

### MBA Course Descriptions

#### A. Foundation Courses (11 units)

**Benedictine Spirituality 1** (1 unit)      The course aims to introduce the students to the Life and Miracles of St. Benedict and Monastic of the Benedictines. The course surveys the history and spirituality of Christian Monasticism. It consists mainly of the spiritual journey of St. Benedict manifested in his life, the miracles he performed and the Rule he wrote for the monks.

#### **Benedictine Spirituality 2** (1 unit)

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The course aims to introduce the students to Benedictine Principles that are needed in today's professional life. The course lays down selected Benedictine themes as humility, stewardship, accountability, responsibility, etc. that would imbibe among Bedan Professionals their Benedictine Character.

#### **Business Research** (3 units)

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This course deals with the basic knowledge and skills to undertake, present, and evaluate research concerning management problems of for-profit and not-for-profit organizations. It includes research strategies, sources of information, organization of materials, and tools/techniques of business research. The general framework of research integrates Lonergan's basic principles of the dynamic structure of human knowing with business research process, functions of theory in research, and ethics in business research.

It provides a comprehensive coverage of the business research process so that appropriate research strategies can be formulated to help managers make better decisions. The culmination of this course is the preparation and oral defense of an Individual Thesis Proposal or Corporate Plan (Strategic Management) Proposal. The course uses a hybrid approach balancing theory and application through workplace-based live cases involving the real-time involvement of the students in applying classroom theory in their respective work environment/ Experiential learning developed is thus achieved gradually for every topic and integrated in the entire course.

### **Managerial Statistics**

(3 units)

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This course will deal with the intensive study of the use of statistics in management and decision-making. It touches on the core statistical tools such as population and sampling, descriptive statistics, measure of variability, hypothesis testing, ANOVA and regression analysis.

The course aims to equip the students with the necessary basic statistical knowledge expected of a business student. It will emphasize a thorough understanding of the different statistical methods and techniques that are popularly used in the business field. Topics in the course include both descriptive and inferential statistics like measures of central tendency, measures of variability, measures of skewness and kurtosis, normal curve, probability, permutation, and combination, probability distributions, hypothesis testing, analysis of variance, simple correlation linear and multiple regression, nonparametric tests and analysis of covariance.

### **Managerial Accounting and Control**

(3 units)

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The course explores the uses of accounting for effective management and decision-making and discusses the basic concepts of controllership as they relate to management information needs for planning and control. The course provides the students adequate knowledge of accounting and desirable analytical tools used in managing business.

The topics include a review of financial accounting processes and techniques, analysis of financial statements, cost concepts, methods and systems, the use and analysis of cost data for decision-making, evaluation of performance, responsibility accounting, short- and long-term managerial decisions, capital budgeting, and basic concepts of controllership. Emphasis is given to decision-making, its ethical implications, and its impact on business and national development.

## **B. Core Courses (21/24 units)**

**Managerial Economics** (3 units) □□□□□ This course deals with the use of economics as a tool for managerial decision making. It considers different forms of competitive economic behavior, various uses of cost analysis, business forecasting, demand analysis, pricing

decisions, location and capital budgeting, and the impact of monetary and fiscal policy on businesses. **Financial Management (3 units)**

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This will be an in-depth analysis of short and long term financial planning and management of the financial assets of the business. Emphasis is given to the understanding of key concepts in finance such as time value of money, capital budgeting, financial statement analysis, cash and inventory management and capital structure.

This is a graduate course for students who are being prepared for managerial positions in the field of finance. The course takes the students into an in-depth analysis of the financial performances of a business enterprise. It also equips financial performances of a business enterprise. It also equips students with tools and concepts on how to better manage corporate funds and liquidity; with special focus on financial decision-making. Topics include financial analysis, capital budgeting, debt-equity mix, sources of finance, dividend policy, working capital management and financial planning.

### **Human Resources Management** (3 units)

Surveys at an advanced level the human resource field and its major components: job, and work design, HR planning, recruitment and selection of employees, training and development, performance appraisals, the compensation process, benefits, collective bargaining and negotiations, safety and health, and international human resources.

The course emphasizes the alignment of Human Resource Management practices and programs with the goals and strategies and values of the organization. It presents tools for analyzing strategic alignment and provides a fresh perspective on the role of HR and its function as change agent, and how in partnership with top management, one of the most critical sources of sustainable competitive advantage – an organization whose design, culture, and people are aligned with strategy and values – can be built.

### **Legal Aspects of Business** (3 units)

This course covers the various legal aspects of doing business given the prevailing Philippine business environment and considering the country's commitments under relevant international treaties and agreements. The course explores the conformity of business decisions with pertinent provisions of the law, as well as decisions of the court on the matter.

The course focuses on the basics of commercial law, rather than on intricate legal concepts and procedure. It explores issues and concerns related to human resources (Labor Code), material assets (Insurance Code), and the Law of Damages arising from a breach of contract. It looks at the fundamentals of the Corporate Code, Partnership Law, Cooperative Law, and Trademarks, Trade Names and Patent Law.

### **Marketing Management**

(3 units)

This course is on the development of a marketing strategy for profit, whether public and non-profit organizations. The course will have as its focal concern the interplay and impact of the marketing mix on the development of plans of action of companies.

The course presents a strategic overview of the Marketing discipline. It provides an analytical framework that facilitates a systems-oriented and values-centered understanding of the subject. Course participants learn advanced assessment techniques of internal and external environments: organizations, processes, consumers, markets as well as competition in an organized approach at determining both market risks and opportunities. Governance aspects including practical elements in professional ethics and corporate social responsibility of the Marketing Profession are specially contemplated.

Focused discussions of fundamental Marketing Management concepts, especially the Marketing Mix, are accentuated by relating to real life situations in both contemporary local and global setting. Methodology is decidedly interactive not limited to structured classroom lectures but exploring alternative arrangements including self-assessment and dyadic exercises, market research, case study, role play, scanning trips, workshops, and other team inspired activities. Contributions from benchmark industry leaders and professional market practitioners highlight selected thematic sessions.

### **Production/Operations Management**

(3 units)

This introduces production and operations as functional areas of management and its linkages with other functional areas of the firm. It includes acquisition and allocation of resources to support the production and delivery of goods and services and contemporary issues faced by managers like just in time, material requirement planning, total quality management, reengineering, productivity, and control costs.

The course is designed to provide students with the foundation of the basic operations and functions of manufacturing and service organizations. It covers comprehensive analysis of operations, from conversion of inputs (physical and non-physical) into finished products and services and controlling the process with the use of quantitative tools and techniques from

strategic, tactical, and operational viewpoints. Production management creates customer value through attaining operational excellence (cost, quality, cycle time).

### **Strategic Management**

(3 units)

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The course is the capstone course for the MBA Program. It involves the utilization of knowledge and skills acquired from the other MBA courses as well as their integration and application in the real world setting, following the strategic management framework. This integration course aims to immerse the students in the discipline of strategy formulation, implementation, and evaluation with the main benefit of providing their chosen companies a strategic and cut-tailored corporate roadmap for the attainment of their corporate vision, mission and business goals and objectives. Through this course, the students are expected to be equipped with relevant strategic management frameworks and knowledge for critical analysis of their firms' external and internal business environment and develop vital skills to formulate and implement empirically generated strategies resulting in the creation of sustainable competitive advantage for their firm, it also provides students the opportunity to apply the basic concepts and techniques learned from various functional areas of business management studies allowing them to develop, implement, and evaluate strategic cross-functional decisions. This course also aims to prescribe and encourage students to apply ethical business principles in making decisions and include corporate social responsibility as part of their corporate strategy.

### **Controllership**

(3 units-non-thesis)

The course builds on the concepts, principles, and tools of controls learned in foundation and core courses. It focuses on the deepening of knowledge, application, and analysis of the role of controllership in organizations involving planning, controlling, and providing reliable information for corporate decision-making.

### **C. Electives (3/6 units)**

**Brand Management** (3 units)      The course provides a deeper exposure to product decision –making in general and to brand management in particular. The course examines in depth the general components of product management, including practical methods of analysis, strategy formulation, and implementation.

**Business**

**Franchising**

(3 units)

The course is an informative and practical introduction to the Franchise System designed for those interested in entering the field of multiple outlet businesses, whether in purchasing and operating a franchise (becoming a Franchisee) or developing an existing business into one that can be franchised (becoming a Franchisor); The course will also be of interest to those who will work or consult with franchisees or franchisors.

### **Business Improvement Solution**

(3 units)

The course provides a comprehensive exposure to various business improvement tools and methodologies, in both manufacturing and service sectors to strengthen the student's foundational understanding of business processes, particularly the "value-adding" aspects of operations. The course provides an in-depth appreciation of manufacturing and service operations, while emphasizing the ethical and social implications of all business improvement solutions.

### **Business Ethics & Corporate Leadership**

(3 units)

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The course is an introduction to Business Ethics and equips future managers with the foundation to deal with the ethical issues that may be encountered in the workplace. The first module of the course focuses on theory with discussions on moral principles, moral reasoning, and stages of development. The second module focuses on process. Students will participate in exercises of analysis and resolution of ethical dilemmas encountered in the workplace.

Covers historical and current literature on ethics, the evolution of attitudes and standards relating to ethical behavior, the relevance and application, and operational dilemmas that affect management and employees.

### **Corporate Finance**

(3 units)

This course deals intensively with problems tackled by top management related to operating/financial leverage, management of working capital, techniques of financial planning, capital budgeting, cost of capital and capital structure of the company. Pre-requisite: Financial

### Management

#### **Culture Development and Management**

(3 units)

This course focuses on inventions aimed at transforming organizations, a recent advance in the field of organizational development. It deals with the environment changes that push organizations to alter their strategies and how these, in turn require the alignment of all the organizational elements. This transformational change involves the reshaping of the organization's culture resulting in fundamental and systemic change.

Topics include levels of corporate culture, the relationship of organization culture, and models for building a strong culture through the alignment of personal values and systems with vision and core values of the organization.

#### **E-Marketing**

(3 units)

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The course introduces students to marketing applications of electronic information technology and communication technologies and the impact of these technologies in the marketplace. Students examine how these technologies offer opportunities for changing the 5p's of the marketing function: people, product, price, place, and promotion. The course also examines the forces that encounter the E-Marketing revolution.

#### **Entrepreneurship**

(3 units)

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This course is about starting a new venture, opportunity screening and selection, business plan/proposal development, and raising of the required financing. It is done through a trimester long simulation, wherein the instructor plays the role of a venture capital agent. Students then have the entire trimester to convince the agent to invest in their business start-ups. Requisites: Financial Management, Marketing Management (unless waived by the professor).

#### **E-Commerce**

(3 units)

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This course is about the intensive application of information, communication, and technology concepts on the business' external and internal operations related to the conduct of business to business to consumers' transactions.

The course guides managers through the processes of overcoming the fear of change and embracing the benefits of e-commerce for customers, employees, and shareholders. It provides a complete introduction to the world of electronic commerce, including technical and business topics. Implementation strategies are analyzed, using examples of both successful and unsuccessful implementations.

### **Financial Engineering**

(3 units)

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The course deals with the basic concepts and the application of the principles of financial innovation, the process that seeks to adapt existing financial instruments and processes or develop new ones to enable financial market participant to cope more effectively with the financial risks inherent in a changing world. It focuses on financial engineering as a tool to interrelate the areas of planning, organization, administration and control of company affairs; financial instruments, institutions, and techniques that have evolved over time; new developments and approaches to asset and liability management; and the application of innovative tools in risk management in response to current issues and developments in Philippine and international financial markets.

### **Global Marketing**

(3 units)

The course details with concepts and practices related to global marketing and address various issues faced by international marketers. It highlights the emerging trends in the design of strategies pertaining to a company's marketing mix--- products, pricing, promotion, and distribution. It discusses contemporary environmental forces that have an impact on strategies and programs as well as their implementation and control.

### **International Finance Management**

(3 units)

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The course provides a conceptual framework by which the key financial decisions of the multinational firm can be analyzed. It also provides a better understanding of international and



global financial issues that affect the present world system.

### **Investment Analysis and Portfolio Management**

(3 units)

The course deals with the application of the principles of investment analysis and portfolio management of corporate and personal finances. The steps and procedures involved in the investment process are discussed and simulated by the students to provide them the skills of creating their own corporate or personal investment portfolios. Risk and return management strategies are discussed and analyzed as they apply, not only to global investment setting, but also to specific investment situations in the Philippines.

### **Knowledge Management**

(3 units)

This course includes a discussion of the traditional role of Human Resource Management, which is very operational in focus but goes beyond it and explores the new strategic role of HRM, to address new challenges in the knowledge economy and increase its impact on organizational effectiveness. This new HRM paradigm changes from functions and processes to outcomes and accomplishments. It focuses on knowledge creation and acquisition and the use of that knowledge to continuously adapt to changing environments and gain a competitive advantage. Topics will include the theory of organizational knowledge creation, intellectual capital and its components of human capital steward, knowledge facilitator, relationship builder, and rapid deployment specialist, and the new paradigm of organizations as learning organizations.

### **Labor Management Relations & the Collective Bargaining Process**

(3 units)

This course familiarizes students with the practice of labor-management relations in the Philippines. A survey of the laws implementing the rights to self-organization and collective bargaining, including the laws relating to strikes, pickets and lock-outs.

The major areas of study are the tactics and strategies of management and union representatives and the legal and economic constraints on their behavior in the organization of unions' contract administration and interpretation.

### **Management Information System**

(3 units)

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The course emphasizes the benefits of information, communication, technology, to all levels of management. The course concentrates on management issues rather than on technology itself.

### **Organizational Development**

(3 units)

This course focuses on Organizational Development as a distinct form of planned change concerned with increasing the organization's ability to assess its functioning and pursue efforts to increase its level of performance. Students are introduced to the concepts and process of organization change, the factors that shape it, past and present development in the field that have distributed to the evolution of OD as a discipline, the OD process, and the various theories and models of planned change. Moreover, the course provides the students with the concepts and applications of such topics as the characteristics of open systems, organizations as made up of interlocking systems, organizational lifecycles, the organization-environment interactions, how the organizations are structured to deal with the challenges in the various sectors of the external environment, systems analysis in organizations, system skills, and the systems approach to managing change and solving organizational problems.

### **Organizational Development Interventions**

(3 units)

This course provides students with the perspective on the whole consulting process. It focuses on the phases of OD consulting and deals with the models for the diagnosis of the organizational system, various OD interventions that include human process, techno-structural, human resource and strategic interventions, the role and competencies of OD professional and the values and ethics involved in the OD practice.

### **Services Marketing**

(3 units)

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The course focuses on the concept of services marketing as applied to banks and financial institutions. It addresses the specialized issues and concerns faced by this unique market.

### **Strategic Marketing**

(3 units)

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The course provides further knowledge on developing marketing strategies taking into consideration the company's resources, market position, and competition. It demonstrates a parallelism between marketing and warfare, and applies the principles of military strategies to marketing situations. It focuses on the discussion and evaluation of the four competitive strategies extracted from military maneuver – offensive strategy, defensive strategy, flanking strategy, guerilla strategy – as applied to Marketing.

### **Supply Chain Management**

(3 units)

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The course covers the study of management philosophies, concepts, trends, tools, and techniques involved in the integration of activities from the procurement of materials and services to their transformation into intermediate goods or final products, and ultimately to their distribution and delivery to customers. It deals with managerial processes that span functional areas within individual firms and links suppliers, trading partners, distributors, and customers across organizational boundaries. It considers logistics, technology, network design, and administration of supply chain from the standpoint of business strategy and global competition.

### **Total Quality Management**

(3 units)

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The course covers the basic concepts and principles of Quality Excellence and how these may be applied in a company to improve operations. It focuses on strategic and tactical issues including the implementation of Quality Initiatives, such as TQM and SIX SIGMA. It discusses the role of management in starting and sustaining Quality Excellence initiatives in the organization.

## **D. Integrating Courses (7 units)**

**Research/Thesis Writing** (6 units)      The course content is to be determined jointly between the student and his or her research adviser (one of the faculty). In addition, the course will cover the application of research methods in business. This includes the formulation of research design, methods of interviews, collecting, analyzing and interpreting data, and deriving hypotheses and conclusions to prepare the student in writing his or her research paper.

The course focuses on conducting research in an organizational setting. It involved the use of practical examples and skill building techniques to provide a solid grounding in the planning and implementation of an action research project that is meant to aid managers in decision-making.

### **Seminar Course**

(1 unit)

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A one-unit GS In-House Seminar Program, the course requires graduate students to attend and participate in intellectual and professional interchanges like seminars, conferences, workshops, interactive and in-focus discussions. High caliber speakers who have proven themselves in their respective fields will be invited to share their expertise.

The seminar course consists of six three-hour sessions on varied topics ranging from leadership, to organization development, investment management, technology management, ISO 9000 and others.

## **PRE-REQUISITES FOR NON-BUSINESS GRADUATES**

### **MASTER IN BUSINESS ADMINISTRATION**

#### **1. Management 101**

This course is designed to familiarize the students with the basic principles and processes related to business organizations. It introduces a basic framework for understanding the role and functions of a manager and how these concepts and techniques be carried out in the organization. It prepares the students in decision-making and in assuming higher managerial responsibilities in the organization. It provides the basic concepts in human behavior from an individual, group, and organizational perspective. It also equips the students the tools and techniques on how to analyze and approach various organizational situations as they integrate the course materials to their actual work experiences.

#### **2. Basic Finance**

This course deals with the fundamental principles and techniques in financial operations and how these affect the entire organization. It introduces to the students the basic concepts and

principles of financing decisions, financial planning process, and development of financial plans and programs for the business. It also engages the students to understand time value of money, investment, cash management, and working capital management.

### **3. Accounting 101**

This course introduces the students the fundamentals of accounting, business and management data analysis and an understanding of basic accounting concepts and principles. It also deals with the preparation and analysis of financial statements (statement of financial position, statement of comprehensive income, statement of changes in equity and cash flow statement) of service and merchandising businesses using horizontal and vertical analyses and financial ratios to test the level of liquidity, solvency, profitability, and stability of the business.