



# Westfield<sup>®</sup>

## Business School

### CATALOG

Volume 9 | No. 3 | 2020-2021

ADDENDUM 1

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## Grading System and Progress Reports (amendment)

WBS'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 required courses or have a Customized Academic Plan (CAP) (see below).

### Grading system

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

Criteria	Grade Label	Points	Grade points
Exemplary: Exemplary achievement of course objectives clearly and significantly above the requirements.	A	95-100	4.0
	A-	90-94	3.8
Satisfactory: Satisfactory achievement of the course objectives. Adequate performance on stated requirements	B+	85-89	3.5
	B	80-84	3.0
Marginal: Marginal: Minimal achievement of course objectives	C+	75-79	2.8
	C	70-74	2.5
Unsatisfactory	D	60-69	2.0
Failure	F	0	0.0
Incomplete	I	-	-
Withdrawal	W	-	-

Grades "W" and "I" indicate that no grades were earned for the course. A "W" grade indicates that the student withdrew from the course. An "I" grade indicates that the student was passing the course but failed to complete all the required course work.

For students receiving transfer credit from other institutions, a grade of "T" will appear on their transcript. Courses for which a "T" is given will not be used in computing the student's grade point average.

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

## **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 (recommended extensive Executive experience).


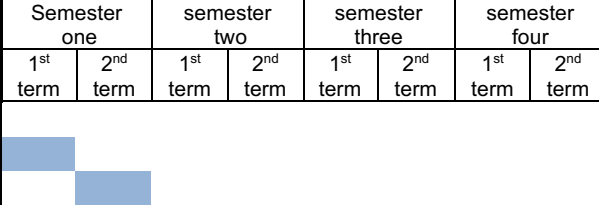



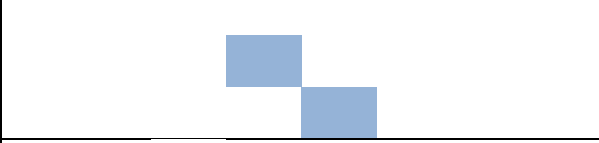
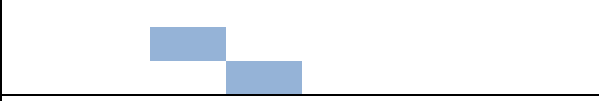





Senior and top managers who search for stronger leadership skills and strategic thinking in management global issues related with culture development, innovation and business model transformation.

## Program Breakdown by Course

Course Number	Course Title	Credit Hours
MAN-553	Operations Management and Strategy	3.0
MAN-554	Management	3.0
FIN-556	Management and Financial Accounting	3.0
MKA-502	Marketing Management	3.0
MAN-503	Triple Bottom Line Thinking	2.0
FIN-661	Financial Analysis & Corporate Finance	3.0
MAN-563	Leadership	4.0
MAN-651	Strategic Management	3.0
MKA-611	Strategic Market Orientation	3.0
MAN-613	Global Business	2.0
MAN-620	Economics and Risk management	2.0
MAN-692	Business Modeling & Planning	3.0
MAN-693	Residence One: Effecting Knowledge Management for Improvement and Breakthrough Innovation	2.0
MAN-694	Residence Two: Transforming the Business Model: Global Business	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
MAN-553	Operations Management and Strategy Part 1. Operations Management Part 2. Operations Strategy					■			■
MAN-554	Management Part 1. General Management Principles Part 2. Talent Development Management			■	■				

FIN-556	Management and Financial Accounting Part 1. Management & Financial Accounting Part 2. Financial Analysis								
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
MKA-502	Marketing Management Part 1. Marketing Strategy Part 2. Strategic Marketing								
MAN-503	Triple Bottom Line Thinking Triple Bottom Line Thinking								
FIN-661	Financial Analysis & Corporate Finance Part 2. Valuation and Investment Analysis Part 1. Business Policy								
MAN-563	Leadership Part 1. Business Strategy Part 2. Inner Leadership & Personal Assessment								
MAN-651	Strategic Management Part 1. Scenario Analysis & Strategic Decision Making Part 2. Managing Innovation and Corporate Entrepreneurship								
MKA-611	Strategic Market Orientation Part 1. Brand Building & Communications Part 2. Digital Business								
MAN-613	Global Business Leading Change								
MAN-620	Economics and Risk management Economic Environment								
MAN-692	Business Modeling & Planning								
MAN-693	Residence One: Effecting Knowledge Management for Improvement and Breakthrough Innovation								
MAN-694	Residence Two: Transforming the Business Model: Global Business								

### MAN-553 Operations Management and Strategy (Credit hours 3)

**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.

**Part 2. Operations Strategy:** This part 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.

### **MAN-554 Management (Credit hours 3)**

**Part 1. General Management Principles:** The goal of this part is to approach both the internal organization of firms and its relationship with the firms' overall strategies. This part starts from an analysis of the role of firms and organizations in the 21<sup>st</sup> Century. Students will reflect on the taxonomy of organizations and implications for business, manager functions in organizations, organizational design and new design options, growth and development methods for organizations, and cooperation between firms.

**Part 2. Talent Development Management (in a diverse workplace):** This part 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.

### **FIN-556 Management and Financial Accounting (Credit hours 3)**

**Part 1. 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 part 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.

**Part 2. Financial Analysis:** This part 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.

### **MKA-502 Marketing Management (Credit hours 3)**

**Part 1. Marketing Strategy:** This part 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.

**Part 2. Strategic Marketing:** This part focuses on the modern vision of Marketing, based on satisfying Consumers needs and not on the Product and its features. Students should know the modern marketing strategic approach, as well as the needed steps to develop a marketing strategy. Students will acquire a global vision of strategic marketing that allows the Company to achieve its objectives in the globalized economy. Subjects cover focusing the product to consumer needs, STP model (Segmentation, Targeting & Positioning), and developing smart marketing objectives.

### **MAN-503 Triple Bottom Line Thinking (Credit hours 2)**

#### **Triple Bottom Line Thinking.**

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.

### **FIN-661 Financial Analysis & Corporate Finance (Credit hours 3)**

#### **Course prerequisite: FIN-556 Management and Financial Accounting**

**Part 1. Valuation and Investment Analysis:** This part 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.

**Part 2. Business Policy:** This part 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.



### **MAN-563 Leadership (Credit hours 4)**

**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 part, therefore, provides students with a practical guide to be used in the development of a Business or Company strategy.

**Part 2. 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.

### **MAN-651 Strategic Management (Credit hours 3)**

**Course prerequisite: MAN-563 Leadership**

**Part 1. Scenario Analysis & Strategic Decision Making:** The goal of this part 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.

#### **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 part 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.

### **MKA-611 Strategic Market Orientation (Credit hours 3)**

**Course prerequisite: MKA-502 Marketing Management (Credit hours 3)**

**Part 1. Brand Building and Communications:** This part will let students convey the strategic messages into operational tactics in order to fulfill the goals of company. Students will recognize and

understand the building blocks of operational marketing: products, retail price points, discounted price points, promotions, advertising, customer service, point-of-sale locations such as physical stores and online stores. Students will understand how to use these tactics tools to achieve their company's strategic marketing goals such as expanding the customer base, attracting your competition's customers, introducing new product lines and improving sales volume. Also, students will apply the process of keeping in direct communication with customers based on add a social media strategy: content-rich website, Facebook business page, Twitter account and newsletter to keep your customers informed about ways to use your product they might not be considering among others

**Part 2. Digital Business:** This part 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 globalized 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.

### **MAN-613 Global Business (Credit hours 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.

### **MAN-620 Economics and Risk management (Credit hours: 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.

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

**MAN-692 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.

**MAN-693 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.

**MAN-694 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.

## Scholarships (amendment)

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>		
<p>1. Cyrus West Field Merit Scholarship (Hispanic Culture or Heritage)</p> <p>Florida residents who are of Hispanic or Latin American origin, or who have completed Higher Education studies in Spanish</p>	20	90%
<p>2. Willam Ewart Gladstone Merit Scholarship (International Hispanic performance)</p> <p>Non-Florida residents of Hispanic or Latin American origin, with academic or professional performance (business experience in Florida, higher education studies with GPA over 2.50, or entrepreneurship experience)</p>	20	60%

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 3.0 and always represent the Institution in a positive manner.

Failure to comply with scholarship requirements, dropping out of the program or failing to comply with Satisfactory Academic Progress after a period of probation 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.

## **Ismael Cala Foundation program**

Westfield Business School has signed an agreement with Ismael Cala Foundation with the purpose of helping to fulfill their respective missions and in order to take advantage of synergies to train and educate Spanish-Speaking professionals located in Florida, at the Post-Graduate level, in the Area of Business, in order to educate people who positively impact society.

As a result of this agreement, potential students may apply for a scholarship through Ismael Cala Foundation. Scholarships through this agreement are awarded to the winners of Ismael Cala Business Case Competitions.

For scholarship applications through Ismael Cala Foundation (ICF), documentation and application requirements are as follows:

1. Bachelor's Degree transcript
2. Updated Resume
3. Documentation of having been awarded in one of Ismael Cala Foundation Business Case competitions will be added to the student file
4. WBS – ICF agreement will be attached to the student file

### **Application deadlines for scholarships:**

- Spring term: Wednesday January 15, 2020
- Summer term: Wednesday May 6, 2020
- Fall term: Wednesday September 9, 2020

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.**

# Faculty (amendment)

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## **Abanto, Andrés**

PhD Management – UQÁM Canada. Executive MBA – UQÁM Canada.

Primary areas of instruction: Management, General Management Principles, Talent Development Management, Triple Bottom Line Thinking, Business Policy, Strategic Management, Business Strategy, Marketing Strategy, Sales Management, International Marketing, Operations management, Operations Strategy, Strategy and Balanced Scorecard.

## **Fuenmayor, Jesús Alberto**

PhD Management Sciences Dr Rafael Belloso Chacin University (Maracaibo Venezuela) – MSc Communication Sciences Dr Rafael Belloso Chacin University (Maracaibo Venezuela) – BA in Social Communications Catholic University Cecilio Acosta (Maracaibo Venezuela)

Primary areas of instruction: Management courses

## **Guzman, Marcela**

Ed.D Education Argosy University Sarasota (FL), MBA European University Lisbon (Portugal), BSc Communication Universidad Iberoamericana Mexico City (Mexico). Primary Areas of Instruction: Managing Innovation and Corporate Entrepreneurship, Leading Change, Marketing courses.

## **Mercader, José Luis**

MBA. University of South Carolina.

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.

## **Ojeda, Orlando**

DBA, Business administration, Argosy University, Sarasota, FL, June 2014. MBA, University of Phoenix, Miami, FL, March 2010. BBA, Accounting, Cum Laude, University of Puerto Rico, Rio Piedras, PR, 1991. Becker CPA Review Program, Miami, FL, 2011.

Primary Areas of instruction: Finance courses. 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.

**Pelekais, Elmar**

PhD in Management Sciences, Universidad Dr. Rafael Beloso Chacín (URBE). Maracaibo, Venezuela.

Primary Areas of instruction: Management courses, Strategy courses, Economic Environment

**Sanoja, Milagros**

PhD Business Administration, Universidad Catolica Andres Bello, Caracas, Venezuela. MBA, universidad Catolica Andres Bello, Caracas, Venezuela.

Primary areas of instruction: Inner leadership, Sales Management, General Management Principles, Business Strategy, 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.

**Tracanelli, Silvio**

PhD Management Sciences, Universidad Rafael Bellos Chacin, Maracaibo, Venezuela. MBA, Universidad Rafael Urdaneta, Maracaibo, Venezuela.

Primary areas of instruction: Management and Operations courses.



# Program Costs (Amendment)

The following program costs have been established for the academic Year 2020-2021:

## Master of Business Administration (MBA)

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

Tuition for the Master of Business Administration (MBA) has been updated from US \$ 15,000 to US\$10,000 as of June 2020

## 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\$	11,500.00
Books & Materials:***	US\$	0.00
Other Costs:	US\$	0.00

At the moment, WBS is not enrolling students in this program. Please refer to the section about the discontinuation of enrollment to the Executive Master in Finance Management program.

\* 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. WBS 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.

# Collaboration with EIG Business School

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Westfield Business School has an articulation agreement with Escuela Internacional de Gerencia (EIG Business School) in Spain. Through this agreement, students from the Executive Master in Business Administration and Master of Business Administration can transfer credits from their programs to complete programs in EIG. WBS does not accept credits from EIG.

The articulation manual of this agreement is available per request to students, faculty and advisors. Students may request this articulation manual through their student services representative.

# Disclosure about classes in Spanish

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Westfield Business School programs are licensed to be taught both in Spanish and English. At the moment, the school is only offering classes in Spanish.

# Executive Master in Financial Management enrollment discontinuation

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Westfield Business School has discontinued enrollment of students in the Executive Master in Financial Management as of July 2019 following the request of the Accrediting Council for Independent Colleges and Schools (ACICS). No new students will be accepted until further notice.