

Master of Business Administration

Non-Thesis

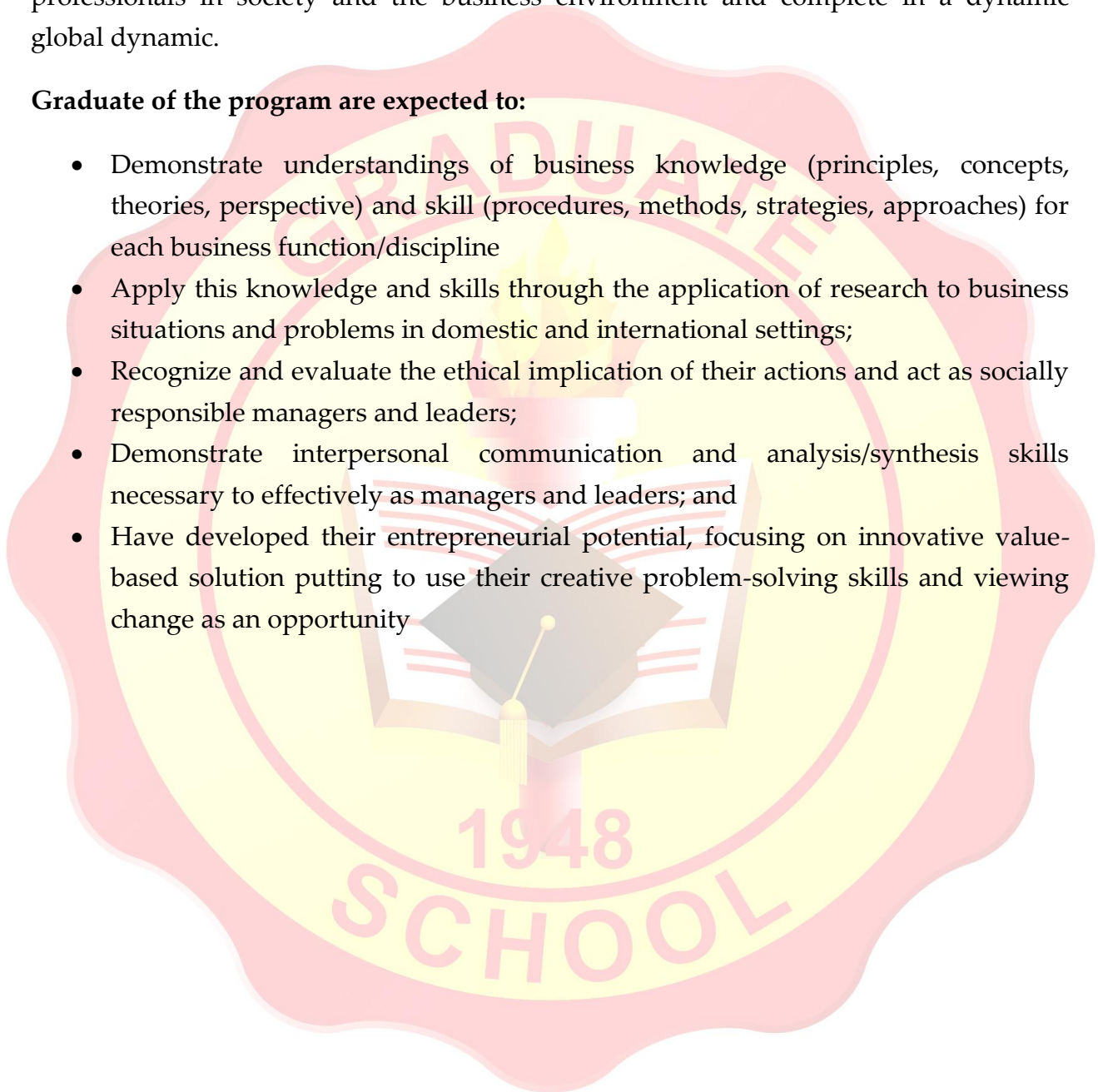


OBJECTIVE OF THE MBA PROGRAM

The Master of Business Administration (MBA) program provides students with advanced preparation in management, enabling them to participate as educated professionals in society and the business environment and complete in a dynamic global dynamic.

Graduate of the program are expected to:

- Demonstrate understandings of business knowledge (principles, concepts, theories, perspective) and skill (procedures, methods, strategies, approaches) for each business function/discipline
- Apply this knowledge and skills through the application of research to business situations and problems in domestic and international settings;
- Recognize and evaluate the ethical implication of their actions and act as socially responsible managers and leaders;
- Demonstrate interpersonal communication and analysis/synthesis skills necessary to effectively as managers and leaders; and
- Have developed their entrepreneurial potential, focusing on innovative value-based solution putting to use their creative problem-solving skills and viewing change as an opportunity



MASTER IN BUSINESS ADMINISTRATION (MBA)

Regular Program Non -Thesis

Total Units: 48

I. FOUNDATION COURSES (18 units)

Course Code	Description	Units
BAC 111	Fundamentals of Accounting	6
BCB 111	Introduction to Information	3
BEC 111	Fundamentals of Economics with Land Reform and Taxation	3
BMG 333	Production and Operations Management	3
BMG 111	Fundamentals of Management	3
BMK 111	Principles of Marketing	3

II. CORE COURSES (33 units)

Course Code	Description	Units
GMA 711	Management Accounting	3
GMB 711	Corporate Social Responsibility	3
GMB 712	Business and Management Research	3
GMB 713	Managerial Statistics w/ Computer Application	3
GMB 715	Human Behavior in Organization	3
GMB 716	Economic Analysis for Manager	3
GMB 717	Legal Aspects of Business	3
GMB 721	Management Science	3
GMB 722	Financial Management I	3
GMB 723	Operations Management I	3
GMB 724	Marketing Management I	3
GMB 725	Human Resource Management	3

III. MAJOR COURSES (6 units)

(Any 2 subjects in the area of concentration chosen)

A. Entrepreneurship

Course Code	Description	Units
GMB 731	Entrepreneurial Management	3
GMB 732	Business Model Innovation in New Ventures	3
GMB 733	International Entrepreneurship	3
GMB 734	Family Business Management	3
GMB 735	Social Entrepreneurship	3
GMB 736	Case Studies in Entrepreneurship	3

B. Financial Management

Course Code	Description	Units
GMB 737	Corporate Finance	3
GMB 738	Investment and Risk Management	3
GMB 739	Mergers, Acquisitions and Corporate Restructuring	3
GMB 740	Management of Financial Institutions	3
GMB 741	Project Finance	3
GMB 742	Int'l Banking & Financial Markets	3

C. Marketing Management

Course Code	Description	Units
GMB 743	Multinational Marketing	3
GMB 744	Consumer Behavior	3
GMB 745	Entrepreneurial Marketing	3
GMB 746	Integrated Marketing Communication	3
GMB 747	Marketing Strategy	3

D. Operations and Supply Chain Management

Course Code	Description	Units
GMB 748	Quality Management and Continuous Improvement	3
GMB 749	Supply and Value Chain Management	3
GMB 750	Manufacturing Systems Management	3
GMB 751	Management of Service Operations	3
GMB 752	Business Improvement Techniques	3
GMB 753	Managing International Operations	3

E. Human Resource Management

Course Code	Description	Units
GMB 754	Human Resources Training and Development	3
GMB 755	International Human Resources Management	3
GMB 756	Negotiations and Conflict Resolutions	3
GMB 757	Strategic Management of Human Resources	3
GMB 758	Managing Change and Innovation	3
GMB 759	Employee and Labor Relations	3

IV. INTEGRATING COURSES (3 units)

Course Code	Description	Units
GMB 727	Policy Formulation and Strategic Management	3
GMB 728	Capstone – Business Planning	3

V. GMB 795 – COMPREHENSIVE EXAMINATION

(To be taken finishing all the core courses in the curriculum and before thesis writing)



COURSE DESCRIPTION

BAC 111 - FUNDAMENTALS OF ACCOUNTING, PART 1 (SOLE PROPRIETORSHIP)

The provides an introduction to accounting, within the context of business and business decision. Students obtain complete understanding of the basic principles and concepts as well as their applicability and relevance in the national context and learn how to use various types of accounting information found in financial statements and annual reports. They will have to expose themselves to gathering of data for use in the presentation of financial statements. Emphasis is place on full appreciation of the usefulness of financial statements with an end in view of developing expertise in recording, classification and summarization of information. They will be equipped with adequate knowledge of the contents and forms of basic financial statements. (6 Units)

BCB 111 – INTRODUCTION TO INFORAMTION TECHNOLOGY

This course tackles and understanding on basic computer, computer in business and other topics that are related to it such as windows operating system, introduction to MS Word, MS Excel And MS PowerPoint (3 Units)

BEC 111 - INTRODUCTION TO ECONOMICS WITH LAND REFORM AND TAXATION

This course seeks to provide students with a thorough understanding of the working of the economy. It also aims to give an appreciation of basic economic concepts that are covered in microeconomics, & international, Economics essential to both business & non-business majors. Topics include, among others, household behavior & consumer choice, firm theory, income distribution & poverty, and globalization & international trade. (3 Units)

BMG 111 – FUNDAMENTALS OF MANAGEMENT

This course deals with the fundamentals of business organization and management. The

theories and principles of organization and management, as well as their application in business and industry are thoroughly discussed. The different forms of business ownership with their strengths and weaknesses and the function of management (Planning, organizing, staffing, directing and controlling) form part of the course coverage. The course also covers the benefits derived from entrepreneurship, importance of social responsibility as another foal of business and global practice. (3 units)

BMG 333 - PRODUCTION AND OPERATIONS MANAGEMENT

This course deals with the principles and techniques o production and service with high quality products with the least time, effort, and cost to the organization. Topics covered include production planning, design, scheduling, aggregate planning, inventory management and control and queuing teary. These are applied in company situations for decision making (3 Units)

BMK 111 – PRINCIPLES OF MARKETING

This course introduces students to the nature of marketing, the fundamentals of marketing strategy and marketing environment. It explores global competition, ethical and moral marketing behavior, the business environment under which marketing operates and the role of technology in changing world. It investigate the marketing goods and services by commercial organizations as well as the marketing ideals by not-for-profit firms. Major topics discussed are: nature of marketing, nature of distribution, promotion and advertising, pricing, impact of the global economy on marketing and special topics as strategies for new products and the product life cycle (PLC) marketing of high quality services and integrating marketing communications. (3 Units)

GMA 711 – MANAGEMENT ACCOUNTING

Focuses on the problem of business decisions, making extensive use of cases. Topics include activity-based costing and management, agency theory, budgetary control systems, behavioral research in management accounting, compensation and incentive systems, efficiency and productivity measurement, decentralized performance evaluation systems, and quality control and measurement issues. The emphasis throughout is on the use of economic reasoning to solve actual business decision problems. (3units)

GMB 711 - CORPORATE SOCIAL RESPONSIBILITY AND GOOD GOVERNANCE

Business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries. Covers the nature of the corporation, the basic theory of the firm, the internal and external architecture of corporate governance, the role of regulatory authorities, models of corporate governance, principal-agent theory within the corporate context, as well as corporate culture, corruption, management and board compensation, conceptions of social responsibility, and capital market development and international cross-listing of shares. (3 units)

GMB 712 - BUSINESS AND MANAGEMENT RESEARCH

Research methods used in the study of organizations, including experimental design, survey research, case methods, questionnaire and interview construction, and scaling techniques. Students are expected to design business and management research projects that are carried out later. (3 units)

GMB 713 - MANAGERIAL STATISTICS WITH COMPUTER APPLICATION

Methods of collecting, analyzing and interpreting data for managerial decision making. Topics include data presentation, measures of central tendency, dispersion and skewness, discrete and continuous probability distributions, sampling methods and distributions, confidence intervals (for

parameter estimates) and tests of hypotheses. (3 units)

GMB 715 – HUMAN BEHAVIOR IN ORGANIZATION

An introduction to basic organizational behavior concepts, and how to develop effective people management strategies, and gain insight into one's own behavior in order to increase chances of success in a variety of organizations. (3 units)

GMB 716 – ECONOMIC ANALYSIS FOR MANAGERS

Microeconomic and macroeconomic issues from a theoretical and applied perspective. The course stresses analytical reasoning and the application of quantitative techniques and economic methodology to managerial problems. Particular emphasis is placed on the limitations, strengths, and uncertainties of macro- and microeconomic policies in view of changing institutional and regulatory environments, extensive global interactions and linkages, and increasingly volatile individual expectations. (3 units)

GMB 717 – LEGAL ASPECTS OF MANAGEMENT

This course involves the study of the practical aspects and concepts of different types of business organizations in the Philippines. The study includes the governing laws and principles; how these business organizations are formed; registration requirement and procedures; reportorial requirements; advantages and disadvantages for each type of business organization; choosing the best type of business organization; and actual formation of a corporation. (3 units)

GMB 721 – MANAGEMENT SCIENCE

Analysis of financial and accounting information and its impact on financial decision-making and profit planning. Special emphasis on financial analysis, management of working capital, cost of

capital, capital budgeting, long-term financing, dividend policy and internal financing. (3 units)

GMB 722 – FINANCIAL MANAGEMENT

Analysis of financial and accounting information and its impact on financial decision-making and profit planning. Special emphasis on financial analysis, management of working capital, cost of capital, capital budgeting, long term financing, dividend policy and internal financing. (3 units)

GMB 723 – OPERATIONS MANAGEMENT 1

Concepts and techniques for design, planning and control of manufacturing and service operations. Topics include operations analysis, coordination and planning, quality management, project management and logistics and supply chain management. (3 units)

GMB 724 – MARKETING MANAGEMENT 1

Concepts of marketing management in relation to the organization's total operation focusing on consumer satisfaction. Emphasis on the interrelationships of marketing concepts, decision making, strategy, planning, and systems of control. Topics include buyer behavior, product policy, pricing strategy, promotion, competitive strategy, and brand management. (3 units)

GMB 725 – HUMAN RESOURCE MANAGEMENT

Processes for planning, developing, and managing human resources within the context that human resources represent a critical organizational asset, are the linchpin for organizational change; and are a source of competitive advantage. Topics include employment, placement, and human resource planning; training and development; compensation and benefits; employee and labor

relations; health, safety, and security; human resource research. (3 units)

GMB 731– ENTREPRENEURIAL MANAGEMENT

This course provides students a grasp of the many issues faced by managers who take the advantage of turning opportunity into a viable business outfit that creates consumer values. It provides students the foundation for developing their own approaches, guidelines, and skills for managing an entrepreneurial activity. (3 units)

GMB 732 - BUSINESS MODEL INNOVATION IN NEW VENTURES

The components of business models, how they differ across industries and phases of a firm's growth – from high- tech to social ventures and from the earliest start-up phases through realization of significant value. Extensive use of case studies, short lectures, discussion and guest speakers from industry to reinforce frameworks and showcase actual business examples. (3 units)

GMB 733 - INTERNATIONAL ENTREPRENEURSHIP

How to conduct business across borders; draws on the two disciplines of international business and entrepreneurship. Addresses how founders/owners of entrepreneurial ventures and professional managers of entrepreneurial companies exploit international business opportunities and address the challenges of conducting business internationally. (3 units)

GMB 734 - FAMILY BUSINESS MANAGEMENT

In-depth view of entrepreneurship in family businesses. Topics covered include

understanding the importance and impact of family businesses in the Philippines and world economies, a review of the unique business and personal challenges faced by family firms and their participants, and insights into managing and solving these problems. (3 units)

GMB 735 - SOCIAL ENTREPRENEURSHIP

An introduction to the field of social entrepreneurship, its power and its pitfalls. The course is designed for both: students hoping to make a career in the not-for-profit or social enterprise sector; as well as those planning to pursue a career in the for-profit sector, but who hope to be active volunteering or serving on boards of not-for profit organizations. (3 units)

GMB 736 – CASE STUDIES IN ENTREPRENEURSHIP

Case studies of successful entrepreneurs. Students will be introduced to effective ways to learn from case studies; both “live” and written. Guest speakers will provide insights from their own entrepreneurial stories. In-class strategic narratives will bring home the applications of written academic concepts, overviews of the assignments, and entrepreneurial principles and tactics, so students can discern their own entrepreneurial spirit and which strategies and approach. (3 units)

GMB 737 – CORPORATE FINANCE

Principles of corporate finance and practical tools for financial decisions and valuation. The course focuses on two broad topics: financial policy (factors that determine a company’s need for external financing, be it debt or equity, optimal mix of debt and equity

financing) and valuation (tools as a basis for selecting investment projects and valuing companies). (3 units)

GMB 738 – INVESTMENT AND RISK MANAGEMENT

Application of principles and techniques of investment management in solving investment problems of individuals and financial institutions. Considers apportionment of investment funds among alternatives, analysis of risk, valuation timing of security acquisitions. Topics include investment analysis and valuation of financial instruments, portfolio theory and management, and efficient market theory. The other half of the course is an introduction to the emerging practice of “enterprise risk management” (ERM) or “integrated risk management”—a new managerial outlook on managing risk. Enterprise risk management considers all the risks faced by the firm and attempts to integrate these disparate risks into a single unified analytical framework. (3 units)

GMB 739 – MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Examination of the motives for changes in corporate control and the effect these changes have on the parties involved. Topics include valuation issues in mergers and acquisition, takeover defensive tactics, and corporate restructuring. (3 units)

GMB 740 – MANAGEMENT OF FINANCIAL INSTITUTIONS

Economic role of financial institutions; development of financial institutions. Emphasis on operations, regulation, and structure of the commercial banking system. Coverage of other financial institutions. (3 units)

GMB 741 – PROJECT FINANCE

The project development process as viewed by a private investor. It exposes the student to the fundamentals and various complexities in project identification and screening, concept formulation, commercial structuring, financing and closure, and refinancing. Topics cover project finance characteristics and targets, concept formulation and screening, credit analysis and industry practices, commercial risk definitions and structuring, contracting variations, funding sources and syndication, political risk structures, financing syndication, project finance for rehabilitation and restructuring and project finance as competitive tool. (3 units)

GMB 742 – INTERNATIONAL BANKING AND FINANCIAL MARKETS

Concepts of corporate finance, financial markets and banking in an international context. Specific topics include an overview of the international monetary system, international financial markets (currency, equity and bond markets), the “parity conditions” of international finance, foreign exchange risk management, global investing, international capital budgeting and global banking. (3 units)

GMB 743 - MULTINATIONAL MARKETING

Marketing strategy and management within the context of global and international markets. Evaluates cultural differences and aims to enhance your skills in developing and implementing marketing strategies and decision making in international contexts. (3 units)

GMB 744 - CONSUMER BEHAVIOR

Social science and consumer behavior research for concepts and principles that marketers can use to better understand

customers and meet their needs. Topics include understanding consumers’ mental and physical processes of acquiring, consuming, and experiencing products, mechanisms of influence that are most likely to lead consumers to change their attitudes, their beliefs, and, most importantly their actions and concepts, theories, models, and tools in developing consumer behavior-driven marketing strategies. (3 units)

GMB 745 - ENTREPRENEURIAL MARKETING

Key marketing concepts and methods and their real world application by entrepreneurs. This course begins with students (in groups of three to five) picking an entrepreneurial venture then developing an operational marketing plan. The venture is preferably one that the students would consider actually implementing if the plan proves feasible. Course sessions cover an aspect of marketing for an entrepreneurial venture. (3 units)

GMB 746 - INTEGRATED MARKETING COMMUNICATION

Coordination and integration of all marketing communication tools, avenues and sources within a company into a seamless program that maximizes the impact on consumers/customers and other stakeholders at a minimal cost. (3 units)

GMB 747 – MARKETING STRATEGY

Covers both strategic marketing analysis and marketing planning as functional strategies. Topics include the components and construction of a strategic marketing plan, analysis of complex marketing decisions, integration of marketing communications, radical changes in the selling function and sales force, customer relationship management, the impact of e-commerce, and the broadening

role of marketing throughout organizations. (3 units)

GMB 748 - QUALITY MANAGEMENT AND CONTINUOUS IMPROVEMENT

A study of basic quality concepts as applied to organizational entities. TQM concepts, quality function deployment, and the tools for continuous improvement are analyzed in depth. (3 units)

GMB 749 – SUPPLY AND VALUE CHAIN MANAGEMENT

Operations viewed as a value chain beginning with product and process design and includes distribution, supplier management, customer service, and environmental impact. Topics include systems thinking, project management, supplier management, international sourcing, supply chain logistics, customer service, new product innovation, process analysis, process simulation, process reengineering, focused operations, and environmental strategy. (3 units)

GMB 750 – MANUFACTURING SYSTEMS MANAGEMENT

Applications of industrial and systems engineering techniques, principles, practices, and methodologies as they relate to the operation, analysis, management, planning and design of manufacturing systems. Classification of manufacturing systems with respect to different attributes and discussion of various components of manufacturing systems. Topics include Assembly Lines, Transfer Lines, Manufacturing Cells and Job Shop Systems, Flexible Manufacturing Systems, Lean Manufacturing, and JIT manufacturing along with solution procedures such as heuristics, mathematical modeling and simulation. (3 units)

GMB 751 – MANAGEMENT OF SERVICE OPERATIONS

An overview of the interrelationship of management functions in service operations – links to processes. Quality and competition, leadership, facilitation, development, control – issues of monitoring and measuring progress, the role of Information Technology in service operations management. Application of the functions and processes through case study analysis. (3 units)

GMB 752 – BUSINESS IMPROVEMENT TECHNIQUES

Concepts and state of the art / state of the practice of business process design and business process reengineering for improving business performance, effectiveness, quality, customer service and satisfaction. (3 units)

GMB 753 – MANAGING INTERNATIONAL OPERATIONS

Examination of the role played by the operations function in making the strategic decision of where to locate facilities and explore how to coordinate worldwide operations to enhance performance. The impact of trade regulation and foreign exchange risk will also be considered. Topics include 1) Variations in Managing Operations, 2) Rationalizing Local Operations, 3) Managing Change and 4) Operations in Emerging Markets. (3 units)

GMB 754 – HUMAN RESOURCES TRAINING AND DEVELOPMENT

Development and implementation of training and development activities for an organization's human resources. It includes

effective strategies and current trend information for human resources training and development. Topic includes current and future trends in education, training and development, characteristics of the “new” corporate learner, developing needs assessment instruments, developing training programs, leading, facilitating and presenting training programs, program application, evaluation and modification, and issues and processes related to human resources and organizational development. (3 units)

GMB 755 – INTERNATIONAL HUMAN RESOURCES MANAGEMENT

An introduction to the critical issues facing organizations in simultaneously managing their human resources at home and abroad. It focuses on the connection between corporate strategies and the effective management of human resources, which at times, may require differing policies across countries. (3 units)

GMB 756 – NEGOTIATIONS AND CONFLICT RESOLUTIONS

A study of the nature of conflicts which are common in personal and organizational life, and the various strategies and tactics used in cooperative and competitive situations. Topics include the different conflict management styles, distributive bargaining, integrative negotiation, characteristics of effective and ineffective negotiators, preparing for negotiations, managing the negotiation process and avoiding key mistakes, acquiring and using power and influence, understanding trust & ethics when negotiating with others, handling obstacles and dealing with difficult parties, and

understanding cross-cultural negotiation issues. (3 units)

GMB 757 – STRATEGIC MANAGEMENT OF HUMAN RESOURCES

The technical and legal aspects of human resource management from a strategic business perspective. Emphasis is on how to manage human resources effectively in the dynamic legal, social, and economic environment currently constraining organizations. Among the topics included are: formulation and implementation of human resource strategy, job analysis, methods of recruitment and selection, techniques for training and development, performance appraisal, compensation and benefits, and the evaluation of the effectiveness of HRM systems. Emphasis is placed on integrating human resource management with the overall business strategy. (3 units)

GMB 758 – MANAGING CHANGE AND INNOVATION

Analysis of the management of innovation and change in organizations, including technical, economic, and social dynamics and the importance of communication skills for the leader as change agent. (3 units)

GMB 759 – EMPLOYEE AND LABOR RELATIONS

Employee-employer relationships in non-unionized and unionized settings problems and theories of union organizing, collective bargaining and contract administration. (3 units)

GMB 727 - POLICY FORMULATION AND STRATEGIC MANAGEMENT

This course aims to integrate the concepts of strategic management, business

strategy formulation and business policy. The course explores the concepts behind strategic management and strategy formulation. This includes exploring the issue of social responsibility, defining a company's mission statement, the use of internal analysis, external analysis, and levels of strategy. The course also examines issues involved with strategy implementation. This includes structural, cultural and leadership implications. A final strategy paper is required and is defended before a panel of examiners. (3 units)

GMB 728 – BUSINESS PLANNING

In this final course, students will pursue one of two options: 1) develop business plans that will facilitate the growth and mission of their current employer, or 2) create a plan for launching their own new company. The business plan is orally defended before a panel of examiners. (3 units)

GMB 795 – WRITTEN COMPREHENSIVE EXAMINATION

One of the objectives of the written comprehensive examination is to serve as a guide for both the students and the Graduate School Office as to the match-up of the student's capabilities and his chosen career path. The comprehensive examination includes, but may not be limited to, the following: Organization and Management, Human Behavior, Financial Management, Production Operations Management, and Marketing Management.

