Vice President Corporate Relations and Institutional Advancement: Maria Paula Murra

Associate Dean and campus director: Ignacio Maroto Mateo

Learning Assurance: Noelia Salvador

Admissions Representative: Johana Mancarella

AoL Tutor: Edannis Matos

AoL Tutor: Alejandra Gimenez

Librarian: Desiree Roland

Accountant: Vanessa Piedrahita

CPA: David Levy CPA

# Faculty

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## **Berrocal Menárguez, Ana Belén**

Ph. D. in Environmental Management, Universidad Politécnica, Madrid (Spain).

Master in Environmental Management and Sustainable Development, Universidad de Valencia

Civil Engineer, Universidad Politécnica de Madrid, Spain.

Primary areas of instruction: Environment and Development, Rural Development & Local Production Systems, Advance Project Management course

## **Carioni, Angie**

PhD Organizational Learning and Leadership with Human Resources Development – Barry University Miami Shores, FL. Master of Science Tesol and technology – Barry University, Miami Shores, FL

Primary areas of instruction: Management, Leadership, Talent Development, Personal Assessment.

## **Cupit, Patricia Maria**

Doctor of Management, Colorado Technical University, Colorado Springs CO. Master Architecture and Urban Planning, Universidad Nacional del Litoral, Santa Fe, Argentina.

Primary areas of instruction: Operations Management, Strategic Management, Leadership, Marketing Management, Integral Management Projects, Business Modelling and Planning, International Business, Strategic decision making, Business Strategy, eCommerce.

## **Di Capua, Guiseppina**

PhD in Management, Department of Social Sciences and History, Università degli Studi di Salerno (Italy).

Bachelor of Arts in Information Sciences, Università degli Studi di Salerno (Italy).

Primary areas of instruction: **Project management**, Operations strategy, Operations management, Economic Environment, Business Strategy.

## **González, Ernesto**

Graduate certificate in Marketing. Cornell University (New York). PhD. In Business Administration.

Universidad de Oviedo (Spain). MBA. Universidad de Oviedo (Spain).

Primary areas of instruction: General Management Principles, Business Policy, Marketing management, Marketing Strategy, Brand building and communications, International Marketing, Business Strategy, Operations Management, Operations Strategy, Strategic Decision – making, The triple bottom line: Executing on economics, environmental and social bottom lines.

### **Martínez Anguita D`Huart, Pablo**

Ph.D. in Forestry Engineering; Polytechnic University of Madrid, Madrid-Spain

Postgraduate Degree in Business Administration, Polytechnic University. Postgraduate Studies in Business Administration CEPADE, Madrid-Spain

Master. Fulbright Fellowship. State University of New York. College of Environmental Science and Forestry

Engineer Graduated with Honors; Forestry Engineers School. Polytechnic University of Madrid - Spain

Primary areas of instruction: Local Development Fundamentals, Methodologies for Local Development, Advanced Project Management Course

### **Mercader, José Luis**

Online teaching Certification. SUAGM Puerto Rico. Philosophy Diploma. UMA Caracas (Venezuela).

MBA. University of South Carolina. Bachelor in Economics. UCV Caracas (Venezuela).

Primary areas of instruction: Budget Management, Management Accounting, Cost Accounting Systems, Business Modelling & Planning, Financial Analysis, Valuation and Investment Analysis, Managing Innovation & Corporate Entrepreneurship, Leading change, MDF Final Postgraduate Project, Business Modelling & Planning, Scenario Study & Control Analysis, Business Performance Appraisal, Marketing Strategy.

### **Nonaka Ulloa, Miguel Ángel**

PhD in Business Administration, Université Du Quebec, Montreal, Canada. Master in Business Administration, International Marketing, Université Du Quebec, Montreal, Canada. Master in Business Administration, Management, Universidad San Ignacio de Loyola, Lima, Peru.

Primary areas of instruction: Operations Management, Marketing Management, Strategy Project Management, Leadership, international Business, Entrepreneurship.

### **Pérez, Emperador**

Ph. D in Business Economics, Atlantic International University, Honolulu (Hawaii). MBA, Keiser University, Fort-Lauderdale, FL. BBA., Keiser University, Fort-Lauderdale, FL.

Primary areas of instruction: Financial Accounting, Scenario Study & Control Analysis, Business Performance Appraisal, Financial Analysis, Valuation and Investment Analysis, Valuation and performance business, Management and Financial Accounting, Scenario Analysis & Strategic Decision Making, MDF Final Postgraduate Project, Corporative Finance, Quantitative Methods: Mathematics and Statistics, Budget Management, Management Accounting, Cost Accounting Systems, Business Modelling & Planning, Financial Analysis, Valuation and Investment Analysis.

### **Pérez González, Benito**

PhD in Economics, Management and Finance. Universidad Camilo José Cela (Spain).

University Master in Business Communication. Universidad Camilo José Cela Madrid (Spain).

Registered Account Auditor. Ministerio de Economía y Hacienda (Spain).

Primary areas of instruction: Financial Accounting, Scenario Study & Control Analysis, Business Performance Appraisal, Financial Analysis, Valuation and Investment Analysis, Valuation and performance business, Management and Financial Accounting, Scenario Analysis & Strategic Decision Making, MDF Final Postgraduate Project, Corporative Finance, Quantitative Methods: Mathematics and Statistics.

### **Rivera, Harold**

Doctor of Management Leadership Development, University of Phoenix, Phoenix AZ. Master of Science and Engineering Management, Universidad Politécnica de Puerto Rico.

Primary areas of instruction: Business courses.

### **Rivera Latas, Fco Javier**

MSc. Ph.D., Stanford University;

Executive MBA, IESE (Instituto de Estudios Superiores de la Empresa, Madrid, Spain)

ITP (International Teachers Program) from London Business School.

Bachelor degree in Chemical Science, Universidad de Valencia - Spain



Primary areas of instruction: Operations Management, Operations Strategy, Effecting knowledge management for Improvement and Innovation, Transforming the Business Model: Global Business, Managing Innovation & Corporate Entrepreneurship, Leading Change, Breakthrough Innovation, Entrepreneurship.

**Romero Díaz, Pedro**

PhD Education Management Universidad Dr. Rafael Belloso Chacin, Maracaibo, Venezuela. Master Telematicas Universidad Rafael Belloso Chacin Maracaibo, Venezuela

Primary areas of instruction: Management of operations and business strategy, Strategic Direction, Fundamentals of the Direction, Competitive Strategy, Economic Environment, Fundamentals of Development, , Identification of projects, Environmental and Development, Corporate Social Responsibility, Triple Bottom line thinking, Business Modelling and Planning.

**Sanoja, Milagros**

PhD Business Administration, Universidad Catolica Andres Bello, Caracas, Venezuela. Master in Finance, universidad Catolica Andres Bello, Caracas, Venezuela.

Primary areas of instruction: Inner leadership, Sales Management, Trade marketing, General Management Principles, Business Strategy, International Marketing, Business Modelling and Planning, Strategy implementation, Knowledge management for improvement and innovation, transforming the business model, Business policy, Marketing Strategy, Strategy and Balanced Scorecard, Triple Bottom Line Thinking.

# Recognition, Licensure and Accreditation

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WESTFIELD Business School is licensed by the Commission for Independent Education, Florida Department of Education, License No. 4569. Additional information regarding this institution may be obtained by contacting the Commission at:

Commission for Independent Education at 325 West Gaines Street, Suite 1414, Tallahassee, Florida 32399-0400. Toll free telephone number: (888) 224-6684.

WESTFIELD Business School is not yet accredited by an agency recognized by the United States Department of Education, and therefore its programs are not eligible for US Financial Aid.

## Statement of Legal Control

WESTFIELD USA LLC and WESTFIELD BUSINESS SCHOOL (DBA) is a Florida for - profit corporation. PRIMA USA Corp is the sole owner of the LLC. The mailing address of this limited liability in the United States of America Corporation is 4005 NW 114<sup>th</sup> St. Doral, FL 33178.

Phone: 305-456-0289.

As declared in Florida Corporations, the registered agent is SALVER & COOK LLP, 2721 EXECUTIVE PARK DRIVE SUITE 4, WESTON, FL 33331.

# Applicability of this Catalog

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The rules in this catalog and its addenda are compulsory during their validity. Any future modifications will not affect previous commitments with students regarding the program, requirements for obtaining a degree, and economic conditions.

# Holiday Calendar

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The development of courses through the Online Learning Platform allows the Business School students to enjoy uninterrupted access to the active courses and learning materials.

During Holidays, access to the Business School Facilities in Florida and contact with Main Campus staff is discontinued. Florida Main Campus will be closed during the following Holiday Calendar:

## 2018

Veterans Day, Monday, November 12, 2018

Thanksgiving Holiday, Thursday and Friday, November 22 and November 23, 2018

Christmas Day, Monday, December 24, and Tuesday, December 25, 2018

New Year's Day, Monday, December 31, 2018 and Tuesday, January 1, 2019

## 2019

Monday, January 1, 2019

Martin Luther King, Jr. Day, Monday, January 21, 2019

Washington's Birthday, Monday, February 18, 2019

Memorial Day, Monday, May 27, 2019

Independence Day, Wednesday, July 4, 2019

Labor Day, Monday, September 2, 2019

Columbus Day, Monday, October 14, 2019

Veterans Day, Monday, November 11, 2019

Thanksgiving Holiday, Thursday and Friday, November 28 and November 29, 2019

Christmas Day, Tuesday, December 24, and Wednesday, December 25, 2019

New Year's Day, Tuesday, December 31, 2019 and Wednesday, January 1, 2020

Note: If the actual holiday falls on Saturday, the preceding Friday is observed as a holiday.

When a holiday falls on Sunday, the following Monday is observed as a holiday.

# Program Costs

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The following program costs have been established for the academic Year 2014-2015:

## Master of Business Administration (MBA)

Acceptance of Conditions of Admission Fee:*	US\$	150.00
Tuition Fee:**	US\$	15,000.00
Books & Materials:***	US\$	0.00
Other Costs:	US\$	0.00

## Executive Master in Business Administration (EMBA)

Acceptance of Conditions of Admission Fee:*	US\$	150.00
Tuition Fee:**	US\$	18,000.00
Books & Materials:***	US\$	0.00
Other Costs:	US\$	0.00

## Executive Master in Financial Management (MDF)

Acceptance of Conditions of Admission Fee:*	US\$	150.00
Tuition Fee:	US\$	10,000.00
Books & Materials:***	US\$	0.00
Other Costs:	US\$	0.00

## Master in Leadership and Sustainable Development (MDL).

Acceptance of Conditions of Admission Fee:*	US\$	150.00
Tuition Fee:**	US\$	11,000.00
Books & Materials:***	US\$	0.00
Other Costs:	US\$	0.00

\* Non-refundable Fee after three business days of payment.

\*\* Tuition Fee includes tuition for the Residential Week. Travel and Lodging Expenses for the Residential week are not included. While in Residential Weeks, students will pay their own living, travel, health

and accident insurance, and personal expenses. The Business School may offer accommodation or other services during Residential Weeks at an extra cost. Students must buy health and accident insurance valid in the U.S.A. for their stay, including travel insurance. It is strongly recommended that this insurance also be valid in any other countries the students may transit or visit. Students must pay any medical expenses that are not covered by insurance.

\*\*\* Cost for all books and materials is included in Tuition Fee.

# Continuing Education

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The Business School offers a series of Continuing Education training programs, aimed at deepening and enhancing skills relevant for professionals in their current job position.

Students who fulfill the requirements of the program receive a certificate of completion with the corresponding credits of continuing education.

# Office hours

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The School offices are generally open and in operation Monday through Friday from 9:00 a.m. to 5:30 p.m.