Westfield

Business School

Table of Contents

Mission Statement

WBS 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:

Career Oriented: We strive to provide students with career – focused skills to lead to employment and achieve success on the job. We believe in a bright future with opportunities for personal growth and professional development for all; where knowledge, character, and practical skills are the axes to transform society.

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.

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

WBS 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. WBS 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.

WBS 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

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.

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 Nº 4569.

In this institutional framework, WBS 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 (WBS), centered on International business. Both schools maintain their commitment to be a reference in management education.

As of 2016, 3481 students of all the continents have graduated in the different programs of Instituto Superior de Educación, Administración y Desarrollo. As of June 2019, 642 students have graduated from Westfield Business School programs.

The Faculty

WBS 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.

The Students

Regarding our students, there are no limitations concerning sex, race, age or any criteria other than meeting the admission requirements, and the capability to meet the high standards of commitment required to fully complete an on-going business program.

Degree Programs

WBS offers academic programs leading to the degrees of Master of Business Administration (MBA), Executive Master in Business Administration (EMBA); and Executive Master in Finance (MDF).

The student will obtain a Master degree from WBS, 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 15 hours of classroom contact and/or forum classroom discussion with the Professor.

Transferability of Credits

The acceptance of the transfer of credits from Westfield Business School is up to the institution receiving the credits. 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 WBS. WBS accepts transfer of credit only from courses whose course descriptions are equivalent to WBS's course descriptions. The minimum grade for a course to be accepted for Transfer Credits should be B.

Grading System and Progress Reports

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.

Standards of Satisfactory Academic Progress

Definition of Satisfactory Academic Progress

Each student enrolled at WBS must demonstrate that he or she is making satisfactory academic progress toward the completion of his or her chosen program of study. The criteria that each student must meet to qualify as making "Satisfactory Academic Progress" are defined below. A student who is failing to meet this criterion at any point outlined below will not meet the standard of "Satisfactory Academic Progress". Any of three remedies may be applied if a student is not making Satisfactory Academic Progress. These are as follows: academic probation, restricted class load status and/or termination from the program of study. The definition of Satisfactory Academic Progress has both qualitative and quantitative criteria that must be met. The student must meet both sets of criteria to make Satisfactory Academic Progress. Unmet satisfactory academic progress also affects scholarship eligibility.

Criteria for Satisfactory Academic Progress

Under the qualitative criteria, to make Satisfactory Academic Progress, the student must comply with the following two criteria:

1. Demonstrate a minimum overall cumulative grade point average of 3.0 at the end of the student's second term of enrollment, and at the end of each subsequent term thereafter.

2. Demonstrate successful completion of the required percentage of the total cumulative Semester Credit Hours he or she has attempted in the program of study.

To maintain Satisfactory Academic Progress, a student must establish and maintain at least a 3.0 overall cumulative grade point average by the end of the student's second term of enrollment and all subsequent terms of enrollment. Also, to maintain Satisfactory Academic Progress, the student must complete the required percentage of coursework attempted.

Any student who fails to establish or maintain Satisfactory Academic Progress must meet with the Academic Dean, Academic Vice President or Academic Coordinator.

A student who fails to establish or maintain Satisfactory Academic Progress will be placed on academic probation and maintain this status of academic probation during the following semester. At the end of the semester in which the student is on probation, the student's overall GPA and Semester Credit Hours Completion Percentage will be recalculated. A student will be removed from academic probation

only if the student completes the appropriate percentage of coursework and earns a "B" or better in all courses attempted during the semester in which he or she is on academic probation and earns a cumulative GPA of 3.0 or higher.

This schedule designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame:

	Minimum Overall Cumulative GPA Graduate:	Required percentage of completion of coursework attempted:
Interval I: End of the second term:	3.0	80%
Interval II: End of the student's third and any subsequent term:	3.0	80%
Interval III: The total maximum for completion as timeframe described under "Quantitative Criteria" below.	3.0	80%

Calculation of the semester credit hour completion percentage

The Semester Credit Hours completion ratio or percentage is calculated by dividing the total number Semester Credit Hours successfully completed by the student in his or her program by the total number of Semester Credit Hours attempted by the student. For the purposes of calculation, Semester Credit Hours attempted by the student include:

A. all courses taken while the student is enrolled in his or her program of study or

B. a different program of study, if:

1) The subject matter of a course or courses in that different program of study is substantially the same as a course in his or her current program of study, or

2) If a course or courses count toward the satisfaction of any of the coursework requirement in the current program .

Conditions that may result in probation, restricted course load status or termination

The following describes the conditions under which a student may be placed on probation, restricted course load or terminated completely from a program of study.

1. Termination automatically applies to any student not making Satisfactory Academic Progress at the end of the semester, unless the student appeals the determination of the lack of Satisfactory Academic Progress in writing to the Academic Vice President

2. The Academic Vice President may grant the student's appeal if all the requirements specified below under Academic Probation and Restricted Course Load sections are met. If the appeal is granted, the student will be placed on probation or restricted course load status during the student's next semester of attendance. Such action is not automatic, but at the discretion of the Institution.

3. Termination automatically applies to any student not making Satisfactory Academic Progress at the end of the following semester, unless the student appeals the determination of the lack of Satisfactory Academic Progress in writing to the Academic Vice President. The Academic Vice President may grant the student's appeal if all the requirements specified below under Restricted Course Load sections are met. If the appeal is granted, the student will be placed on Restricted Course Load status during the student's next semester of attendance.

4. At the end of following semester, if the student is not making Satisfactory Academic Progress, he or she will be terminated from his or her program of study.

Calculation of overall cumulative grade point average

The calculation of a student's overall GPA in his or her program of study will include the following:

- The grade or grades earned by the student during each course in which he or she was enrolled in the program of study at the Institution.

- The grade or grades earned by the student during which he or she was enrolled in a different program of study at the Institution.

- If the course or the content matter of any course taken in another program of study is substantially the same as a course in the student's current program of study, that course satisfies the coursework requirement of his or her current program of study.

Quantitative criteria for satisfactory academic progress

All student must maintain a satisfactory overall GPA and successfully complete a minimum percentage of coursework (80% of hours attempted) each academic year. Additionally, a student must complete the program within a maximum timeframe of attempted Semester Credit Hours.

The Maximum Time Frame for the Completion of any program of study is 150% of the Semester Credit Hours designated for the program. A student is not making Satisfactory Academic Progress if the Institution determines that the student is unable to obtain a diploma from his or her program without exceeding the Maximum Time Frame for Completion. In such case, the student will be terminated from his or her program of study.

A full-time student will be considered any student taking up at least 9 credits per semester.

The calculation of the Maximum Time Frame for Completion includes all courses taken while the student is enrolled in his or her program of study or a different program of study, if the subject matter of a course or courses in that different program of study is substantially the same as a course in his or her current program of study, or if a course or courses count toward the satisfaction of any of the coursework requirement in the current program. Authorized leave of absence periods will not be counted toward maximum time frame calculation.

Maximum time frame for satisfactory academic progress

Program	Credential	Credit Hours	Maximum Time Frame Per Program (MTF)
Executive Master in Business Administration	Masters	38	57
Business Administration	Masters	38	57

Executive Master in Financial Management	Masters	36	54

Academic probation

All students enrolled must demonstrate that they are making satisfactory academic progress toward the completion of his or her chosen program of study.

A student who is failing to meet this criterion at any point outlined below will not meet the standard of "Satisfactory Academic Progress".

Any of three remedies may be applied if a student is not making Satisfactory Academic Progress. These are as follows: academic probation, restricted class load status and/or termination from the program of study.

The definition of Satisfactory Academic Progress has both qualitative and quantitative criteria that must be met. The student must meet both of these sets of criteria to make Satisfactory Academic Progress. Unmet satisfactory academic progress also affects scholarship eligibility.

A student placed on Academic Probation must regain completion of the Satisfactory Academic Progress criteria within the following semester.

Restricted courseload

Student who, during the semester of probation, still does not earn a B in every course or a 3.0 cumulative GPA is required to meet with the Academic Vice President to determine whether a reduced course load may be appropriate for the student. If the Academic Vice President determines that a reduced course load may be favorable for the student, then the student may register the next semester for only half of the number of Semester Credit Hours normally taken by a full-time student. If, during the semester in which the student is on Restricted Course Load, the student still does not earn at least a "B" or better in all courses and earn a cumulative grade point average of 3.0, then the following semester the student must register only for those courses in which he or she did not receive a "B" or better. If, during that semester, the student still does not earn a "B" or better for those courses, he or she will be terminated from the program of study and suspended from the Institution for unsatisfactory academic performance. A suspended student is eligible to apply for readmission after a minimum of one semester, and, if permitted to return, will be on academic probation and/ or restricted course load status.

A student who, during the semester of probation, still does not earn a B in every course or a 3.0 cumulative GPA is required to meet with the Academic Vice President to determine whether a reduced course load may be appropriate for the student. If the Academic Vice President determines that a reduced course load may be favorable for the student, then the student may register the next semester for only half of the number of Semester Credit Hours normally taken by a full-time student. If, during the semester in which the student is on Restricted Course Load, the student still does not earn at least a "B" or better in all courses and earn a cumulative grade point average of 3.0, then the following semester, the student must register only for those courses in which he or she did not receive a "B" or better. If, during that semester, the student still does not earn a "B" or better for those courses, he or she will be terminated from the program of study and suspended from the Institution for unsatisfactory academic performance. A suspended student is eligible to apply for readmission after a minimum of one semester, and, if permitted to return, will be on academic probation and/ or restricted course load status.

For courses offered fully online, the daily class participation logging and task completion are the way of attendance. All student interventions in the debates, as well as their access and exit times in the different elements.

Incomplete grade in a course

If a student receives a grade of A, B in any course, the student will have successfully completed that course. If the student receives a grade of "I", he or she must successfully complete the required work for that course within a specified time arranged by the instructor and communicated to the student, but no later than the end of the semester following the semester in which the "I" was received.

It is the student's responsibility to request the "I" grade. The request must be in the written form to the course instructor and must be specific in nature and address the event(s) or circumstance that interrupted or impeded academic progress on a course.

It is also the student's responsibility to follow up with the instructor to complete the course work. If the course work is not completed by the arranged time, the "I" becomes an "F"

Use of this grade is very restricted and only based on extenuating circumstances in the judgment of the instructor. During the waiting period, an "I" is listed as credit hours attempted, but not completed.

Extra Credit

In cases of justified absence to one or two weeks within an online course using the business case methodology, the instructor may authorize the use of extra credit to cover with additional activities part of the work that was not carried out by the student during his/her absence. This is not possible with absence of three or more weeks within the course. In this context, course will not be retaken in full, but the student will carry out some tasks and activities as extra credit. Extra credit in this context will be carried out with the following rules:

- Student may be authorized to perform the self-assessment test and the trend survey of the class in which he / she did not participate. Grading and points will be assigned as if they were completed in due time during the lesson.

- Student may be authorized to recover points from the synchronous session that he/she did not attend: The student will view the synchronous session, and write a summary of the discussion with his personal contributions (maximum two pages). Student can be awarded a maximum of 25 points for this activity.

- Student may be authorized to partially recover the work of the business case analysis debate, Student will write an analysis of the company's Triple Bottom Line performance (maximum one page), and a summary about the discussion in the debate, with his / her personal contributions (maximum 2 pages). Student will be awarded a maximum of 10 points for the TBL analysis, and 20 for the summary of the case.

- Student will be granted sufficient time to perform these tasks, which will not be over a full semester. If student does not perform the tasks before their deadline, the grade points of the course will be assigned according the performance taking in consideration the student actual attendance to the course.

The decision to grant the extra credit is predicated upon the following reasons, but not restricted to: (1) the nature of the unforeseen/unavoidable event(s)/circumstance, (2) documented and verifiable academic progress on the course - at least one substantive attempt at an objective assessment, or regular and consistent submissions on a performance assessment are all reviewed, (3) short-term illness and/or minor injuries – cold, flu, cuts, abrassions, etc., (4) inclement weather and/or temporary power outages – snow, rain, wind, etc., (5) lack of engagement in the course – attempts, submissions, etc., (6) failure to schedule an exam or find an available testing option before the end of the term.

Repeated courses

A student may repeat a course to improve the overall cumulative grade point average. Any course with a grade of C+ or lower must be repeated in order to obtain a minimum of B. To this purpose, one or more parts of the course can be repeated. If a student has an "F" and repeats the course and receives a better grade, for example, an "A", then only the "A" is counted in the calculation of the cumulative grade point average. Semester Credit Hours attempted and earned for the second attempt are counted in lieu of those earned for the initial attempt.

Though both attempts remain part of the student's permanent record, the cumulative grade point average will reflect only the grade earned on the second attempt.

A student who earns grade of "F" in any course included in his or her program of study must repeat that course and complete it successfully before taking any course with respect to which the failed course is a prerequisite and before graduation.

A student who has successfully completed a course, but wishes to improve the grade received in the course, may also repeat the course. If the course is repeated, the grade earned for the last time the course is taken replaces the previous grade when the overall GPA is calculated. All grades for all courses attempted will remain on the student's transcript, however 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 Academic Vice President 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.

Change of program

Students who contemplate a change from one program to another should discuss this possibility with the Academic Vice President to determine the effect such a change would make on the student's satisfactory academic progress. This institution defines satisfactory academic progress as completion of the total program in no more than 1.5 times the number of semester described in this catalog for the program. All Semester Hours attempted count toward the total program length of 1.5 times the number of semesters required for completion of the program. If a student changes his/her program

only the Semester Hours that are common to both programs may be accepted toward the new program.

Additional program

Students who wish to enroll in an additional program must re-apply for admission. Upon acceptance, courses which count toward the new program completion requirements will be transferred. A student may only transfer courses with a final grade of "B" or higher. Semester Credit Hours attempted and grades earned in the student's new program of study will count towards determining satisfactory academic progress.

Withdrawal from a course

Students may request withdraw (W) from any course before or during the add/drop period (first week of the course). The grade of "W" has no effect on the student's cumulative GPA. However, the grade of "W" is added to hours attempted within the specified maximum time frame.

Financial Obligations for withdrawing from a course will be as stated in the Refund Policy, and according the following criteria:

- If the student requests being withdrawn from any course after add/drop period but before week 4, he/she will incur in a financial liability, but this will not affect the GPA. The student must present proof of having extenuating circumstances preventing him/her from participating in the course. The academic committee may waive the financial liability based on the nature of the circumstances.
- At the end of week 4, WBS will drop the student from the course if the student fails in participating in the course. In this case, the student will incur in financial liability and affect the GPA, resulting in a grade F for the course.

Re-establising Satisfactory Academic Progress

If the student was not making satisfactory academic progress in his or her program of study as of the last cohort enrolled, the student will not be readmitted into the same or a different program, unless the student makes an appeal in writing concerning the institution's determination to the Academic Vice President (as provided below in the Appeal section) and the Academic Vice President grants the student's appeal. The Academic Vice President will consider mitigating circumstances in addressing the appeal. If the Academic Vice President grants the appeal, then the student will be placed on either

academic probation or restricted course load status (at the Academic Vice President discretion, as appropriate) during the student's next semester of attendance in any program of study.

If the student is given permission for readmission, the student must agree in writing to the terms for readmission outlined by the institution and must execute a new Enrollment Agreement. The student must also pay all current tuition, fees and any other costs associated with the student's program of study.

Appealing a determination of unsatisfactory progress

If it is determined that a student is failing to make satisfactory academic progress in his or her program of study, the student may appeal the determination in writing to the Academic Vice President. The student's appeal must provide details concerning the circumstances affecting the student's academic progress (such as serious illness or injury befalling the student, the death of a close relative of the student or any other special circumstances) that may influence the institution's decision to terminate or not to readmit the student into his or her program of study.

The Academic Vice President will consider the appeal to determine whether the special circumstances explained in the student's written appeal are mitigating circumstances that will allow the student to remain enrolled in or readmitted to his or her program of study despite the student's failure to conform to the requirements of Satisfactory Academic Progress. The determination of the student's appeal will be made by the discretion of the Academic Vice President in conformity to the principles and standards described in this catalog and will be final and binding on the student. If the Academic Vice President decides in favor of the student's appeal, the student will be placed either on academic probation or restricted course load status during the student's next semester of attendance in a program of study.

Procedure for grade appeals

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

there is a committee, the purpose of which is to address requests for revision of academic grade(s). This Committee, known as the "Grades Committee," consists of the Academic Vice President and two instructors. The Grades Committee members are proposed every semester by the Academic Coordinator and approved by the Academic Vice President. The Committee establishes its internal decision-making procedure that will be made public.

The instructor responsible for the course is the only person who may make a grade change and he or she must notify the Registrar when and if the change is made. When a student appeals a grade, the student will provide the faculty member with a copy of all petitions. A challenge to a grade received in a course, comprehensive examination, or other graduation requirement will be considered only when the student alleges that the grade received reflects other than appropriate academic criteria, that is, achievement and proficiency in the subject matter as stated in the course syllabus.

A student who deems it appropriate to challenge a grade will proceed as follows:

- If the grade challenged is in a course, the student will first discuss the matter with the instructor teaching the course in an effort to resolve the grievance informally.

- If the grievance is not settled, the student may then file the Grade Appeal Form with the Academic Vice President. Students must wait until a grade of a full part of the course is published before filing an appeal.

- The form must be filed no later than ninety (90) calendar days after the date on which the grade was due in the Registrar's Office.

- The Academic Vice President will make an informal investigation, hearing both the student and the instructor, and attempt an informal reconciliation.

- The Academic Vice President will render a decision within thirty (30) calendar days and inform the student and instructor in writing.

- If the student wishes to appeal the decision of the Academic Vice President, he or she may request that the Grades Committee investigate the decision.

- The Grades Committee will make a formal investigation, hearing both the student and instructor.

- The Committee will reach a decision within thirty (30) calendar days and notify the student, the instructor, and the Academic Vice President in writing.

- The decision will be either that the grade will stand, or that the faculty member will change the grade as recommended by the Grades Committee.

- The student and/or the faculty member may appeal the decision of the Grades Committee to the Academic Vice President no later than five (5) working days after the Committee's decision.

The Academic Vice President's decision shall be final

Implications of Credit Transfer in Satisfactory Academic Progress

Transfer of credits follows the provisions of the Section "Transferability of Credits".

Transferred credits will be counted as successfully completed credits and will be considered for GPA calculation at the time in which the corresponding courses are completed following standard program course load.

Attendance and record keeping

For courses offered fully online, the daily class participation logging and task completion are the way of attendance. All student interventions in the debates, as well as their access and exit times in the different elements of the courses, are registered. They can be assessed for course evaluation.

It is mandatory to comply with all activities planned on the daily basis. Students are expected to participate in all scheduled Institution activities for the courses they are registered for and to achieve the goals set forth by each class instructor. Live attendance to sync/virtual sessions is not mandatory, but students must view the session recording within a week of the date of the session to keep attendance.

Participation is monitored daily. Unattendance to any weekly activity will be counted as grade 0 in final course grade. Unattendance to more than two weekly classes will result in failure of the course regardless of grade average. It is the student's responsibility to arrange to make up work missed because of lack of participation.

Leave of Absence (LOA)

Any student requesting a leave of absence (LOA) from the institution must submit a written request to the Registrar Office. The LOA request form is located at the Registrar Office. Distance Learning students must submit the completed form to the Registrar Office via either e-mail (registrar@westfield.education), Attention to: Registrar Office.

WBS grants a leave of absence (LOA) for personal, family, health, financial and work conflict reasons and the allowable leave of absence period is 180 days. The consequences of a student's failure to return from an approved leave of absence are: (1) an LOA extends the graduation date. Students on LOA will normally not be able to maintain their course sequencing, (2) if the student does not report back to WBS by the add/drop period of the following semester, the student will be considered to have withdrawn from school as of the first day of the new semester. The Leave of Absence must be requested before or during the ADD/DROP period (first week of the course). The request needs to be signed and dated by the student and must include the date student expects to return to school. The request must be approved by the Institution authorized individual (Dean, Registrar).

Federal regulations allow an approved leave of absence of no more than 180 days. There are no exceptions. Multiple leave of absences can be granted not exceeding 240 days. A student on leave of absence will not incur additional charges by the school during this period, though tuition payments must continue during the LOA according to the student's payment schedule.

Institution Withdrawal

Students who wish to voluntarily withdraw from WBS must do so in writing to the WBS Registrar.

Since all degree requirements must be completed within the degree completion time limit, students who exceed the degree completion time limit will be administratively withdrawn unless an extension is granted. Students who have not registered for three consecutive semesters will be administratively withdrawn. Students who have been administratively withdrawn from a course because of an unauthorized withdrawal and not enrolled in at least 3-credit course during the same semester will be administratively withdrawn from WBS. Students who have been administratively withdrawn must reapply and be accepted before resuming their studies.

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 WBS 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.

Appeal of Academic Decisions and Academic Dismissal

Students who have been **dismissed from a graduate program** can appeal in a written petition to WBS Academic Committee; the case will be submitted again to the Evaluation Committee for a final hearing and decision.

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 www.fldoe.org/cie/.

2021 – 2022 Academic Year

As a standard term credit hour school, WBS'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.

	Spring Term	Summer term	Fall term
Registration 2021/22 Begin	Thursday October 29, 2020	Thursday March 4, 2021	Thursday June 24, 2021
Activation of Registration for Returning Students and New Student Registration Deadline	Wednesday November 03, 2021	Wednesday March 09, 2022	Wednesday June 29, 2022
Orientation Begin	Thursday November 04, 2021	Thursday March 10, 2022	Thursday June 30, 2022
Class Begin	Thursday January 13, 2022	Thursday May 05, 2022	Thursday September 08, 2022
Drop / Add Deadline	Wednesday January 19, 2022	Wednesday May 11, 2022	Wednesday September 14, 2022
Registration 2022/23 Begin	Thursday November 04, 2021	Thursday March 10, 2022	Thursday June 30, 2022
Start of second term	Thursday March 10, 2022	Thursday June 30, 2022	Thursday November 03, 2022
Diploma issuing date for graduates	Friday April 01, 2022	Friday July 29, 2022	Friday October 27, 2021

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

2021 – 2022 Holiday Calendar

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

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

2021

Veterans Day, Thursday, November 11, 2021

Thanksgiving Holiday, Thursday and Friday, November 25 and November 26, 2021

Christmas Day, Friday, December 24, and Saturday, December 25, 2021

New Year's Day, Friday, December 31, 2021 and Saturday, January 1, 2022

2022

New Year's Day, Saturday, January 1, 2022

Martin Luther King, Jr. Day, Monday, January 17, 2022

Presidents' Day, Monday, February 21, 2022

Memorial Day, Monday, May 30, 2022

Juneteenth, Sunday, June 19, 2022. Monday, June 20 2022 (observed)

Independence Day, Monday, July 4, 2022

Labor Day, Monday, September 5, 2022

Columbus Day, Monday, October 10, 2021

Veterans Day, Friday, November 11, 2022

Thanksgiving Holiday, Thursday and Friday, November 24 and November 25, 2022

Christmas Day, Saturday, December 24, and Sunday, December 25, 2022. Monday, December 26 2022 (observed).

New Year's Day, Saturday, December 31, 2022 and Sunday, January 1, 2023. Monday, January 2 2023 (observed).

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 Changes

WBS 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 sign 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

WBS 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 student services representative, which provides advice and counsel throughout the Master Degree program. Please refer to section "**Student Services**" for more information about student orientation.

WBS learning platform features

All learning resources and materials for WBS students and professors are available through WBS learning platform, centralized and under the school's control, also, learning resources of third parties are available through WBS learning platform (accessing WESTFIELD Digital Library). WBS 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, Cisco Webex or Zoom, 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.

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 and surveys.

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 WBS 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 3:00 (EST), 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 conduct the class following a Case Methodology, analyzing along with the group and sharing the business problem on each class. They allow the students to discuss, expand and contrast the personal position of the other program participants. 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 student services team ensures that students are given timely response to their questions and comments. Students receive a personalized treatment by a specially assigned group student services representative, who monitors all interaction between students and professors, and provides advice and counsel throughout the program.

Internships / externships / Labs

WBS's current programs do not yet contemplate the possibility of internships, externships or laboratory work.

Maximum number of students per course Class size may vary between courses, according these rules:

Course type/Methodology	Course group	Minimum students per group	Maximum students per group
Case Study Methodology	Class	5	40
Learning by doing / Project – Based Learning	Team	1	6
Capstone Project	Team	1	8
Workshop	Class	5	50

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 in WBS learning platform.

Technical support

Students are provided technical support by their own personalized student services representative, who is ready to assist them with any difficulty regarding the use of WBS learning platform. When necessary, student services representatives obtain the appropriate assistance from WBS learning platform technical team to solve the issue.

Equipment and supplies

WBS 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 may be necessary to access some of the course materials. Also the materials and activities which are delivered through Cisco Webex or Zoom 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 WBS learning platform. Each group will be provided their own Analysis forum. Also messaging and file sharing features are provided in order to ensure appropriate interaction among group members.

Online student services

Student services representatives are ready to assist student and answer their questions or requests by email and whatsapp. Student services representatives may also call students by telephone when necessary. 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 faculty
- Duration of the course
- Pace of work per week
- More positive aspects of the course.
- Negative aspects of the Course, if any.

Academic Records

WBS currently is using Brightspace as the Learning Management System (LMS) for online courses. All the activities happening on the courses are registered in the LMS, and can be monitored by faculty, and followed by student services representatives.

Grading for the different course activities are stored in the Student and Academic online platform. After completion of each seven-week period, faculty register the final grades of the period on the Student and Academic online platform, where official records are stored.

Faculty have tools that allow to track the student's progress and class throughout the period of work.

Likewise, students have available on their personal website a section on his/her profile at all times where official grades can be accessed.

Graduation requirements

Graduate students who have maintained at least a 3.0 GPA and have completed all the required coursework for their program and have satisfied their financial obligations and their documentation obligations are eligible for graduation.

Registrar will process Diploma Registry Number for each student who may satisfy graduation requirements one month before the end of student's final term. Registrar will generate a list of potential graduates for diplomas to be processed for graduation.

Registrar will provide students with a diploma upon satisfactory completion of all remaining coursework, together with Certificate of Authenticity which documents that student has satisfied all graduation requirements, and that diploma has been issued accordingly.

Students who have been assigned a Diploma Registry Number but do not meet the minimum requirements will keep their registry number, but graduation date will not be recorded, and diplomas will not be issued until they meet the requirements for graduation.

Westfield Business School Honors Program

WBS recognizes outstanding achievement of its students by awarding degrees valedictorian, cum laude, magna cum laude, and summa cum laude. These honors are inscribed on the diploma.

To be eligible, students must have:

- A minimum of 35 credit hours counted in the GPA while registered in WBS.
- Completed all degree requirements
- No missing grades, I, or N grades
- Good ethical standing: Not having been subject to disciplinary actions resulting in prohibition of participation in the honors program

Latin honors are awarded at each graduation on the basis of the final cumulative grade point average, with the following standards:

- Valedictorian: Best student of the program. If more than one student achieves a GPA of 4.0, Valedictorian will be assigned by the Provost based on academic achievement throughout the program.
- Summa Cum Laude: GPA from 3.98 to 4.00
- Magna Cum Laude: GPA from 3.95 to 3.97
- Cum Laude: GPA from 3.90 to 3.94

Admission Information

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).

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 Admissions Representative 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 Admissions Representative 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 Admissions Representative 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 Admissions Representative, 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 vie e-mail to the candidate in the days following the interview. At a later date, the Admissions Representative contacts the candidate to solve any issues he/she 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 oficial indicating that the copy corresponds to the original document.

2) Copy of enrollment contract, signed by the student. Enrollment contract may be signed and sent via Docusign.

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. WBS may offer this service at an additional cost. For more information, please refer to WBS Website, 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 sent by postal mail to the following address:

WESTFIELD Business School Miami

1200 Brickell Ave, Unit 680-A

Miami, FL 33131

More information about required documents and how to obtain them may be found at WBS Website, westfield.education

All these documents must be received in WBS offices before the start of the program. **In case of failure to comply with these requirements, the student will not be registered**.

Programs of Study – Program Outlines

Course Prefixes

ACG Accounting – General
FIN Finance
MAN Management
MNA Management – Applied
MKA Marketing - Applied

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 features as general learning objective 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).

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

This program is addressed to professionals with a minimum experience of one year (recommended executive experience of 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
MAN-551	Operations Management and Strategy	2.0
MAN-550	Management	3.0
FIN-555	Management and Financial Accounting	3.0
MKA-501	Marketing Management	3.0
FIN-660	Financial Analysis & Corporate Finance	3.0
MAN-650	Strategic Management	4.0
MKA-610	Strategic Market Orientation	2.0
MAN-612	International Business	3.0
ACG-613	Advance Management Accounting	2.0
MAN-690	Business Modeling & Planning	6.0
MAN-695	Project – Based Learning	5.0
MAN-691	Residence: Strategy Implementation	2.0
	TOTAL:	38.0

Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1st term	2nd term	1st term	2nd term	1st term	2nd term	1st term	2nd term
MAN-551	Operations Management and Strategy Operations Management					▩			
MAN-550	Management Part 1. Talent Development Management Part 2. General Management Principles				▩	▩			
FIN-555	Management and Financial Accounting Part 1. Management Accounting Part 2. Financial Accounting		▩	▩					

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1st term	2nd term	1st term	2nd term	1st term	2nd term	1st term	2nd term
MKA-501	Marketing Management								
	Part 1. Marketing Strategy	▮							
	Part 2. Strategic Marketing		▮						
FIN-660	Financial Analysis & Corporate Finance								
	Part 1. Financial Analysis			▮					
	Part 2. Valuation and Investment Analysis				▮				
MAN-650	Strategic Management								
	Part 1. Business Strategy	▮							
	Part 2. Strategic Decision-Making		▮						
MKA-610	Strategic Market Orientation Digital Business			▮					
MAN-612	International Business								
	Part 1. Economic Environment	▮							
	Part 2. Brand Building and Communications		▮						
ACG-613	Advance Management Accounting								
	Triple Bottom Line Thinking		▮						
MAN-690	Business Modeling & Planning		▮	▮	▮	▮			
MAN-695	Project – Based Learning						▮	▮	
MAN-691	Residence: Strategy Implementation								▮

MAN-551 Operations Management and Strategy (Credit hours 2)

Operations Management: This part 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.

MAN-550 Management (Credit hours 3)

Part 1. Talent Development Management: The management processes of traditional people are no longer sufficient to reach the goals and nor do they cover the expectations of partners, so it is necessary to structure the process systematic and comprehensive approach to lead, manage and develop individuals of an organization so that they are in the right place, at the right time, with the necessary skills, doing the right thing, with the cost, integrating and diversifying the staff, all in order to achieve the objectives aligned with the strategy of the organization. Students will understand the role of Talent Management and HR within the organization and understand how to align the development of talent to the strategic objectives of the organization with the motivation and commitment of the staff. Students will also Understand and manage individual differences in the human talent in the organization.

Part 2. General Management Principles: Managing a Business is a specific task that requires a specific approach, specific knowledge and a specific attitude. This part starts from an analysis of the role of firms and organizations in the 21st 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.

FIN-555 Management and Financial Accounting (Credit hours 3)

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.

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.

MKA-501 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 on an international environment. 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.

FIN-660 Financial Analysis & Corporate Finance (Credit hours 3)
Course prerequisite: FIN – 555 Management & Financial Accounting

Part 1. 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.

Part 2. 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.

MAN-650 Strategic Management (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 course, therefore, provides students with a practical guide to be used in the development of a Business or Company strategy.

Part 2. 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.

MKA-610 Strategic Market Orientation (Credit hours 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-612 International Business (Credit hours 3)

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.

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

Part 2. 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

ACG-613 Advance Management Accounting (Credit hours 2)

Course prerrequisite: FIN – 555 Management & Financial Accounting

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.

MAN-690 Business Modeling & Planning (Credit hours 6): 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.

MAN-695 Project – Based Learning (Credit hours 5): This course is a practical approach to project management, in which students work in groups to develop a project based on specific business areas.

MAN-691 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).

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	2.0
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	4.0
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
	TOTAL:	**38.0**

Program Breakdown by Semester

Course Number	Course Title	Semester one		semester two		semester three		semester four	
		1st term	2nd term	1st term	2nd term	1st term	2nd term	1st term	2nd term
MAN-553	Operations Management and Strategy Business Intelligence						▩		
MAN-554	Management Part 1. Organizational Leadership Part 2. Digital Transformation				▩	▩			

Course Number	Course Title	Semester one		semester two		semester three		semester four	
		1st term	2nd term	1st term	2nd term	1st term	2nd term	1st term	2nd term
FIN-556	Management and Financial Accounting								
	Part 1. Finances for decision - making		▓						
	Part 2. Monitoring Financial Impact			▓					
MKA-502	Marketing Management								
	Part 1. Customer centric marketing	▓							
	Part 2. Customer strategy		▓						
MAN-503	Triple Bottom Line Thinking								
	Triple Bottom Line Thinking			▓					
FIN-661	Financial Analysis & Corporate Finance								
	Part 1. Financial Business Dynamics				▓				
	Part 2. Managing Innovation & Corporate Entrepreneurship					▓			
MAN-651	Strategic Management								
	Exponential Transformation							▓	
MAN-563	Leadership								
	Part 1. Inner Leadership & Personal Assessment	▓							
	Part 2. Scenario Analysis & Strategic Decision - Making		▓						
MKA-611	Strategic Market Orientation								
	Part 1. Customer centric marketing operations			▓					
	Part 2. Digital Dynamics for Business				▓				
MAN-613	Global Business								
	Leading Change						▓		
MAN-620	Economics and Risk management								
	Competitive Strategy	▓							
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 2)

Business Intelligence: For a company to achieve Data Intelligence, there is no "easy button." It takes coordination from numerous teams, buy-in from leadership, and a clear path. Business intelligence (BI) leverages software and services to transform data into actionable insights that inform an organization's strategic and tactical business decisions. BI tools access and analyze data sets and present analytical findings in reports, summaries, dashboards, graphs, charts, and maps to provide users with detailed intelligence about the state of the business. BI tools have evolved to be more intuitive and user-friendly, enabling many users across a variety of organizational domains to tap the tools.

MAN-554 Management (Credit hours 3)

Part 1. Organizational Leadership: In the current era of exponential change, the role of businesses and organizations has changed to allow companies to adapt in an increasingly volatile, uncertain, complex, and ambiguous (VUCA) environment. Internal organization is closely related to business strategy in a way that both of them impact each other. Students will understand the implications of the organizational design and new design options, manager functions in organizations, growth and development methods for organizations, and cooperation between firms.

Part 2. Digital Transformation: Digital transformation is integrating digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers. It's also a cultural change that requires organizations to continually challenge the status quo, experiment, and get comfortable with failure. This part helps students understand the role and context of digital transformation, agile culture, datification, data democratization, data-driven companies, and design thinking.

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

Part 1. Finances for decision-making: The subject is approached from the perspective of a manager who needs to make decisions based on accounting information and not from preparing basic accounting statements. This part focuses on student understanding that cost accounting and management should become valuable tools for business management and decision-making support, thus, needing to be readily available. Financial accounting enhances capabilities in accounting reports to obtain, classify and summarize the impact of business events in terms of monetary units.

Part 2. Monitoring Financial Impact: Strategy and business planning drive the annual business cycle. At the heart of these processes is the organization's financial information. Without it, budgeting, forecasting, and reporting – internally and externally - wouldn't be possible. Financial Analysis is an essential skill for all management positions that deal with financial statements as part of their understanding of a business. This part provides students with sufficient criteria in the financial management decision-making process, both at operative and strategic levels: Cash flow cycle and management, ratio analysis, financial planning.

MKA-502 Marketing Management (Credit hours 3)

Part 1. Customer-centric marketing: Customer-centric marketing is a marketing approach designed around customer needs and interests. It is about prioritizing customers over any other factor, using a blend of intuition, common sense, and solid data about customer behavior. This part introduces students to basics in customer-centric management and orientation: Understanding the environment, identifying the customers (segmentation, target market), understanding customer's needs (consumer value proposition), and marketing mix components in a customer-centric marketing approach.

Part 2. Customer strategy: Customer strategy means maximizing value for customers by combining a deep understanding of their needs, behaviors, and value with the ability to engage specific customers optimally. Students will engage in a customer-centric strategic marketing approach, understanding the needed steps to develop a customer-centric marketing strategy. The key is to know how to focus the product to consumer needs, apply the STP model (Segmentation, Targeting & Positioning), and develop smart marketing objectives. Students will acquire a global vision of customer-centric strategic marketing that allows the company to achieve its goals in the globalized economy.

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

Triple Bottom Line Thinking.

This course introduces students to evaluate how business organizations and objectives align with their company strategy and social and environmental goals. Sustainability is becoming a goal of increasing importance in business. The triple bottom line (TBL) is an accounting framework that transcends the traditional profits, ROI, and shareholder value, including environmental and social dimensions. TBL reporting is a tool focused on sustainability goals, showing investment results on profits, people, and the planet. The 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. Financial Business Dynamics: Understanding financial business dynamics has to do with optimal solutions to long-term financing needs. Students will apply business dynamics concepts such as optimal financial structure, financial leverage, or cost of capital. Also, financial business dynamics require the application of business valuation methods, when to use them, and the impact of business evaluations in the strategic decision-making process.

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 applying entrepreneurial capabilities to the development of new ventures within an existing firm.

MAN-563 Leadership (Credit hours 4)

Part 1. Inner Leadership & Personal Assessment: A manager should know the main elements that influence leading people and how they interact. This is necessary to achieve an overall view of the evolutionary process leading to the inside to acquire the ability to manage our 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.

Part 2. Scenario Analysis & Strategic Decision Making: This course offers an approach to strategy by taking a holistic view, which incorporates competitive strategy, financial evaluation, and the customer experience. The 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 a management/internal perspective. The course then deals with evaluating whether to build competencies in-house or acquire them externally. The goal of this part is to understand how strategic decisions impact the performance of the firm.

MAN-651 Strategic Management (Credit hours 3)

Course prerequisite: MAN-563 Leadership

Exponential Transformation: Exponential organizations represent a new organizational paradigm that seeks to take advantage of the exponential capabilities of digital technologies. The model developed by Salim Ismail presents a series of for organizational attributes that are the basis for developing new business opportunities. The purpose of this module is to offer an overview of exponential organizations, understanding their characteristics and possibilities. But above all the module offers a practical experience of developing business ideas in an agile way, using the first part of the Exo Transformation model with a duration of 6 weeks. To do this, the course will be divided into working groups that will be held for the 6-week duration of the module. This practical experience in

groups will be applied to a real case, which will be defined in the first class. The goals of this module are: understanding the meaning of developing exponential organizations to take advantage of the nature of digital technologies, understanding the characteristics and attributes of exponential organizations, understanding the process and utility of the ExO Transformation model, applying the process to a real case applying groups for the Core and Edge, and generating a work experience in self-organized groups.

MKA-611 Strategic Market Orientation (Credit hours 3)

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

Part 1. Customer-centric marketing operations: The rise of the marketing operations function responds to the tsunami of new technologies and the parallel change in customer behavior. It responds to the requirement for a unique skill set required for marketing to drive substantial and credible revenue results. Students will recognize and understand the building blocks of customer-centric operational marketing: product development and innovation, pricing, supply chain management and distribution, communication with customers, display advertising (Banners, brand days, real-time bidding, programmatic buying, CPM, CPC, SEM, SEO), social media marketing. Students will understand how to use these tactical tools to achieve their company's strategic marketing. The hallmark of a customer-driven marketing operations function is that the entire enterprise has adopted a customer-centric.

Part 2. Digital Dynamics for Business: Business dynamics can no longer be understood and managed without considering the impact of the digital world. Students will learn the different business models that can be developed in the digital environment and understand digital businesses' dynamics and life cycle. They will also understand how firms must ensure a seamless transition between online and offline environments to adapt to new consumer behavior and how businesses interact with stakeholders in the era of social media and mobile devices.

MAN-613 Global Business (Credit hours 2)

Leading change

This course focuses on crucial 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)

Competitive Strategy: This part provides students with a practical guide to develop a competitive Business or Company strategy. A set of business decisions defines a business strategy to generate sustainable optimal financial results: Vision, mission, strategic objectives, strategy for sustainable growth, external and internal analysis, competitive strategy creation, strategy consistency, and strategy implementation.

MAN-692 Business Modeling & Planning (Credit hours 4): Any project of exponential transformation must depart from two key elements that make a difference between simple thoughts and marketable business ideas: Business sustainability analysis and business. This course endeavors to develop skills in using a set of analysis tools that will allow them to create a systematic process in reviewing the feasibility of an exponential transformation project 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.

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, featuring a triple bottom line thinking framework. 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, and the necessary combination of financial profitability, and positive impact on society and the environment.

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, while at the same time seeking a positive impact in society and the environment.

Program Description

The Executive Master in Financial Management is **36** 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. Students work in small groups using a Project-based learning methodology, producing each week a different deliverable which will later be used on the final postgraduate project.

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 (westfield.education)

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

This program is addressed to professionals with at least one year experience, recommended 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
FIN-555	Management and Financial Accounting	3.0
FIN-671	Quantitative Finance	4.0
FIN-662	Financial Statement Analysis	6.0
MAN-550	Management	3.0
MAN-564	Strategic Management	4.0
MAN-504	Budget Management & Strategic Analysis	4.0
FIN-672	Corporative Finance	4.0
MAN-565	Entrepreneurial Business	3.0
MAN-691	Residence: Strategy Implementation	2.0
FIN-691	Final Postgraduate Project	3.0
	TOTAL:	36.0

Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1st term	2nd term	1st term	2nd term	1st term	2nd term	1st term	2nd term
FIN-555	Management and Financial Accounting Part 1. Management Accounting Part 2. Financial Accounting								

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1st term	2nd term	1st term	2nd term	1st term	2nd term	1st term	2nd term
FIN-671	Quantitative Finance								
	Part 1. Quantitative Methods: Mathematics and Statistics						■		
	Part 2. Risks Management							■	
FIN-662	Financial Statement Analysis								
	Part 1. Financial Analysis				■				
	Part 2. Valuation and Investment Analysis					■			
	Part 3. Advanced Financial Analysis, Mergers and Acquisitions						■		
MAN-550	Management								
	Part 1. Talent Development Management				■				
	Part 2. General Management Principles					■			
MAN-564	Strategic Management								
	Part 1. Business Strategy	■							
	Part 2. Strategic Decision – Making		■						
MAN-504	Budget Management & Strategic Analysis Part 1. Triple Bottom Line thinking			■					
	Part 2. Digital Business				■				
FIN-672	Corporative Finance								
	Part 1. Corporative Finance					■			
	Part 2. Advanced Corporate Finance						■		
MAN-565	Entrepreneurial Business								
	Part 1. Economic Environment	■							
	Part 2. Operations Management			■					
MAN-691	Residence: Strategy Implementation								■
FIN-691	Final Postgraduate Project					■	■	■	■

FIN-555 Management and Financial Accounting (Credit hours 3)

Part 1. 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.

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.

FIN-671 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.

Part 1. Quantitative Methods: Mathematics and Statistics

Part 2. Risks Management

FIN-662 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.

Part 1. 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.

Part 2. 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 3. Advanced Financial Analysis, Mergers and Acquisitions

MAN-550 Management (Credit hours 3)

Part 1. Talent Development Management: The management processes of traditional people are no longer sufficient to reach the goals and nor do they cover the expectations of partners, so it is necessary to structure the process systematic and comprehensive approach to lead, manage and develop individuals of an organization so that they are in the right place, at the right time, with the necessary skills, doing the right thing, with the cost, integrating and diversifying the staff, all in order to achieve the objectives aligned with the strategy of the organization. Students will understand the role of Talent Management and HR within the organization and understand how to align the development of talent to the strategic objectives of the organization with the motivation and

commitment of the staff. Students will also Understand and manage individual differences in the human talent in the organization.

Part 2. General Management Principles: Managing a Business is a specific task that requires a specific approach, specific knowledge and a specific attitude. This part starts from an analysis of the role of firms and organizations in the 21st 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.

MAN-564 Strategic Management (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. 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.

MAN-504 Budget Management & Strategic Analysis (Credit hours 4)

Part 1. Triple Bottom Line Thinking: This part 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.

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.

FIN-672 Corporative 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.

Part 1. Corporative Finance

Part 2. Advance Corporate Finance

MAN-565 Entrepreneurial Business (Credit hours 3)

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.

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

Part 2. Operations 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.

MAN-691 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.

FIN-691 Final Postgraduate Project (Credit hours 3): This is a study group work consisting of an application to a real case of the concepts studied throughout the program. This subject follows a Project – based learning approach, with deliverables pertaining different aspects of the program, that are combined in one single capstone project.

Tuition and fees

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 student services representative. 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 31st of the following year for the programs starting in October.
    - April 30th of the following year for programs starting in February.
    - August 31st 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.

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. 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. Evaluation of credentials showing equivalency of degree with U.S. Bachelor´s 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 Scholarship Award

Description

The Ismael Cala Scholarship Award is granted through a partnership with the Ismael Cala Foundation and in collaboration with Westfield Business School. It is an award scholarship designed for students from

Latin-America or with a Latin-American background residing in Florida or in Latin-American countries to allow them to continue their education and contribute to the Latin-American community.

Percentage

- 80% of tuition for Florida residents.
- 50% of tuition for residents of Latin-American countries.

Availability

- 15 scholarships available per semester for Florida residents*
- 15 scholarships available per semester for residents of Latin American countries*

*First 15 applicants meeting the requirements (first come first served basis).

Process/Requirements

- Florida residents must provide either a valid Florida ID, utility bill or bank statement with a Florida address.
- Residents of Latin American countries must provide a valid passport or ID form a Latin American country.
- All applicants to the Ismael Cala Scholarship Award must answer and submit three essay questions in open format on how they would contribute to the Latin-American community once graduated.

Global Ambassador Scholarship Merit Reward

Description

With support of our Global Ambassadors, Westfield Business School is able to offer The Global Ambassador Scholarship Merit Rewards to qualified professionals who have worked and have excelled in the respective fields of our ambassadors.

- **The Peter Kurzina Merit Award – Innovation.** Criteria: Candidates with the ability to innovate and understand the importance of applying leadership in their organizations.
- **The Iris Fujiura Merit Award - Women in Science and Technology.** Criteria: Women who work in science and technology in directive or management roles.
- **The Rosario Mirat Merit Reward - Women in Finance.** Criteria: Women who work in finance in directive or management roles.
- **The Carlos Lopez Casas Merit Reward - Foundations and Social Impact.** Criteria: Candidates with experience in foundations, and social impact or a career in finance and a commitment to people in organizations.

- **The Emilio Galli-Zugaro Merit Reward - Potential in leadership.** Criteria: Students oriented towards leadership abilities, who are interested in communicating and having directive and governance roles.
- **The Fernando Delgado Merit Reward - Corporate Business.** Criteria: Students with experience in corporate businesses.

Percentage
- 15% of tuition

Availability
- 20 Scholarship Merit Reward per semester *

*First 20 applicants meeting the requirements (first come first served basis).

Process/Requirements
- Applicants must provide an updated resume.
- Write and submit an essay about their experience on the selected Ambassador field. (min 500 words)

 Application deadlines for scholarships:
- Spring term: Wednesday January 19, 2022
- Summer term: Wednesday May 11, 2022
- Fall term: Wednesday September 14, 2022

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.

Base assistantship 30% of the tuition.

Additional criteria:

1. Executive experience (10% of the tuition).

   - EMBA Program: 4 years or more.

   - MBA program: 3 years.

2. Multi-national corporation employer (5% of the tuition).

3. Company Size (5% of the tuition):

   - Revenue ≥ $50,000,000

   - Number of employees: ≥ 500

4. Participation in a group of at least fifteen students from the same company ($150).

5. Academic performance (5% of the tuition):

   - Higher than 75% of the maximum grade scale.

6. People or Planet involvement (10% of the tuition).

   - Involvement with organization, institutions or firms dedicated to environmental protection.

   - Involvement with organization, institutions or firms dedicated to social protection.

   - Involvement with projects resulting in women empowerment.

7. Entrepreneurship (10% of tuition).

   - Has created own business or proof of participation or interest on being part of a Start-Up.

8. Winner of Business Case Competition (10% - 50% of tuition for the best five participants).

9. Head of the family (10% of tuition).

Major Policy Statements

Students with Disabilities Policy

Westfield Business School does not discriminate on the basis of disability in the admission or access to, or operations of, its programs or activities. Westfield Business School does not discriminate on the basis of disability in its hiring or employment practices.

Business School Health and Safety Policy

The Business School acknowledges that it is its duty to ensure, so far as is reasonably practicable, the health, safety and welfare of the staff of the Business School, its students, contractors and anyone else who comes in contact with the Business School and its activities.

It is the policy of the Business School to provide and maintain, as far as is reasonably practical, a working environment that is safe and without risk to health. To this end it will allocate sufficient resources and sound management systems to the fulfillment of this policy.

In particular, the Business School will, so far as is reasonably practical:

- Provide and maintain safe and healthy working conditions and systems of work;
- Provide information, instruction, training and supervision to enable staff and students to perform their work safely;
- Provide suitable and appropriate protective equipment and supervise its use, and maintain high standards of health, safety and welfare in all Business School activities.

Freedom of Access/Non - discrimination

Westfield Business School is open to all students who are qualified according to its published admission standards. The Business School encourages applications from qualified applicants of both sexes from all cultural, racial, religious and ethnic groups. The Business School is committed to nondiscrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, marital status, national origin, veteran status, political affiliations or opinions. All Business School employees have a responsibility to keep the work environment free of discrimination. When the Business School is made

aware of an act of discrimination, it is obligated by law to take immediate and appropriate action. For the purpose of this regulation, discrimination is defined as any disparity of treatment or limitation of access based on race, creed, color, religion, age, disability, sex, sexual orientation, marital status, national origin, veteran status, political affiliations or opinions.

All acts of discrimination must be documented in writing, specifying the basis for discrimination. The complainant must enumerate all types of discrimination in the Statement identifies the offender, and turn in complaint to the School Provost. Should a student feel discriminated by a member of the Student Services Department, the student must submit the complaint to the Provost, or to another Business School official. In absence of a written complaint, the employee or faculty member who received the complaint must document it in a memorandum to be referred to the School Provost. Unless it is signed by complainant, it will be an informal complaint. Westfield Business School will investigate all complaints. Investigations may include interviews, preparation of statements, reports with summary of the investigation, description of investigation process, findings and recommendations. Reports will be kept confidential.

The Business School may attempt conciliation between the parties involved. If conciliation is not achieved, the designated official from the Business School will issue a final report. Final reports shall be issued within 60 days of receiving the complaint. The alleged offender and complainant will be notified in writing of the outcomes, and procedures for appeal. Upon this final report, corrective action, including sanctions, will be considered and implemented.

Claims to be found frivolous will result in appropriate sanctions against complainant. Possible sanctions may include, but are not limited to written reprimands on the student or employee's record, restriction or loss of privileges, and suspension. Complaints may be withdrawn, but WBS reserves the right to continue investigating as it was made aware of a possible act of discrimination. Any attempt(s) at retaliation shall be treated as a separate allegation of discrimination.

By the time a determination of appropriate disciplinary action or resolution has been reached, all parties have been contacted and circumstances have been fully evaluated. However, individuals have five days to appeal determination of sanctions. Such appeals shall be directed to a higher Business School authority, who will re-evaluate the determination as deemed appropriate.

WBS 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: Juan Pablo Treviño

Address: WESTFIELD Business School 1200 Brickell Ave Suite #680 Miami, Florida 33131

Phone No.: 305 456-0289

FERPA for Postsecondary Institutions

The Family Educational Rights and Privacy Act (FERPA) awards students' certain rights with respect to their education records. These rights include:

1. The right to inspect and review the student's education records within 45 days of the day the School receives a request for access. A student should submit to the registrar, head of the academic department or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The School official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the School official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

2. The right to request the amendment of the student's education records that the student believes are inaccurate, misleading or otherwise in violation of the student's privacy rights under FERPA. A student who wishes to ask the School to amend a record should write the School official responsible for the record, clearly identify the part of the record the student wants changed and specify why it should be changed. If the School decides not to amend the record as requested, the School will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. The right to provide written consent before the School discloses personally identifiable information from the student's education records, except to the extent that FERPA authorizes disclosure without consent. The School discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. A school official is a person employed by the School in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the School has contracted as its agent to provide a service instead of using School employees or officials (such as an attorney, auditor, or collection agent); a

person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the School.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the School to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:

<div align="center">

Family Policy Compliance Office

U.S. Department of Education

400 Maryland Avenue, SW

Washington, DC 20202-5901

</div>

Academic Integrity Policy

Integrity is essential to an educational institution and to the whole educational experience. Individual students, faculty and staff members, as well as the Business School's organizations, must affirm this quality. The importance of integrity and ethics will be portrayed by faculty in their course instruction and will be an integral part of Business School life at WBS.

The Academic Integrity Policy requires that all members of the Business School conduct themselves honestly in all endeavors. Therefore, cheating, plagiarism and other acts contrary to academic integrity are unacceptable and will not be tolerated at WBS. The Business School will take severe action against dishonest students, faculty, staff and administrators.

Self-expression is also an essential component to a rewarding and fulfilling educational experience. A Business School setting is an ideal forum for self-expression, voicing disagreement and challenging accepted traditions. Nevertheless, while the Business School seeks to educate and encourage, it also must curtail behavior that adversely affects others. As such, WBS's policies require that such self-expression, although encouraged, must be delivered in a civil manner, exhibiting respect for others at all times.

Academic Freedom and Responsibility

WBS is dedicated to fostering and preserving the search for truth and its free expression. Academic freedom is essential to this purpose. Freedom in teaching is fundamental to the protection of the rights

of the teacher in teaching and of the student in learning. In the administrative organization of the Business School, the professional integrity of the faculty and staff shall be respected. Administrative decisions shall not inhibit the academic freedom of the faculty.

Each administrator, coordinator and faculty member has the individual freedom of inquiry and expression in research, publication, and in the teaching of his or her subjects and courses. This academic freedom and responsibility are defined as the liberty and obligation to study, investigate, and to discuss facts and ideas concerning all branches and fields of learning. No limitations on such freedom shall be imposed other than those required by generally accepted standards of responsible scholarship and research. When a faculty member speaks, writes, or acts as a citizen, he or she shall be free from institutional censorship or discipline, and he or she should undertake to avoid any implication that he or she is an institutional spokesperson.

Alcohol and Drug Use

WBS, as an institution of higher education, is dedicated to the well-being of all members of the Business School community--students, faculty, employees and administrators. In demonstration of its concern with the misuse of alcohol and other drugs, it is the policy of WBS to endeavor to prevent substance abuse through programs of education and prevention.

The Business School recognizes alcoholism and drug abuse as an illness or treatable disorder, and it is the Business School's policy to work with members of the Business School community to provide channels of education and assistance. However, it is the individual's responsibility to seek assistance. The Business School also recognizes that the possession and/or use of certain substances are illegal, and the Business School is obligated to comply with local, state, and Federal laws.
WBS's alcohol and drug policies are as follows:

While on school facilities or engaged in any Business School related-activity, members of the Business School community must be in a fit condition to perform appropriately. Being under the influence of alcohol and/or drugs is prohibited and may subject the individual to disciplinary action, including the possibility of dismissal.
Employees will be evaluated on their work performance. If alcohol consumption or the use of any other drug affects an employee's performance, assistance is available. However, if an employee's performance continues to deteriorate, the Business School will discipline the employee based on his or

her job performance. Poor job performance will lead to discharge; Professional assistance for substance abuse is given on a confidential, professional, and voluntary basis. The purpose of this assistance is to help the individual member of the Business School community who has a substance abuse problemlead a productive work and/or academic life free of the substance abuse; and any member of the Business School community who engages in any illegal activity, such as illegal possession, use or saleof alcohol or other drugs is subject to dismissal.

Possession and/or consumption of alcohol by individuals under 21 years of age is unlawful. Underage students caught under the influence of alcohol can be reported to local authorities for underage drinking.

Alcoholic beverages should not be present on the school facilities at any event or activity unless approved by the School facilities authority. During such events, ID will be requested prior to serving alcoholic beverages. Events may include galas, openings, WBS anniversary celebrations, and others, as determined by the School facilities authority. Any sanctions applied will be upon their discretion and judgment of the situation. In the case of employees, the Provost will be responsible for determining the appropriate course of action. For more information, employees should also refer to the Employee Handbook.

Sanctions may include written reprimands on the student or employee's record, restriction or loss of privileges, suspension, expulsion or termination of employment, and referral for prosecution. Aside from these sanctions, students will remain financially liable for institutional charges pending on the student's account, and both students and employees will be financially liable for indirect or direct charges associated with any reported incidents.

In order to protect the professional and academic environment of the Business School, a Business School committee will evaluate petitions from students or employees that would like to be reinstated. In these cases, students or employees that have been dismissed must submit documentation that demonstrates that he/she has sought out help and has complied with treatment, or is currently in treatment showing improvement, in order to be evaluated for re-entry. Any petition for reinstatement or re-entry may be denied upon evaluation.

Tobacco Use Policy

The Business School wants to promote a healthful and clean work environment for students, employees, staff and visitors. In accordance with Florida's Clean Indoor Air Act (FCIAA), smoking is prohibited in all Business School buildings. This includes, but is not limited to, any classroom,

laboratory, library, faculty office, administrative building, dining facility, or any other facility owned or controlled by the Business School.

The Business School abides by and strictly enforces the Florida Clean Indoor Air Act. Designated smoking areas may be established outside Business School buildings as appropriate. Such designated areas must be at least 25 feet from any building entrance. Smoking will not be permitted in Business School vehicles. Students, faculty members or staff found in violation of this policy may be subject to disciplinary action, as deemed appropriate by the Provost.

Policy against Sexual Harassment

It is the intent of WBS to protect all employees and students from sexual harassment. Not only is sexual harassment a violation of Title VII of the Civil Rights Act of 1964, it also undermines the integrity of the employment and academic environment, debilitates morale, and interferes with the effectiveness of employees and students. In accordance with the Equal Employment Opportunity Commission's published guidelines, unwelcome sexual advances, unwanted requests for favors of a sexual nature, and any other unwanted verbal or physical conduct of a sexual nature are considered sexual harassment if:

- Explicit or implicit submission to sexual overtones is made a term or condition of employment;
- Employment decisions are made on the basis of whether submission to or rejection of sexual overtones occurred; sexually intimidating, hostile, or offensive atmosphere unreasonably interferes with an individual's work performance.

At WBS, sexual harassment of or by employees includes the following:
- Unwelcome or unwanted sexual advances. This includes unwelcome physical contact or sexual advances considered unacceptable by another individual.
- Requests or demands for sexual favors. This includes subtle or blatant pressures or requests for any type of sexual favor, accompanied by an implied or stated promise of preferential treatment or negative consequence concerning one's employment status or student status;
- Verbal abuse that is sexually-oriented or considered unacceptable by another individual, as well as sexually derogatory comments. This includes commenting about an individual's body or appearance when such comments go beyond mere courtesy, telling jokes that are clearly unwanted and considered offensive by others, or other tasteless sexually-oriented comments or innuendoes or actions that offend others.

- Engaging in any type of sexually oriented conduct that would unreasonably interfere with another's work performance. This includes extending unwanted sexual attention to someone that reduces personal productivity or time available to work at assigned tasks.
- Creating a work environment that is intimidating, hostile, or offensive because of unwelcome or unwanted sexually-oriented conversations, suggestions, requests, demands, physical contacts, or attentions.

Normal, non-coercive interaction that is acceptable to both parties is not considered to be sexual harassment. At WBS, sexual harassment by employees of students is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: Submission to such conduct is made to appear to be a term or condition of enrollment, attendance, or participation in a class; Submission to or rejection of such conduct affects academic decisions; such conduct has the purpose or effect of unreasonably interfering with a student's academic performance or creating an intimidating, hostile, or offensive academic environment; Unwelcome physical contact, including but not limited to, patting, pinching, or touching. Offensive or demeaning sexual remarks, jokes, or gestures.

Students aggrieved by a violation of this policy may file a grievance by reporting the conduct to any Business School Administrator or the Provost. All allegations of sexual harassment of or by a student, faculty member, or any other Business School personnel will be promptly and thoroughly investigated by the delegated personnel.

WBS recognizes sexual harassment as an insidious practice and will not tolerate sexual harassment in any manner or form. Persons sexually harassing others will be dealt with swiftly and vigorously. Any individual who violates any portion of this policy shall be subject to disciplinary action up to and including discharge.

It is improper conduct for a WBS faculty member to engage in a romantic or sexual relationship with a student enrolled in the faculty member's class or for an employee to engage in a romantic or sexual relationship with a student that is under the employee's supervision. Romantic or sexual relationships between any faculty member and a student then enrolled in the faculty member's class (including supervised student activities for which academic credit is given) or between any Business School employee and a student enrolled in the Business School may appear to be coercive and are discouraged. Even when no coercion is present, such relationships create an appearance of impropriety and favoritism, which can impair the academic experience of all students in the Business School environment. At WBS, romantic and sexual relationships between a faculty member or an employee and a student are subject to the prohibition against sexual harassment.

Computer Usage Policies

WBS's computing facilities are provided for the use of registered users. All computer users are responsible for using the facilities in an effective, efficient, ethical and lawful manner. The Business School views the use of computer facilities as a privilege, not a right, and seeks to protect legitimate computer users by imposing sanctions on those who abuse the privilege.

Computer Use Policy

This policy provides guidelines for the appropriate and inappropriate use of the computing resources of WBS. It applies to all users of the Business School's computing resources, including students, faculty, employees, alumni and guests of the Business School. Computing resources include all computers, related equipment, software, data and local area networks for which the Business School is responsible. The computing resources of WBS are intended to be used to conduct the legitimate business of the Business School. All users must have proper authorization for the use of the Business School's computing resources. Users are responsible for seeing that these computing resources are used in an effective, ethical and legal manner. Users must apply standards of acceptable academic and professional ethics and considerate conduct to their use of the Business School's computing resources. Users must be aware of the legal and moral responsibility for ethical conduct in the use of computing resources. Users have a responsibility not to abuse the network and resources and to respect the privacy, copyrights and intellectual property rights of others.
Computer hardware and software is the property of WBS and the student is responsible for taking precautions against importing computer viruses or doing other harm to the computer. It is prohibited to copy Business School-purchased or leased software.

Email and Internet Use Policy

All email communications sent or received at the Business School should be considered official Business School correspondence. Such correspondence is subject to standards of good taste, propriety, courtesy and consideration. Emails may be retrieved by the Business School under certain circumstances, such as an internal investigation as they are subject to subpoena and discovery in legal proceedings. Respect for others' privacy dictates that students should not try to access another individual's messages without the individual's permission.

Most computers at WBS have access to the Internet. It is expected that all individuals using WBS's computers will use good judgment in determining the sites visited and the amount of time spent using the Internet.

Rules Concerning Use of Computers

The following rules apply to all users of the WBS's computers. Violations of any of these rules may be possibly unlawful. An individual's computer use privileges may be suspended immediately upon the discovery of a possible violation of these rules:

Computer users agree to use facilities and accounts for Business School related activities only. Accounts are considered the property of Westfield Business School.
The IT department must approve all access to central computer systems, including the issuing of passwords.
Authorization for the use of the accounts is given for specific academic purposes.
Attempts to use accounts without authorization or to use accounts for other than their intended purposes are all violations of the Business School's rules.

Electronic communications facilities, such as E-MAIL are for WBS related activities only. Fraudulent, harassing or obscene messages and/or materials are not to be sent or stored.
Computer users agree to the proprietary rights of software. Computer software protected by copyright is not to be copied from, into, or by using WBS computers.

Computers users are required to abide by federal copyright laws and WBS policy regarding the use of all digital materials, including peer-to- peer file sharing.
Inappropriate conduct and violations of this policy will be addressed by the appropriate procedures and agents. In cases where a user violates any of the terms of this policy, the Business School may, in addition to other remedies, temporarily or permanently deny access to any and all WBS computing resources and appropriate disciplinary actions may be taken.

Copyright Policy

Westfield Business School is committed to compliance with all Federal laws (Title 17, United States Code) regarding copyright. Copyright is essential a form of protection for individuals who have developed, created or authored literary, dramatic, musical, artistic, and certain other intellectual works.

This protection is extended to both published, as well as unpublished works, and is extended to any author, regardless of their nationality or domicile.

All members of the WBS community – students, faculty and staff members and administrators – are responsible for complying with the requirements of the copyright law. It will be assumed that the copyright law applies to all material, unless one of the following applies:
The work is in the public domain, including works by the U.S. Government
Prior written permission from the author has been obtained, or appropriate royalties or licensing fees have been paid in exchange for usage rights.

Note that all printed materials – in text or digital form - should be assumed to be copyrighted. The use of a copyrighted notice © is no longer required. The unauthorized use of copyrighted material is called an infringement.

As noted above, Federal copyright protection is extended to digital media accessible through the Internet. Uploading or downloading digital material or works is an infringement of the copyright owner's exclusive rights. This includes peer-to-peer file sharing.
All members of the WBS community who disregard this policy do so at their own risk and assume any liability, which may include criminal and/or civil penalties. Anyone found to have infringed a copyrighted work may be liable for statutory damages for not less than $750 and not more than $30,000 for each work infringed, and if willful infringement is proven by the copyright owner, that amount may be increased up to $150,000 for each work infringed. Criminal penalties for willful infringement can include up to five years imprisonment. These penalties can be increased by a court which can also assess costs and attorneys' fees. For details, see Title 17, United States Code, Sections 504, 505.
In addition, disciplinary action may be taken by the Business School – see section below related to cheating and plagiarism.

Intellectual Property rights

The Westfield Business School ("WBS") User Experience respects intellectual property rights when procuring and using photographs. We seek written permissions from photographers for the use and reproduction of their photographic art in publications, Web pages and displays. When appropriate, we purchase the copyright with respect to photographs and work out agreements for attributing authorship to the photographers.

When book cover art, newspaper masts, logos, photographs, illustrations and other art from sources off-school facilities are needed for a publication, WBS's User Experience staff members seek official permissions and releases. If the artwork is needed for a Web page, a member of WBS User Experience researches and completes the online process for permission and release of the works for reproduction and online use and display.

When the User Experience is aware that photographs taken by WBS students or faculty are being considered for use in a WBS publication, a staff member contacts the individual involved for permission to use the photograph. The photographer is asked to provide a written consent and release for the photo's reproduction and use and a mutually acceptable approach to the attribution of authorship issue is arranged.

Photo Credits
As a general rule, User Experience staff avoids the use of photo credits in recruitment publications. Our usual agreement with our most frequently used photographers provides WBS with the ownership of the copyrights with respect to the photos from the shoots we arrange and purchase and use of the photos without printed credit. When photo credits are stipulated as a part of a purchase of photography, we include them.

Photo Release
As a condition of their employment with WBS, our faculty and staff are required to consent to being photographed and grant a perpetual, royalty-free and irrevocable license to WBS with respect to reproduction, display or other use of any photographs in connection with their employment with WBS. Students, as a condition of their enrollment and attendance at WBS, also consent to being photographed on school facilities and grant a perpetual, royalty-free and irrevocable license to WBS with respect to reproduction, display or other use of any photographs depicting them on school facilities or in connection with their coursework at WBS.

Still or video photo shoots may be informal (candid shots of school facilities scenes, athletic events, performance groups, large groups or activities) or formal (planned visits to classrooms, laboratories or offices; directory shoots or athletics headshots with professional backgrounds; or video shoots on school facilities) in nature. All such photographic images taken by WBS faculty or staff and the copyrights with respect thereto are and/or become the property of WBS's User Experience.
The digital photos or video footage are added to the Business School's library of images, which becomes a resource for the Business School's Web site and publications.

Informal Photo Shoots

User Experience staff attempts to inform the school facilities when informal photography projects are under way.

Formal Photo Shoots

When a request is received or a need arises for images of particular individuals or settings, a User Experience staff member contacts the appropriate faculty member or department to schedule the photographer. Preferring a natural, realistic approach, WBS seldom stages its photographs.
Faculty members are encouraged to inform classes of the impending photo shoot. The faculty member will be supplied with an announcement to be made to the class with suggestions for making the shoot as effective as possible.

The faculty member is asked to permit the photographer to make an announcement upon arrival at the classroom. The photographer will introduce himself, briefly explain his purpose and allow students who wish not to be photographed to move to a part of the room that will not be included in the photos. Students not wishing to participate must inform the photographer of their unwillingness prior to the photograph being taken.

Students participating in a photo shoot are giving their permission for the photos to be used as the Business School sees fit by participating in the photo shoot. Students are permitted to opt out of the photo shoot, if that is their choice; by informing the photographer in advance of the photo being taken and removing themselves from the photo shoot area.

Choice of Photos

User Experience staff members, in consultation as possible with requesting departments, are responsible for choosing images on behalf of WBS for use on the Business School Website, Business School publications and in Business School video projects. Occasionally images are shared with outside entities making requests.

Choices for photographs are made with great sensitivity to the following:
- The goal for the message(s) to be communicated:
- The quality of the photo, providing a truthful representation of the Business School, and
- The impact of the photo on the audience's perception of WBS

Although we attempt to be as objective as we can in our photo choices, we recognize that making photograph selections is a subjective task. If a photo does not meet WBS's qualifications, rather than

compromising the reputation of WBS by utilizing a photograph that is inadequate or inappropriate, a photo shoot will be rescheduled to obtain an appropriate photo.

Ways to Opt Out of Photos Being Published
Directory Listings: Faculty and staff may choose not to publish their photos (or personal information) by making their preference known in writing to WBS. Make sure to update your personal information for use in WBS's directories.

Formal Shoots: After arranging a photo shoot, User Experience provides an announcement that faculty members may use to make their classes aware of the scheduled time for the shoot. The photographer will make an announcement allowing students to opt out of the shoot by informing the photographer in advance of the photograph being taken and moving to another part of the room if that is their choice.

Procedures to Have a Photo Removed From Use
Concerns about the use of individual images on the Web site or photos in print publications may be communicated to User Experience. We will try to resolve individual complaints while still meeting the important goal of visually representing the Business School. We ask your patience in this process. Expense is sometimes a consideration in our ability to change a photograph; sometimes an inventory of printed publications must be exhausted before the change can be put in place.

With respect to claims of copyright infringement relating to photographs shown on our Web site, we have a Designated Agent to receive notices of such claims and written procedures to deal with such claims in accordance with the Digital Millennium Copyright Act.

Attendance Policy

The courses will be offered fully online. The daily class participation logging and task completion are the way of attendance. The students will hold two sync/virtual sessions with the instructor via webcam. It is mandatory to comply with these activities planned on the daily basis. Students are expected to participate all scheduled Institution classes for the courses they are registered for and to achieve the goals set forth by each class instructor. Participation is monitored daily. Unattendance to any weekly activity will be counted as grade 0 in final course grade. Unattendance to more than two weekly classes will result in failure of the course regardless of grade average. It is the student's responsibility to arrange to make up work missed because of lack of participation.

Student Tardiness Policy

No flexibility. Participation in debates needs team work participation. It is not replaceable. The student can catch up by doing an extra effort to compensate lack of participation and work. It requires student participation timely. In face to face sessions, a student is considered tardy/late if he/she comes to class 15 minutes late. With three tardies the student accumulates one full absence. If the student misses half of the class period, it is a full absence. When a student has more than 3 tardies, the instructor will contact the Academic Coordinator and request an intervention session with the student. The goal of the intervention session is to develop and implement an intervention program to help students learn new ways to save and manage time.

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.

Weapons Policy

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

Student Affairs

Code of Conduct and Responsibility

Given the nature of the online program, WBS 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 WBS, 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 WBS 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 him or herself to the objectives set by WBS, 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 for the exclusive use of the student and therefore not transferable to . The student letting any other person access with his / her username and password will be considered a serious violation of the school's code of conduct.

• 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 objectives of the class.

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 denying or making void the degree.

Once a 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. casein these cases, the school may take legal action.

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.

Fraud or forfeiting 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 mean denial from obtaining the diploma.

Student Conduct Code

The following are examples of misconduct for which students and/or student organizations are subject to disciplinary action by Westfield Business School. This list should not be considered inclusive.

- Dishonesty, such as cheating, plagiarism, or knowingly furnishing false information to the Business School.
- Forgery, alteration, or misuse of Business School documents, records, or identification.
- Theft of and/or damage to property of the Business School, of a member of the Business School community or of a visitor to the Business School.
- Unauthorized entry to, or use of, Business School facilities, which are locked, closed to student activities or otherwise restricted as to use.
- Tampering with fire equipment, exit lights, fire alarms, or any other Safety equipment or structures.
- Disorderly, lewd, indecent, or obscene conduct or expression on Business School owned property or at Business School sponsored or supervised activities.
- Abusive behavior - Any action or situation which produces mental or physical discomfort for any member of the Business School community, or which places the individual or group in danger of physical or mental injury. This behavior includes but is not limited to:
- Sexual Harassment - inappropriate or unwelcome sexual attention to coerced sexual relations or sexual assault (also see policy on Sexual Harassment).
- Verbal Harassment-statements incorporating abusive, obscene or threatening language.
- Physical Harassment - use of, or threatened use of, physical force or violence.
- Stalking - willfully, maliciously, and repeatedly following or harassing another person.
- Any harassment on the basis of race, ethnicity, gender, disability, religion, or sexual orientation.
- Forging, altering, possessing, duplicating, or using documents, keys, records, or identifications without consent or authorization.
- Failing to comply with a judicial sanction, to include violation of specific probationary statutes.
- Purporting to or representing another person, an organization, or the Business School improperly without the consent or authority.
- Lying or perjuring self to Business School official.

- Being present during the commitment of a violation of the Business School student conduct code constitutes permission or condoning of the act.
- Possessing, consuming, dispensing, or being under the influence of alcoholic beverages or illegal drugs in violation of the State of Florida Law or WBS policy.
- Violating the Business School smoking tobacco use policy in specified facilities.
- Soliciting/selling for personal or organizational profit without proper consent of Business School officials.
- Disruption of the normal activities of the institution, including physical violence or abuse of any person or conduct which threatens or endangers the health or safety of persons, the deliberate interference with academic freedom and freedom of speech.
- Possession of weapons, which include firearms (or replicas), guns, sling shot devices, grenades, knives, explosives, flammable materials or any other instrument which may be used to cause injury to body or damage to property.
- Violation of other published Business School policies, rules or regulations.

Academic Dishonesty

Cheating and Plagiarism

Cheating is defined as the attempt, successful or not, to give or obtain aid and/or information by illicit means in meeting any academic requirements, including examinations. Cheating includes falsifying reports and documents. Plagiarism is defined as the use, without proper acknowledgment, of the ideas, phrases, sentences, or larger units of discourse from another writer or speaker. Plagiarism includes the unauthorized copying of software and the violation of copyright laws.

An incident of Cheating or Plagiarism upon which a faculty member may take action will be an event which the faculty member witnesses or has written evidence to support. A faculty member must observe this evidence directly and may not take action solely on the report of another party.

Procedures for Handling Cheating and Plagiarism

Any faculty member discovering a case of suspected cheating or plagiarism shall make a responsible effort to confront the student with the evidence within five (5) working days. If the student can explain the incident to the satisfaction of the faculty member, no further action is warranted.

If the student denies cheating and the faculty member continues to believe cheating has occurred, the faculty member will contact the academic coordinator in a written fashion explaining the incident. The coordinator will determine whether or not the evidence indicates that cheating/plagiarism has taken place.

The faculty member shall decide how the student will be graded for the course in which cheating or plagiarism occurred. The student may be required to resubmit the assignment or take a new examination. The student may receive a failing grade on the assignment or examination in question. The student may receive a failing grade for the course.

For a second or subsequent offense, the student shall be subject to suspension or dismissal from WBS by the Provost.
The student may appeal any of the above decisions in writing to the Provost within thirty (30) working days.

Responsibilities of Students Concerning Academic Dishonesty

Students are responsible for knowing the policies regarding cheating and plagiarism and the penalties for such behavior. Failure of an individual faculty member to remind the student as to what constitutes cheating and plagiarism does not relieve the student of this responsibility.
Students must take care not to provide opportunities for others to cheat. Students must inform the faculty member if cheating or plagiarism is taking place.

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 Student services representative, who will seek to provide the guidance necessary to resolve the issue. If necessary, the Student services representative will contact the faculty member with 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 Committee. The Academic Committee 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/

For non-Florida residents who have completed the institutional and state grievance process may contact the FL-SARA State Portal Entity Contact, at FLSARAinfo@fldoe.org

Transfer of Term

A student may request to be transferred to a later term for personal or professional reasons. This transfer will take the form of a Leave of Absence according to the rules set in this catalog. Rules regarding readmission may also be applicable.

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.

Refund Policy

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 payment of Registration Fee. 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 Registration 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 hours.

REFUND SCHEDULE

Before the completion of the Drop/Add week	100 % of the semester tuition paid
After the Drop/Add week	0% of the semester tuition paid

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

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 WBS.

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

Student Services

Academic Advising Support Services

Student services representatives 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 Campus Director for arrangements or for a referral for the appropriate assistance.

Student services

The Academic Services Department is composed by a team of student services representatives. Students have a personal student services representative throughout the whole Master´s Program.

The tasks held by the Student services representative are:

a) Monitoring and tracking of students throughout the learning process. They call and email students. The student services representatives 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 their program, 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) Receiving documents to be archived by Registrar. 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 relationships with the students.

f) Responsibility for assuring the quality of the entire teaching process of the Masters programs.

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

Facilities, Library and Equipment

WBS offices

WBS has offices for administrative purposes located in 1200 Brickell Ave. Suite 680, Miami, Florida 33131. Offices are open and in operation Monday through Friday from 9:00 a.m. to 5:00 p.m., except federal holidays.

The facilities include high speed 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, printers, copying and faxing services.

Conveniently located in the City of Miami, on the 1200 Brickell Building, on the 6th floor, Suite 680. The building, 1200 Brickell is situated on the corner of Brickell Avenue and Coral Way, 1.5 miles east form I-95.

Easily accessible for commuters, as it is one block away from the Brickell Station Metro Mover and the Brickell Loop Metro. There is also a parking garage on the premises with the entrance at the back of the building through S. Miami Ave.

Brickell is an urban neighborhood of Greater Downtown Miami, and South Florida's major financial district. The campus is within walking distance of a variety of restaurants, shopping, and other services, a mile away from the Brickell City Center Mall and a two of miles from the Rickenbacker Causeway and Key Biscayne.

Library

The school's Digital Library provides a single public search interface for WBS students and professors for searching WBS 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.

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 WBS 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 WBS e-Learning strategy by providing a single point of contact interface to the resources of other institutions' virtual libraries with which WBS 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 WBS, 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 WBS.

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. WBS Faculty and students 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 WBS 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 WBS.

Other learning resources and Information services

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

Learning management system

Westfield Business School uses Brightspace as learning management system. Brightspace is a Software Learning Management System Software created by the company D2L (United States).

BrightSpace is not a one size fits all common learning management (LMS) systems. It is easier to use, more flexible and intelligent. With BrightSpace, you can customize each student's experience to get real results. BrightSpace is a world leader in learning analysis: its platform predicts student performance so you can take action in real time to keep it on track.

The average user reviews of Brightspace is 4/5.

Ease of use: The intuitive design makes it easy for all users to accomplish tasks quickly in the LMS, leaving more time to focus on what really matters: teaching and learning.

- Simple interface makes it easy for instructors to design courses, create content, and grade assignments.
- Responsive design paired with purpose-built native apps create a great mobile experience for faculty and students, regardless of which devices they use.
- Award winning accessibility ensures all tools are standards-compliant and easy for students to navigate using assistive technologies.

Student engagement: A variety of tools help faculty create engaging learning experiences to keep students interested and progressing through the course.

- Add inline audio, video and other media from internal sources, content repositories, or external sites directly into course content.
- Integrated video capabilities allow you to use video-based assessments, web conferencing, and embedded feedback.

Digital portfolio functionality allows students to document and share their learning journey as it happens, on both web and mobile platforms.Personalized learning: Powerful tools help faculty deliver the choice, freedom and flexibility that empower teaching and learning – motivating every individual to reach their full potential.

- Rules-based tools can tailor course delivery to individual needs based on what a student does – or doesn't do – in Brightspace.
- Awards and certificates motivate students by gamifying the course and recognizing their individual achievements.
- Different course delivery methods or pedagogical approaches can be explored to suit your learners' needs, including blended, online, and competency based-education.

Built-in analytics: Intuitive learning analytics reports help you understand performance for departments, courses, or individuals so you can make better decisions. Access to your learner data lets you conduct your own research and analysis too.

- Class Progress dashboard allows faculty to quickly compare each learner's performance in the course.
- Student-level reports and detailed grade statistics allow for granular analysis of learner performance to help them improve.
- Access to learner data allows you to analyze it with business intelligence tools, or integrate it with your SIS and other systems.

Equipment

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

WBS 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 (With the possibility of growth on demand under secure communication services),

- 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 WBS acknowledges the student's responsibility to become familiar with the contents of WBS 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 WBS's publications does not serve as an excuse for non-compliance for infractions.

Employment assistance

WBS does not make any guarantees of employment or salary upon graduation. WBS 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

President: Carlos E. Mazo

Chief of Operations: Andrea Echavarría

Chief of Academic Innovation: Rafael de Cárdenas

Office Director /Admissions Director: Juan Pablo Treviño

Provost & Academic VP: Ignacio Maroto Mateo

Vice President of Growth: Juliana Arbeláez

Academic Innovation & Research Director: Diego Mazo

Academic Coordinator: Elio R. Acosta

Lead instructor MBA and EMBA: Marcela Guzmán

Registrar: Lumey Contino

Assurance of Learning, Online Learning & Platform: Noelia Salvador

Quality: Alejandra Berrío

Recruitment: Juanita Velásquez

Admissions Representative: Alain Acosta

Student services representative: Stephanie Vélez, Vanessa Ochoa

Librarian: Gustavo Oriol

Faculty

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.

Arria, Nelsy

PhD in Education – Universidad Bicentenaria de Aragua (UBA) – Venezuela. Master of Accountancy – South Carolina University.

Primary areas of instruction: Financial Accounting, Financial Analysis, Valuation and Investment Analysis, Valuation and performance business, Management and Financial Accounting, MDF Final Postgraduate Project, Corporative Finance, Quantitative Methods: Mathematics and Statistics, Budget Management, Management Accounting, Cost Accounting Systems.

Calvo, Gustavo

PhD in Business Management, Universidad Complutense Madrid (Spain).

Primary areas of instruction: Finance, management and economy courses

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

González, Ernesto

PhD. In Business Administration. Universidad de Oviedo (Spain). MBA. Universidad de Oviedo (Spain).

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

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.

Nonaka Ulloa, Miguel Ángel

PhD in Business Administration, Université Du Quebec, Montreal, Canada. Master in Business Administration, 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.

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 Belloso Chacín (URBE). Maracaibo, Venezuela.

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

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.

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.

Recognition and Licensure

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 accredited by the Accreditation Council for Independent Colleges and Schools (ACICS) - 1350 Eye Street, NW, Suite 560 - Washington, DC 20005 - Tel: (202) 336-6780 - Fax: (202) 789-1747 - info@acics.org

WESTFIELD Business School programs are not eligible for US Financial Aid.

Board of Directors

Juan Fernando Mazo

Esteban Betancur

Luis Ernesto Araujo

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 1200 Brickell Ave Suite #680 Miami, FL 33131.

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.

Program Costs

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$	9,000.00
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.

Continuing Education

WBS 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

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

Collaboration with EIG Business School

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

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

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.

Applicability of this Catalog

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.

Student Identity Protection

The purpose of this policy is to describe the process whereby Westfield Business School verifies the identity of students in distance or correspondence education.

Overview

Westfield Business School must abide by the United States Federal Higher Education Opportunity Act (HEOA) of 2008, Public Law 110-315, that requires the verification of student identity in distance or correspondence education.

Purpose

Westfield Business School needs to establish and periodically review a process to determine that a student registered for an online course is the same student that participates in, completes, and receives credit for the course. Students seeking registration in online courses will be required to provide appropriate identification to establish their identity.

Scope

This policy applies to all credit-bearing distance education courses and programs offered by Westfield Business School.

Procedure

The verification of a student's identity begins at the time of admission and the first course registration. After a student has been through the admission process and is accepted to attend, Westfield Business School Learning assurance department is responsible for creating secure, unique login and password for the accepted student using a FERPA compliant procedure.

Both the Westfield Business School's Office of Admissions and the Westfield Business School's Office of the Registrar maintain student biographic, demographic, admission and enrollment records in the Westfield Business School's Student Information System (SIS). Which creates LDAP authentication records in addition to authorization, controls in the Westfield Business School's hosted Brightspace Learning Management System (LMS). Access to the LMS requires valid LDAP credentials in addition to an official class registration.

All sensitive data, including FERPA-governed and enrollment related records, are presented to students via encrypted transport methods, predominantly HTTPS. Access to such information requires valid

LDAP credentials, in addition to authorization controls within the LMS and/or SIS. As noted, authorization controls are primarily dictated by enrollment records within the SIS.

Students are responsible for maintaining the security of their login information and password. This information may not be shared or given to anyone other than the person to whom they were assigned. Users are responsible for any use and activity of their account.

All students taking online courses are using Brightspace, Westfield Business School's course management system, which requires secure usernames and passwords. Westfield Business School's distance learning classrooms use video conferencing technologies to deliver instruction. This technology provides visual identification as well as the secure username and passwords.

  Westfield Business School does not charge a fee for student identity verification. Students would be notified of additional fees, if any, prior to and during the registration process through various publications, Westfield Business School's Catalog, and on the website.

Policy

The purpose of this policy is to ensure that Westfield Business School operates in compliance with the provisions of the United States Federal Higher Education Opportunity Act (HEOA) concerning the verification of student identity in distance education.

All credit-bearing courses and programs offered through distance education methods must verify that the student who registers for a distance education course or program is the same student who participates in and completes the course or program and receives academic credit. According to the HEOA, one or more of the following methods must be used:

a) An individual secure login and password issued by the College

b) Proctored examinations, and/or

c) Other technologies or practices that are effective in verifying student identification.

Any online student work, assessments or activities that are graded or contribute to a student's grade must be submitted through Brightspace, the platform that ensures that no more than one session can be created by a student, and that provides that student with secure login and password.

All methods of verifying student identity in distance education must protect the privacy of student information

Secure Login and Password: Each Westfield Business School student is assigned a unique username and password to log into the School's learning management system (currently Brightspace). Students are responsible for providing their complete and true identity information in any identification verification process.

24 x 7 Self-service Password Reset Tool: Network user account credentials are managed by authorized administrators at Westfield Business School. Uses can self-manage certain functions of their account such as changing their password by enrolling in the college account management system. Users set up security questions and/or alternate email or text numbers to facilitate the reset of their accounts. This service is available 24 x 7.

Responsibilities: All users of Westfield Business School's learning management system are responsible for maintaining the security of usernames, passwords, and other access credentials as required. An account is given to an individual for the exclusive use by that individual. Attempting to discover another user's password or attempts to gain unauthorized access to another person's files or mail is prohibited. It is against College policy for a user to give someone his or her password or allow others to use his or her account. Users are responsible for any and all users of their account. Users are responsible for all activity on their accounts.

Faculty: Faculty teaching courses through distance education methods hold primary responsibility for ensuring that students comply with the College's identity verification policy. As technology and personal accountability are not absolute in determining a student's identity, faculty members are encouraged to design courses that use assignments and evaluations that support academic integrity. Faculty members should analyze student contributions to the debate and contrast them with student contributions in the synchronous sessions to assess student identity.

The Provost/Vice President for Academic Affairs is responsible for ensuring compliance with this policy and that academic coordinators, lead instructors and faculty are informed of any changes in the policy in a timely fashion.

Information Technology Services: This policy will be referenced on the login page of the School's learning management system.

Enforcement

Failure of employees to comply with this agreement/policy will be addressed through the Westfield Business School's policy on ethical behavior for employees included in the Employee Handbook. If warranted, an employee's failure to comply will result in disciplinary action up to and including termination of employment. Failure to comply may also be a violation of civil/criminal law and may cause the employee to be subject to applicable penalties.