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Change is a constant in the business world. In recent years, it is coming with exceptional speed and intensity. The forces influencing our global economy are powerful, complex, and unpredictable. More than ever, our success – as individuals, organizations, societies – depends on the extent to which we can adapt to these forces, deploy them to our advantage, and ultimately shape them.

The Miami Executive MBA for the Americas program will prepare you to face the business challenges facing executives and their organizations across the globe, and particularly in the Americas.

We are very proud to deliver an Executive MBA program that will prepare you to better compete and succeed in the diverse, dynamic, and interconnected global economy of the 21st Century, a program that will help you adapt to and drive change in order to become a better business leader.

This innovative program is structured around themes relevant to high-potential executives who want to excel in the fast-growing markets of the Americas. This approach to business education, coupled with a focus on peer learning, brings exceptional value to you as a participant and to your organization.

Join us and you will become part of a network of 40,000 accomplished alumni in the U.S., Latin America and around the world. I invite you to learn more about The Miami Executive MBA for the Americas program and look forward to welcoming you on our campus soon.

Gene Anderson
Dean and Schein Family Professor of Marketing
University of Miami
School of Business Administration
The Executive MBA
Tailored for your Success

Focus on the Americas

On-Campus and Distance Learning for Flexibility

Emphasis on Real Business and Management Issues

Engagement with C-Suite Business Leaders

World-Class Institution

Internationally Recognized Faculty

Global Alumni Network
Enhance your leadership skills and abilities, engage more fully in the high-growth markets of the Americas and take your career and your organization to the next level – with The Miami Executive MBA for the Americas program. This MBA program, which blends on-campus sessions with distance learning, is designed for seasoned executives doing business in the Americas. As such, the curriculum is built around four business themes that are relevant to those operating in and connecting with the region:

- Global Strategy and Execution
- Managing Global Operations and Decision Making
- Global Multicultural Leadership
- Entrepreneurship, Innovation and Technology

For Executives Eager to Excel in the Business of the Americas

The Miami Executive MBA for the Americas program is designed for ambitious and accomplished individuals with significant experience, a record of progressive management responsibility, and the ability to lead at the highest level. Delivered in Miami, by a world-class faculty that knows what it takes to operate in the cultures and markets of the Americas better than any other, the program prepares participants for success in one of the most diverse, dynamic, and interconnected marketplaces in the world.

Hybrid Learning for Flexibility and Work-Life Balance

The 17-month Miami Executive MBA for the Americas program blends face-to-face on-campus modules, which include executive presentations, case studies and group projects, with distance learning. There are nine on-campus sessions held every eight weeks – mostly on weekends – with remote work in between. This blended schedule enables busy executives to earn the University of Miami MBA degree no matter where they live and work.
Opportunity to Interact with C-Suite Leaders

While in Miami, participants interact with U.S. and Latin American C-Suite executives. C-Suite leaders participate in discussions, share their perspectives and help program participants tackle the business issues they face.

Art Torno
Senior Vice President, Mexico, Caribbean and Latin America, American Airlines

Jose Acosta
President, Latin American Operations and Public Affairs, UPS

John Price
Managing Director, Americas Market Intelligence

Mauricio Ortiz
Vice President and General Manager, Americas, Boston Scientific

Francisco Ballester
President, Latin America, Sandoz, a Novartis Company

Eugenio Nigro
Vice President, Xoom Global Money Transfer
Learning from Case Studies, Simulations, Group Projects, and Relevant Exercises

Participants learn from case studies that are focused on the Americas and take part in simulations, group projects and other exercises customized to address the unique business challenges and opportunities faced by organizations in the Americas, particularly Latin America and its high-growth markets.

Miami – at the Crossroads of the Americas and an International Business Hub

Greater Miami is a thriving hub connecting the United States, Latin America, Europe and the Caribbean. It is a bustling world center for multinational trade, commerce and culture.

The location of the School of Business campus enables The Miami Executive MBA for the Americas program to draw upon leading Miami and Latin America-based business leaders to enhance the classroom experience during each on-campus module.

Highly-accomplished senior executives share their intimate knowledge about doing business in the Americas, and provide program participants insight they can immediately apply to their own organizations.
“After gaining new knowledge from the classes, I decided to implement a new initiative for my company. As a result, we are projecting $2 million in annual savings.”

Ruth R. Rodriguez

Providers Contract Manager
Bupa

From: USA

LATAM Experience: 10 Years – Venezuela, Colombia, Ecuador, Peru, Panama, Argentina, Uruguay, Brazil, Bolivia, Paraguay, Chile, and the Caribbean

Languages: Spanish, English and Portuguese
The Miami Executive MBA for the Americas program is designed to address issues of relevance to each participant and his or her organization. Faculty members partner with program participants to customize group projects, case studies and simulations in a setting that encourages peer interaction and collegiality.

Integrated Project

The Integrated Project requires each participant to formulate, develop and implement three business projects that address pressing organizational challenges over the 17-month duration of The Miami Executive MBA for the Americas program. Participants work in teams to develop actionable and valuable recommendations for their chosen organization and present project outcomes to faculty advisors during the February, August and December residencies.

The Integrated Project provides an opportunity to augment and integrate knowledge of fundamental business concepts and tools learned in classroom settings. The Integrated Project also offers opportunities to develop and test both critical thinking and leadership skills through practical experience with real business challenges.

Participants are part of a three or four-person team that completes three projects. Each team member has the opportunity to have his or her team work on a project directly related to the participant’s firm or interests.

The first project addresses issues of strategy, global institutions and strategic marketing – individually or in a combination of these topics. The second project addresses issues related to financing, performance measurement, human capital and business analytics – individually or in a combination of these topics. The third project addresses issues related to leadership, global operations and entrepreneurship – individually or in a combination of these topics. Faculty guide participants’ work on this Integrated Project throughout the program. Participants report on the progress of their projects during each residency and demonstrate how they have applied learning from prior modules to the development of their projects.

Sample Project Descriptions

Mars Caribbean and Central America – Puerto Rico Distribution Center Redesign

Mars Caribbean and Central America (MCCA) must have efficient and up-to-date distribution facilities to continue serving the Puerto Rico market – the largest in Central America and the Caribbean. After 47 years of continuous growth, the current Mars Puerto Rico Distribution Center does not provide adequate space and amenities needed by the business to handle logistics in the most effective and efficient way. Stemming from the need to support growth domestically and in the region, the project consists of a redesign of Puerto Rico’s Distribution Center operations through a combination of negotiations, logistics efficiencies, and real estate centricity focused on Mars’ actual and potential business development to maximize profitability.

121 TransGlobal LLC, Trinidad – Valuation Framework for Business Process Outsourcing

This project develops a framework for accurately assessing and valuing existing Business Process Outsourcing (BPO) firms, which are heavily weighted with assets consisting of employee servicing and intellectual capital and operating facilities. The objective is for 121 TransGlobal LLC to apply this framework in the BPO marketplace and identify potential acquisition targets that fit within viable parameters for the organization. This framework will be used by 121 TransGlobal to obtain the necessary capital to execute an acquisition-based market entry and growth strategy.
Peer Learning

Participants learn from one another and from the School’s world-class faculty by sharing, analyzing and addressing the business challenges, threats and opportunities, and strategic leadership and management issues they face every day. This approach enables participants to identify new opportunities, make better decisions and develop new strategies, thereby bringing significant return on investment for both the participants and their organizations.

Sample Weekend Module

Theme: Managing Global Operations and Decision Making
Topic: Global Institutions, Infrastructure and Economy

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<td><strong>Topic</strong>: Macroeconomic Risk</td>
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<td>Case Study/Exercise</td>
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<td><strong>Topic</strong>: Addressing Political Economy Issues</td>
<td>Lunch</td>
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<tr>
<td><strong>Topic</strong>: Law and Compliance</td>
<td>Case Study/Exercise</td>
<td><strong>Topic</strong>: Integrated Project</td>
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<td>International Contract</td>
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<td>Discussion/Presentation</td>
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<td>Case Study/Exercise</td>
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Networking is very important in Latin American cultures, and building personal and social relationships is a great part of this program.

Bernardo Buraglia
Director of Human Resources
SABMiller
From: USA
LATAM Experience: 20 years – Colombia, Mexico, Honduras, El Salvador, Costa Rica, Panama, Venezuela, Ecuador, Peru, Brazil and Argentina
Languages: Spanish, English and Italian

“Networking is very important in Latin American cultures, and building personal and social relationships is a great part of this program.”
University of Miami faculty members are recognized worldwide for their teaching and research. Educated at some of the world’s finest academic institutions, they generate the knowledge and innovation that helps drive business change and transform public policy. They also consult for leading companies and governments around the world and bring that real-world, real-time knowledge into the MBA classroom.

### World-Class Faculty
**Who Know Miami and Latin America**

#### Module Faculty Directors

**Dhananjay Nanda**  
Academic Director  
Professor, Accounting  
Specialties include the use of accounting information in resolving incentive problems in organizations, corporate governance and board structure, and earnings management.  
PhD, University of Rochester

**Brian Barrett**  
Associate Professor, Finance  
Specialties include term structure modeling and bond portfolio management.  
PhD, Georgia Institute of Technology

**Jeffrey Kerr**  
Department Chair and Associate Professor, Management  
Specialties include knowledge-based competition, knowledge management and learning in organizations, and new organizational forms.  
PhD, The Pennsylvania State University

**John Mezias**  
Associate Professor, Management  
Specialties include legal liability of firms, international HRM, and corporate governance.  
PhD, New York University

**Linda L. Neider**  
Professor, Management  
Specialties include organizational behavior, human resource management, leadership and influence, team processes, performance appraisal systems, and organizational change and development.  
PhD, State University of New York

**Robert Plant**  
Vice Chair and Associate Professor, Computer Information Systems  
Specialties include tech-strategy, CIO leadership issues, and technology as it impacts board of director-level decision making.  
PhD, University of Liverpool

**Arun Sharma**  
Professor, Marketing  
Specialties include understanding markets, market strategies, and marketing productivity.  
PhD, University of Illinois at Urbana-Champaign

**Tallys Yunes**  
Associate Professor, Management Science  
Specialties include prescriptive analytics and combinatorial optimization.  
PhD, Carnegie Mellon University
World-Class Faculty
Who Know Miami and Latin America

Module Faculty

Patricia Sánchez Abril
Associate Professor, Business Law
Specialties include international business law, intellectual property, privacy law, securities fraud, and legal and regulatory environment of business. JD, Hebrew University of Jerusalem

Sandro C. Andrade
Associate Professor, Finance
Specialties include international finance, investments, and emerging markets. PhD, University of California, Berkeley

Joseph Johnson
Associate Professor, Marketing
Specialties include modeling consumer hype, price promotions, and international market entry strategies. PhD, University of Southern California

David Kelly
Professor, Economics
Specialties include economic costs and benefits of environmental policy, especially climate change and growth, environmental policy in developing countries, and environmental regulation and monetary economics and monetary policy including money and inflation, consumer response to Federal Reserve policy, and the relationship between Federal Reserve policy and the business cycle. PhD, Carnegie Mellon University

Ram Krishan
Research Professor and Assistant Department Chair, Marketing
Specialties include role of perceived price on consumer judgment, managing change in global operations, online marketing strategies, and innovation in emerging markets. PhD, Virginia Polytechnic Institute and State University

Manuel Sicre
Lecturer, Accounting
Specialties include financial accounting, auditing, health care accounting, Spanish and online delivery of accounting courses. MBA, St. Thomas University

Michael Tsiros
Department Chair and Professor, Marketing
Specialties include role of customer satisfaction and regret in decision-making, post-purchase evaluation and subsequent behavior and behavioral decision theory, social and cognitive psychology aspects of marketing, and stages of the consumer decision-making process. PhD, Temple University

Jeffrey Weinstock
Lecturer, Marketing
Specialties include international marketing, marketing strategy, new product development and launch, special expertise in software, banking, pharmaceutical and travel/hospitality industries. MBA, Hebrew University of Jerusalem
Participants in The Miami Executive MBA for the Americas program connect with other seasoned executives from across the Americas and around the world to build professional and personal relationships for life. As graduates, they become part of a global network of some 40,000 School of Business alumni in more than 100 countries who lead corporations and make an impact around the globe.

Prominent Alumni of the School of Business Administration

**Raul Alvarez**, Former President and COO, McDonald's Corporation

**Gerald Cahill, Jr.**, President and CEO, Carnival Cruise Lines

**Lyor Cohen**, Former Vice Chairman and CEO, Recorded Music - Americas and the U.K., Warner Music Group

**Jack Creighton**, Former CEO, United Airlines

**Joseph J. Echevarria, Jr.**, CEO, Deloitte LLP

**Pedro Fábregas**, President, Envoy Air (Formerly American Eagle Airlines)

**Marcelo Fumasoni**, Vice President & Head Human Resources, Region Latin America & Canada, Novartis

**T. Kendall Hunt**, Chairman and CEO, Vasco Data Security International

**David H. Komansky**, Chairman Emeritas, Merrill Lynch & Co.

**Jorge Mas**, Chairman, MasTec Inc.

**Michael Misiorski**, CFO and Senior Vice President, Stoli Group North America

**Fred Reynolds**, Retired Executive Vice President and CFO, CBS Corporation

**Brian Rice**, Former Executive Vice President and CFO, Royal Caribbean Cruises

**Ray Rodriguez**, President and COO, Univision Network

**Matthew Rubel**, Former Chairman, CEO and President, Collective Brands Inc.

**Cynthia Sanborn**, Vice President and Chief Transportation Officer, CSX Transportation
Maria Constanza Mandil

Marketing Director
Cybersource Latin America and the Caribbean, Visa Inc.

From: Argentina

LATAM Experience: 10 years – Argentina, Colombia, Chile, Brazil, Mexico, Peru, Uruguay and the Caribbean

Languages: Spanish, English and Portuguese

“I looked at other schools, but the University of Miami program is on a completely different level. Having experienced executives as classmates and professors who have multinational work experiences is what makes the difference.”
Program At-A-Glance

Format

• 17 months
• Seven three-day residencies every eight weeks (Friday, Saturday, and Sunday)
• Two one-week residencies, at the program start and finish
• Distance learning in between residencies

On-Campus Learning

• Interaction with C-Suite executives
• Faculty-led cases and exercises
• Case studies and group work
• Participant-led discussion (based on business problems faced by participants’ firms)
• Integrated Project presentations (3 times during 17-month period)

Off-Campus Learning

• Video conferencing, simulations, group projects
• Business fundamentals
• Integrated Project and other group discussions
• Synchronous and asynchronous learning activities related to upcoming on-campus topics

Executive Accommodations

During all campus residencies, participants in The Miami Executive MBA for the Americas program stay at The Biltmore Hotel, a AAA Four Diamond Awarded resort just minutes from campus.

The required hotel stays are an integral part of the program and provide an opportunity to network and collaborate on team projects and assignments due during the residencies. Overnight accommodations* are provided at no additional cost to participants. Shuttle transportation between The Biltmore Hotel and the School of Business Administration is also provided.

*Hotel accommodations during campus residencies include housekeeping service and gratuities, bellhop gratuities for arrivals and departures, daily admission to the fitness center, daily newspaper, unlimited local calls, long distance access on credit card and outbound collect calls, in-room high-speed Internet and automobile self-parking.
Tracey Powell

Executive Director
Chase Bank, San Antonio, Texas

From: USA
LATAM Experience: 5 years – Panama, Dominican Republic, and the Caribbean (Jamaica, Trinidad and Tobago)
Language: English

“I selected The Miami Executive MBA for the Americas program because of the international context, innovative format and opportunity to develop a network of globally-accomplished executives. I considered other executive MBA programs but selected the Miami program because of the unparalleled immersion I would gain in the Latin American business landscape from classmates and professors.”
University of Miami School of Business Administration

The University of Miami School of Business Administration was established in 1929 and the first Master of Business Administration degree was offered in 1948. Since then, the School has grown exponentially. Located at the crossroads of the Americas, the School is acclaimed for its rigorous and highly relevant business curriculum and the truly global nature of its executive students and faculty. This diversity not only adds an invaluable dimension to your learning experience, it also provides an instant worldwide network of friends, colleagues and contacts. The School is located just minutes from downtown Miami in Coral Gables, the “crown jewel” of Miami-Dade County. The city infuses old-world ambiance with new-world technology, all blended into a community offering a unique combination of Mediterranean lifestyle and modern conveniences.
Daniel Herrero

Frequent Flyer Program Manager
Copa Airlines

From: Panama

LATAM Experience: 6 Years – Panama, Colombia, El Salvador, Mexico, Argentina, Brazil, Cuba

Languages: Spanish and English

“The real strength of this program is the diversity of our classmates. We have top-level professionals who contribute fresh ideas and new ways of thinking about issues.”
University of Miami

The University of Miami is a major research university set in a diverse, international community. The University is an independent, private, nonsectarian, nonprofit institution of higher learning. The University of Miami traces its beginnings to 1925 and the origins of the City of Coral Gables. When the city’s founder, George E. Merrick, helped establish the University, he envisioned an institution of higher learning that would embrace the best of the Americas. A history of strong institutional leadership has enabled that vision to triumph. The University of Miami has established an international presence in business, medicine, engineering, law, the marine sciences, international studies, communications and other disciplines.

The University enjoys a well-earned reputation for academic excellence, both for the quality of its students and its world-renowned faculty. Through numerous innovative programs, the University meets the academic challenges of a diverse student population representing all 50 states and nearly 150 nations around the globe. There are more than 16,700 degree-seeking students in approximately 115 undergraduate, 104 masters, 63 doctoral (59 research/scholarship and 4 professional practice) programs. There are currently 2,573 full-time faculty members whose ranks include Guggenheim Fellows, Fulbright Scholars and National Science Foundation grant recipients. Of this distinguished faculty, 97 percent hold doctorates or terminal degrees in their fields.
Admission to The Miami Executive MBA for the Americas program at the University of Miami School of Business Administration is highly selective. We look for experienced professionals – in any industry and from all backgrounds. Candidates are evaluated on their leadership abilities, business experience and accomplishments, and life experiences.

**Online Application Form**
The application process begins with the submission of an online application. A non-refundable application fee of $100.00 is required. Applications will be reviewed by the admissions committee only upon receipt of the application fee and a completed file.

**Transcripts**
Candidates for admission are required to hold a baccalaureate degree. Official transcripts for all undergraduate coursework as well as any post-graduate coursework from each university attended (including summer school, part-time study, or post-graduate even if only for one course) must be sent directly to the Graduate Business Admissions office. Applicants who received a degree from an international institution must request two official transcripts in sealed envelopes from the university attended. One set must be sent directly to Graduate Business Admissions. The second set must be submitted to an official translation company. A certified English translation of both the transcript and the diploma, along with the original transcript and a photocopy of the diploma, must then be submitted to Graduate Business Programs.

**Résumé**
A detailed current resume listing all work experience is required, including a current business card.

**Letter of Recommendation**
Each applicant is required to submit one letter of recommendation from a current employer. If the applicant is self-employed a letter from a current client or vendor is required.

**Admission Interview**
Candidates will be invited to interview with an admissions representative prior to the Admission Committee’s final decision. Interviews are by invitation only.

**Orientation**
Students are required to attend orientation which is the official beginning of the program.

For questions regarding admission requirements or the status of your application, please contact us at:

University of Miami School of Business Administration
221 Jenkins Building
Coral Gables, FL 33124-6524
Phone: 305-284-3981, 305-284-2510
Fax: 305-284-1878
Email: mbaamericas@miami.edu
Learn More: www.bus.miami.edu/americas_emba

**Transcripts should be sent to:**

University of Miami
Graduate Business Admissions
5250 University Drive
221 Jenkins Building
Coral Gables, FL 33146
The University of Miami is a private, independent, international university and an equal employment opportunity/affirmative action employer. It is the policy of the University of Miami that no citizen of the United States, or any person within the jurisdiction thereof, shall, on the ground of race, color, national origin, religion, sex, age or handicap be excluded from participation in, be denied the benefits of, or be subjected to discrimination in employment or under any educational program or activity at the University.