



Republic of the Philippines
Polytechnic University of the Philippines
Office of the Vice President for Academic Affairs
QUALITY ASSURANCE CENTER

**MASTER IN BUSINESS ADMINISTRATION
REVISED CURRICULUM 2022**

Name of the Program: Master in Business Administration

Proposed Year of Implementation: First Semester AY 2022-2023

Name of the Department: College of Business Administration
Graduate Studies

CURRICULUM FOR MASTER IN BUSINESS ADMINISTRATION SY 2022-2023

1. NATURE OF THE PROPOSAL

Curriculum Planning and Development Activity:

- ☐ Proposing a Curriculum for a New Academic Program
- ☒ Revising an Academic Program
- ☐ Renaming and Revising an Academic Program

Type of Academic Program

- ☐ Diploma Program
- ☐ Undergraduate Program
- ☐ Post baccalaureate Program
- ☒ Graduate Program
 - ☐ Doctorate
 - ☒ Master

2. RATIONALE

Intending to address the rapidly changing global environment, the proposed curriculum prepares its students in entering the competitive business world of today. It will equip its students with the necessary skills that suit the industry needs with the university's highly qualified and competitive educational service.

The course offerings in the proposed curriculum are grounded in the principles of the pragmatics of business, organization development, leadership, and experiential learning where students develop their critical thinking, cultural competency, and ethical decision-making abilities.

3. PROGRAM DESCRIPTION

The Master in Business Administration is designed to prepare students to apply reliable social science disciplinary theory and research methods to the demands of current management and leadership challenges in the public and private sectors. It provides students with advanced academic and professional knowledge, skills, competencies, and strategies in leadership and management that will enable them to lead organizational change. Its results-driven curriculum aims to equip students with critical, analytical, and innovative business skills that will make them more reflective, self-aware, resilient, articulate, innovative, ethical, and adaptive to cope with the changing business world and its real-world business challenges.

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4. PROGRAM OUTCOMES AND PERFORMANCE INDICATORS

CBA Graduate Studies’ MBA program prepares students to apply scrupulous social science disciplinary theory and research methods to the demands of current management and leadership challenges in the public and private sectors. It aims to develop a critical appreciation of the theories, tools, techniques, and strategies of leadership and management that will enable graduates to more effectively participate in leading organizational change. It envisions to provide students with an advanced understanding of the management of the organizations and the changing external context in which these operate; opportunities for the systematic development of the skills of objective, analysis, evaluation, and presentation to enable students to develop confidence in effectively appraising and implementing management strategies; and an ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, and to have a critical understanding of how business and management practice may be improved.

As stipulated in CMO 15, S 2019, the MBA program is designed to provide students with advanced academic and/or professional knowledge, skills and competencies, leading to a second degree higher than the bachelor’s degree. It contains a substantial research component and is informed by state-of-the-art research and/or best professional practice.

Once the student completes his/her MBA degree, he/she will be able to demonstrate the following competencies (based on CMO 15, S 2019):

PROGRAM OUTCOMES WITH PERFORMANCE INDICATORS

PROGRAM OUTCOMES	PERFORMANCE INDICATORS
A. Demonstrate leadership and organizational skills and advanced knowledge and skills in specialized, interdisciplinary, or multidisciplinary field of study for organization/industry professional practice	<ul style="list-style-type: none">• Apply skills and abilities to achieve successful outcomes and attain workplace objectives.• Utilize essential organizational skills such as time management, prioritizing, setting goals, delegation, working under pressure, self-motivation, analytical thinking, attention to detail, decision-making, project management, strategic planning communication, flexibility and adaptability for successful leadership
B. Conduct self-directed research that addresses the national and global business challenges	<ul style="list-style-type: none">• Produce research that covers problems in the national and global business and provide suggestions and recommendations to address the identified problems
C. Exemplify lifelong learning with a highly substantial degree of independence and resiliency that involves individual work or interdisciplinary or multidisciplinary experts in business organizations/industries	<ul style="list-style-type: none">• Simulate, use, and apply different models in strategic management decision making process in their respective working environment• Identify and practice leadership and management functions and skills



D. Application of the skills and competencies in research, professional, or creative work to remain responsive to the ever-changing needs of the national and global organization or business	<ul style="list-style-type: none">• Apply current business models appropriate to given industry• Compare and contrast the different schools of thought on strategy formulation• Diffuse the best practices of each school of thought as may be applied to the conditions of the company• Compare and contrast sustainable approaches to organization's competition, efficiency improvement, leadership and partnership
E. Utilize suitable business information technology, connect business data and concepts with core business knowledge to make critical, tactical and strategic business choices	<ul style="list-style-type: none">• Choose among the existing programs and methods appropriate for making a business choice• Use state-of-the-art technologies to critically and accurately present and interpret 'data analytics'• Use ICT to improve the sharing of information in organizations and encourage personal networking and development of communities through ICT• Know the different software and their role in business knowledge management• Maximize e-business strategies
F. Observe, recognize, and respond to ethical challenges that arise in the course of business practice and integrate ethical considerations when making business decisions	<ul style="list-style-type: none">• Foresee the development of ethical enterprise or corporate governance and use the advancement of ICT on corporate governance and ethical leadership
G. Communicate business decisions effectively	<ul style="list-style-type: none">• Apply and explain the importance of communication in decision making• Explain/discuss (oral or written form) accurately the needed information on the most important dimensions or vital indicators of how the company is performing and decisions arrived at observing the strategic objectives of the organization.• Articulate strategic, relevant and meaningful business decisions.



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5. PROPOSED ADMISSION, BRIDGING, RETENTION AND GRADUATION REQUIREMENTS

5.1 Admission

A student who wishes to be admitted to the Master's program must comply with the following prerequisites:

- Holder of an appropriate bachelor's degree from universities or colleges of recognized standing;
- If the bachelor's degree is in another field, he/she has to make up for deficiencies by taking units of pre-degree courses prescribed in the relevant program of studies in this university
- A scholastic rating of at least 2.0, B+, or 85% in the undergraduate courses;
- Qualify in the admission examination;
- Have a minimum of one year of work experience; and
- Pass the interview by the Program Chair and/or Dean

Applicants should pass the Entrance Examination. The following should be submitted to the Registrar:

- Application for admission with two passport size ID pictures;
- Transcript of Records of highest degree earned from the school last attended (1 original with remarks "Copy for CBAGS" and 2 photocopies);
- Certificate of Employment or Service Record if employed;
- Photocopy of marriage contract (for married female applicant) with Registry Number
- Medical Certificate within the last six (6) months;
- Birth Certificate (PSA authenticated);
- Entrance Examination fee official receipt;
- Updated Curriculum Vitae/Resume (Reflecting research works/publication, if there is any)
- Concept paper (a tentative research proposal, 3-4 page, 1.5 spacing, at least 1000 words) defining research interest and plan
- Entrance exam passer should possess intellectual capacity and aptitude for advanced studies and research. He/she should prepare and submit a two-page write up discussing or describing the area(s) or topic(s) he/she wishes to investigate in his/her thesis/dissertation in his/her field of specialization. Use Arial font size 12 in short bond size paper, double spaced
- All application requirements should be submitted in a properly labeled long brown and plastic envelope with written name in all capital letters on the upper left corner ("Last Name, First Name, Middle Initial") and the Program below the name
- The applicant should pass the interview by the Program Chair and/or Dean

5.2 Graduation

Graduation Requirements

- An overall average of at least 2.0
- Pass written comprehensive examination
- Meet minimum 1-year residence requirement
- Pass the oral examination on the thesis/dissertation
- Submission of the copyrighted final copies of the thesis at least 5 days before graduation day. A candidate who fails to submit the final copies on the set deadline shall not be allowed to join the commencement exercises. It is likewise understood that the final copies shall be accepted by the CBAGS office only if they;
 - Contain all the revisions recommended by the POE and/or the Adviser as signified by their signatures;
 - Follow all the prescribed parts, format, and physical appearance of the paper as provided in the Revised Policy Manual on the Thesis and Dissertation writing; and
 - Include a certification of editing duly signed by the paper's editor
- Final hardbound copies of thesis
- Soft copies of thesis
- Copyright registration
- Certificate of Candidacy

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- Accomplished Exit Survey Form
- Directory Information Sheet
- Certificate of Paper Presentation in a National/International Research Conference/Forum
- Certificate of Acceptance of at least one Publication in a Refereed Journal

- Post-Graduation Requirements
- Fully accomplished clearance form
 - Receipts
 - Accomplished Tracer Study Form
 - Directory Information Sheet

5.4. Bridging Courses

BRIDGE SUBJECTS	<i>*Bridge courses should be taken during the first 3 semesters.</i>	
	Management Science	3
	Management Principles and Dynamics	3
	Economic Analysis	3
	Financial Accounting	3
	Fundamentals of Marketing	3
	Fundamentals of Entrepreneurship	3
TOTAL UNITS		18

ENHANCEMENT SUBJECT		
	Advanced English Grammar	3
TOTAL UNITS		3

6. JOB TARGETS

- Finance Manager
- Investment Fund Manager
- Financial Analyst
- Credit and Collections Manager
- Finance Operations Manager
- Budget Analyst
- Business Intelligence Manager
- Logistics Manager
- Operations Manager
- Purchasing Manager
- Marketing Manager
- Business Development Manager
- Sales Manager
- Marketing Consultant
- Human Resource Manager
- Training and Development Manager
- HR Consultant
- Administrative Manager
- College Instructor

- Vice President for Operations
- Senior Vice President for Operations
- Vice President for Finance
- Senior Vice President for Finance

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- Vice President for HR
- Senior Vice President for HR
- Vice President for Training and Development
- Senior VP for Training and Development
- General Manager
- President
- University Official (Director, Chief, Program Chair)
- Business Consultant

7. BENCHMARKING

(Matrix of classified courses of the proposed curricular program in comparison with the old curriculum, CHED's PSG, local institutions of COE/COD status, and other local and international academic institutions with exemplary recognition)

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7.A. BENCHMARKING MATRIX

	MBA CBAGS – PROPOSED CURRICULUM		ATENEO		UP		UST
A. Core Courses (12)	Business Research and Statistics	Pre-MBA Courses (10)	Business Communication (2) Applied Mathematics (2) Financial Accounting (2) Managerial Statistics (2) Methods of Research (2)		Economic Analysis	Prerequisite Courses (6)	St. Thomas and Critical Thinking
	Supply Chain Management	Foundation Courses (9)	Leadership Effectiveness (3) Business Ethics (3) Principles and Dynamics of Management (3)		Management Science		Research Methodology
	Financial Management	Functional Courses (24)	Marketing Management (3)		Corporate Financial Reporting	Core Courses (9)	General Management
	Production and Operations Management		Human Resource Management (3)		Management Accounting		Good Governance and Corporate Social Responsibility
			Managing Concepts for Information Technology		Operations Management		Quantitative Business Analysis and Business Statistics
B. Major Courses (18)	Financial Management MAJOR		Applied Management Science		Marketing Management	Specialization Courses (15)	Financial Management
	Managerial Economics		Managerial Accounting		Fundamentals of Financial Management		Human Resource Management
	Financial Controllershship		Financial Management		Management Control Systems		Production and Operations Management
	Global Trends and Issues in Financial Management		Operations Management		Management of Innovations		Marketing Management
	Investment Management & Capital Markets		Economics for Managers		Corporate Finance and Financial Markets		Strategic Management
	Strategic Financial Management	Integrating Course (3)	Strategic Management		Management of Information Technology	Cognate (6)	Any two courses or special topics
	Business Intelligence and Digital Transformation in Finance	Electives (6)	Brand Management		General Management	Terminal Requirements (9 Units)	WRITTEN COMPRE EXAMS
			Business Intelligence		Strategic Management 1		Thesis Proposal (3 units)
	Marketing Management MAJOR		Business and Professional Discourse		Organizational Behavior		Research Colloquium (3 units)
	Global Trends and Issues in Marketing		Controllershship		Strategic Management 2		Final Defense (3 units)

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	Integrated Marketing Communication		Economic Development		Financial Sector Regulation		
	Strategic Global Marketing		Electronic Commerce		Financial Risk		
	Marketing Management						
	Strategic Marketing Management						
	Business Intelligence and Digital Transformation in Marketing						
			e-Marketing		Investment Management		
	Human Resource Management MAJOR		Entrepreneurship		Financial Derivatives		
	Global Trends and Issues in Human Resource Management		Financial Analysis for Decision-making		Corporate Finance		
	Organization Development		Financial Engineering		International Finance		
	Human Resource Management		Global Marketing		Financial Planning, Analysis and Reporting		
	Industrial Relations/Labor Laws		Information Security Management		Macroeconomics and the Financial System		
	Strategic Human Resource Management		Investment Analysis and Portfolio Management		Quantitative Methods		
	Business Intelligence and Digital Transformation in Human Resource Management		Law in Business Environment	Electives	1		
			Lean Six Sigma		2		
			Management of Financial Institutions		3		
			Marketing Communication		4		
			Personal Finance		5		
			Project Management		6		
			Supply Chain Management				
Graduate Seminar	Graduate Seminar 1						
COMPRE EXAMS	WITH COMPRE	COMPRE EXAMS		COMPRE EXAMS			
THESIS (6)	Practice-based Research 1 Practice-based Research 2	THESIS					
TOTAL UNITS	37	TOTAL UNITS	49			45 units	

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	MBA CBAGS – PROPOSED CURRICULUM		CENTRAL PHILIPPINE UNIVERSITY
A. Core Courses (12)	Business Research and Statistics	Core / Foundation Courses	Social Responsibility, Good Governance, Business Ethics and Leadership
	Supply Chain Management		Statistics with Computer Application
	Financial Management		Quantitative Methods in Business Research
	Production and Operations Management		Qualitative Methods in Business Research
B. Major Courses (18)	Financial Management MAJOR	Major Courses	Marketing Management
	Managerial Economics		Operations Management
	Financial Controllershship		Financial Management
	Global Trends and Issues in Financial Management		Human Resource Management
	Investment Management & Capital Markets		Organizational Management
	Strategic Financial Management	Elective Courses	Financial Systems (Regional and Global Perspective)
	Business Intelligence and Digital Transformation in Finance		Entrepreneurship (Development of Enterprises/The Entrepreneur)
			Information Management
	Marketing Management MAJOR		Managerial Accounting
	Global Trends and Issues in Marketing	Cognate / Integrative Courses	Strategic Management
	Integrated Marketing Communication		
	Strategic Global Marketing		
	Marketing Management		
	Strategic Marketing Management		
	Business Intelligence and Digital Transformation in Marketing		
	Human Resource Management MAJOR		
	Global Trends and Issues in Human Resource Management		
	Organization Development		
	Human Resource Management		
	Industrial Relations/Labor Laws		
	Strategic Human Resource Management		
	Business Intelligence and Digital Transformation in Human Resource Management		
Graduate Seminar	Graduate Seminar 1		
COMPRE EXAMS	WITH COMPRE	COMPRE EXAMS	WITH COMPRE
THESIS	Practice-based Research 1 Practice-based Research 2	THESIS	THESIS
TOTAL UNITS	37	TOTAL UNITS	

	MBA CBAGS – PROPOSED CURRICULUM		DLSU
A. Core Courses (12)	Business Research and Statistics	University Requirement	Advanced Technical Writing 1 (Business Writing Content)
	Supply Chain Management		Advanced Technical Writing 2 (if ATW 1 is <3.0)
	Financial Management		Freshmen
	Production and Operations Management	Program Requirement	Case Method Seminar
B. Major Courses (18)	Financial Management MAJOR	Foundation Courses	Lasallian Business Leadership, Ethics and CSR
	Managerial Economics		Quantitative Methods for Decision Making
	Financial Controllershship		Management Accounting
	Global Trends and Issues in Financial Management	Core Courses	HRM with Organizational Behavior
	Investment Management & Capital Markets		Operations Management
	Strategic Financial Management		Financial Management
	Business Intelligence and Digital Transformation in Finance		Informational Management
			Marketing Management
	Marketing Management MAJOR	Elective Courses	(9 units)
	Global Trends and Issues in Marketing	Capstone Requirement	Students must have completed the related core courses
	Integrated Marketing Communication		Management Action Research
	Strategic Global Marketing		Strategic Management
	Marketing Management		Management Action Research
	Strategic Marketing Management		
	Business Intelligence and Digital Transformation in Marketing		
	Human Resource Management MAJOR		
	Global Trends and Issues in Human Resource Management		
	Organization Development		
	Human Resource Management		
	Industrial Relations/Labor Laws		
	Strategic Human Resource Management		
	Business Intelligence and Digital Transformation in Human Resource Management		
Graduate Seminar	Graduate Seminar 1		
COMPRE EXAMS	WITH COMPRE	COMPRE EXAMS	
THESIS	Practice-based Research 1 Practice-based Research 2	THESIS	
TOTAL UNITS	37 units	TOTAL UNITS	36 units

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A. Core Courses (12)	Business Research and Statistics	Basic Courses	Research Methodology
	Supply Chain Management		Managerial Statistic
	Financial Management		Financial Accounting
	Production and Operations Management	Major Field of Concentration	Financial Management
			Marketing Management
B. Major Courses (18)	Financial Management MAJOR		Production and Operations Management
	Managerial Economics		International Business
	Financial Controllership		Management Information System
	Global Trends and Issues in Financial Management		Management Policies
	Investment Management & Capital Markets		Project Research and Development
	Strategic Financial Management	Cognates	Human Behavior in Organization
	Business Intelligence and Digital Transformation in Finance		Economic Analysis of Business
			Organization Theory and Design
	Marketing Management MAJOR		Managerial Accounting
	Global Trends and Issues in Marketing		International Marketing
	Integrated Marketing Communication		Problems in Personnel Management
	Strategic Global Marketing		Environmental Management
	Marketing Management		Environment of Business
	Strategic Marketing Management		
	Business Intelligence and Digital Transformation in Marketing		
	Human Resource Management MAJOR		
	Global Trends and Issues in Human Resource Management		
	Organization Development		
	Human Resource Management		
	Industrial Relations/Labor Laws		
	Strategic Human Resource Management		
	Business Intelligence and Digital Transformation in Human Resource Management		
Graduate Seminar	Graduate Seminar 1		
COMPRE EXAMS	WITH COMPRE	COMPRE EXAMS	
THESIS	Practice-based Research 1 Practice-based Research 2	THESIS	
TOTAL UNITS	37	TOTAL UNITS	

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7.B. MATRIX COMPARING THE OLD AND REVISED CURRICULA

PROGRAM: MASTER IN BUSINESS ADMINISTRATION

A. Foundation/Core subject/Course	Proposed Curriculum	Units	Existing Curriculum	Units
	Business Research and Statistics	3	Managerial Statistics	3
	Supply Chain Management	3	Corporate Social Responsibility & Good Governance	3
	Financial Management	3	Philippine Business Environment	3
	Production and Operations Management	3	Research Seminar 1 / Business Research	3
		12		12
B. Major Course	Financial Management MAJOR			
	Managerial Economics	3	Managerial Economics	3
	Financial Controllership	3	Strategic Management	3
	Global Trends and Issues in Financial Management	3	Financial Controllership	3
	Investment Management & Capital Markets	3	Investment & Portfolio Management	3
	Strategic Financial Management	3	Advanced Financial Management	3
	Business Intelligence and Digital Transformation in Finance	3	Research Seminar 2	3
		18		18
	Marketing Management MAJOR			
	Global Trends and Issues in Marketing	3	Production Management	3
	Integrated Marketing Communication	3	Marketing Management	3



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	Strategic Global Marketing	3	Seminar in Marketing Trends and Issues	3
	Marketing Management	3	Strategic Global Marketing	3
	Strategic Marketing Management	3	Communication & Relationship Marketing	3
	Business Intelligence and Digital Transformation in Marketing	3	Research Seminar 2	3
		18		18
	Human Resource Management MAJOR			
	Global Trends and Issues in Human Resource Management	3	Human Resource Management	3
	Organization Development	3	Organizational Behavior & Management Processes	3
	Human Resource Management	3	Total Quality Management	3
	Industrial Relations/Labor Laws	3	Industrial Relations/Labor Laws	3
	Strategic Human Resource Management	3	Management Policy Formulation and Strategies	3
	Business Intelligence and Digital Transformation in Human Resource Management	3	Research Seminar 2	3
		18		18
COGNATES		0	WITH COGNATES (select only two (2) subjects from allied field of specialization)	6
GRADUATE SEMINAR	Graduate Seminar 1	1		
COMPRE EXAM	WITH COMPRE		WITH COMPRE	
	Practice-based Research 1	3	Thesis Writing	6
	Practice-based Research 2	3		
	TOTAL UNITS	37		42

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7.C. COMPLIANCE WITH APPLICABLE CHED MEMORANDUM ORDER

PROGRAM: MASTER IN BUSINESS ADMINISTRATION

CMO 15 Series of 2019

Courses	Revised Curricula	CMO Units	Old Curricula
Core Courses	12	With at least 24 units of coursework	12
Major Courses	18		18
Cognate Courses			6
Capstone Project/Practice-based Research	7	6	6
TOTAL	37	30	42

8. PROPOSED CURRICULUM PER YEAR LEVEL

NOT APPLICABLE

9. SUMMARY OF CHANGES

FORM FOR SUMMARY OF CHANGES of Course Title (CCT), Change in Course Credit (CCC), Added (AC) and Deleted Courses (DC), Merged Courses (MC), Repositioned Courses (RC) of the Proposed New/Revised Curriculum with existing curriculum

Course Title	Proposed Curriculum	Old Curriculum	Change	Justification
Business Research and Statistics	√		MC	Merged with Statistics to simplify the approach in teaching Statistics applied in business research and be integrated in crafting a research proposal
Supply Chain Management	√		AC	This course is imperative to all MBA students regardless of specialization
Financial Management	√		RC	This course is imperative to all MBA students regardless of specialization
Production and Operations Management	√		RC	This course is imperative to all MBA students regardless of specialization



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Managerial Economics	√		RC	This course is imperative to all MBA students specializing in Financial Management
Financial Controllership	√		RC	This course is imperative to all MBA students specializing in Financial Management
Global Trends/Issues in Financial Management	√		AC	This course shall include all emerging trends and issues in local, national, and global business environment relevant to the Financial Management Profession
Investment Management and Capital Markets	√		CCT	This course is imperative to all MBA students specializing in Financial Management
Strategic Financial Management	√		CCT	This course is imperative to all MBA students specializing in Financial Management
Business Intelligence and Digital Transformation in Finance	√		AC	This course is relevant in the advent of 4th Industrial Revolution and imperative to all MBA students regardless of specialization
Global Trends/Issues in Marketing	√		CCT	This course shall include all emerging trends and issues in local, national, and global business environment relevant to the Marketing Profession
Integrated Marketing Communication	√		CCT	This course shall include all emerging trends and issues in local, national, and global business environment relevant to the Marketing Profession
Strategic Global Marketing	√		AC	This course is imperative to all MBA students specializing in Marketing Management
Marketing Management	√		RC	This course is imperative to all MBA students regardless of specialization
Strategic Marketing Management	√		AC	This course is imperative to all MBA



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				students specializing in Marketing Management
Business Intelligence and Digital Transformation in Marketing	√		AC	This course is relevant in the advent of 4th Industrial Revolution and imperative to all MBA students specializing in Marketing Management
Global Trends/Issues in Human Resource Management	√		AC	This course shall include all emerging trends and issues in local, national, and global business environment relevant to the Human Resource Management Profession
Organization Development	√		CCT	This course is expected from MBA Human Resource Management graduates as future OD Consultants
Human Resource Management	√		RC	This course is imperative to all MBA students regardless of specialization
Strategic Human Resource Management	√		CCT	This course is imperative to all MBA students specializing in Human Resource Management
Business Intelligence and Digital Transformation in Human Resource Management	√		AC	This course is relevant in the advent of 4th Industrial Revolution and imperative to all MBA students specializing in Human Resource Management
Industry Relations/Labor Laws	√		RC	This course is imperative to all MBA students specializing in Human Resource Management
Graduate Seminar 1	√		AC	This course is imperative to all MBA students
		Managerial Statistics	MC	Already Merged to Business Research 1
		Corporate Social Responsibility & Good Governance	MC	Already merged to all foundational courses which strategic approaches must integrate CSR and good governance
		Philippine Business Environment	MC	Integrated in Strategic Management



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		Research Seminar 1/Business Research	MC	Already Merged with Statistics
		Managerial Economics	RC	This course was retained
		Strategic Management	DC	This course is integrated to other subjects
		Financial Controllership	RC	This course was retained
		Investment & Portfolio Management	CCT	Changed to Investment Management and Capital Market
		Advanced Financial Management	DC	Integrated in Strategic Financial Management
		Research Seminar 2 (RSH 2)	DC	This course is integrated to Business Research and Statistics
		Production Management	CCT	Changed to Production and Operations Management
		Marketing Management	RC	This course was retained
		Seminar in Marketing Trends and Issues	CCT	Changed to Global Trends/ Issues in Marketing
		Strategic Global Marketing	RC	This course was retained
		Communication & Relationship Marketing	CCT	Changed to Integrated Marketing Communication
		Research Seminar 2 (RSH 2)	DC	This course is integrated to Business Research and Statistics
		Human Resources Management	RC	This course was retained
		Organizational Behavior & Management Processes	CCT	Changed to Organization Development
		Total Quality Management	DC	Integrated to Productions and Operations Management
		Industrial Relations/Labor Laws	RC	This course was retained
		Management Policy Formulation and Strategies	CCT	Changed to Strategic Human Resource Management



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		Research Seminar 2 (RSH 2)	DC	This course is integrated to Business Research and Statistics
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Prepared by:

DR. CINDY F. SOLIMAN
Chair, Curriculum Development Committee

Recommending Approval:

DR. GUILLERMO C. BUNGATO, JR.
College Dean

10. COURSE DESCRIPTION
Description of all courses except General Education courses indicating the credits units and pre-requisite.

Basic/Core Courses:

Course Title: **Business Research and Statistics**

This is a course to investigate the techniques of the research process as applied to business to meet the rapidly growing need for a systematic approach to the business research process, and its implementation in terms of strategic decision making. It is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. In this process, the students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem. They will develop critical core competencies and skills required to carry out such an enquiry. These competencies and skills include: defining research questions; setting appropriate research objectives; study design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; and effective reporting of results; as well as the importance of ethical conduct in conducting research in both a domestic and in international business contexts. This course also included basic statistical techniques for business. It provides students with analytical skills and statistical concepts important in business-oriented environments. It introduces the application of statistics in the workplace. Various statistical techniques will be



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discussed to assist in solving problems encountered by corporate managers.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Supply Chain Management**

Course Description: This course examines key supply chain metrics, key trade-offs when making decisions about the supply chain, and fundamental tools for effective and efficient supply chain management, order fulfillment and supply chain coordination, production planning, and inventory control. It will enable students to manage and enhance the performance of the supply chain.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Financial Management**

Course Description: The course covers the techniques in assessing the financial situation and in determining the optimum and most effective management of financial resources of a firm. It emphasizes the role of financial planning in attaining the objectives of an organization. It includes topics on financial analysis and planning, working capital management, capital budgeting process, long term financing, common and preferred stock financing, dividend policy and retained earnings, expanded corporate finance and international financial management.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Production and Operations Management**

Course Description: This course educates students to concentrate on both - business management and operations management. Operations management is aimed at educating students for planning, creation and management of resource capabilities used by a business to make services or products. Typical roles in operations management permit to communicate with an extensive range of people, including, researchers, engineers, marketing professionals, and everything in-between. Students will be trained to take on challenges in supply chain design, logistics and supply chain management and theoretical and practical knowledge about managing logistical and supply chain processes.

Course Credit : 3 units
Pre-Requisite/s : None

Professional/Major Courses:

FINANCIAL MANAGEMENT MAJOR

Course Title: **Managerial Economics**

Course Description: This course teaches students on the science of directing scarce resources to manage cost effectively, a discipline that combines macroeconomic theory with management practice. Managerial helps managers recognize how economic forces affect organizations and describes the economic consequences of managerial behavior. It also links economic concepts and quantitative methods to develop vital tools for managerial decision making.



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Identifies ways to achieve goals efficiently and solve management decision problems.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Financial Controllership**

Course Description: This course teaches students how to extract and modify costs in order to make informed managerial decisions. This course deals with the study on the role of the controller as a business executive with a wide-ranging knowledge of total business operations, best practices, and corporate strategy. Controllership involves a comprehensive guide to accounting management, planning, controls, processes and administration or a repository for all the skills that a modern controller needs. In addition key issues as ethics, taxation, strategy, business cycle forecasting and a wide range of other topics like throughout costing for capital budgeting, process-specific controls, forward-looking statements, disclosure issues and acquisition strategy, valuation and integration are integrated in the course.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Global Trends and Issues in Financial Management**

Course Description: The course focuses on the different trends and problems arising in the industry that relates to the company's financial performance. The course aims to prepare students to become effective managers and be able to understand quickly evolving global trends, their impacts on the consumer and labor markets, financial systems, and geopolitical interactions between nations throughout the world. The students will have a better understanding of the extent to which these developments have an impact on society and business.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Investment Management and Capital Markets**

Course Description: The course provides an introduction to the structure and functioning of equity, bond markets, derivative markets and other financial assets. It also focuses on specific topics that include: modern portfolio theory, asset pricing factor models, behavioral finance, fixed income valuation, the term structure of interest rates and risk management using derivative securities. The course examines capital markets and fundamental quantitative models used in securities analysis and portfolio management.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Strategic Financial Management**

Course Description: The course focuses on the knowledge, skills, and different tools and techniques that will equip the students to deal with the organization's complex strategic financial management issues. The topics will include capital budgeting; inventory management, cash management, short-term sources, and utilization of resources, treasury and risk management.

Course Credit : 3 units
Pre-Requisite/s : Financial Management

Course Title: **Business Intelligence and Digital Transformation in Finance**



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Course Description: This course introduces the application of technology particularly data analytics in improving business performance and profitability. The course content primarily deals with managing data, use of digital technologies to optimize process, data transformation to give actionable insights that will help organizations achieve data-driven decisions.

Course Credit : 3 units

Pre-Requisite/s : None

MARKETING MANAGEMENT MAJOR

Course Title: **Global Trends and Issues in Marketing**

Course Description: This course attempts to prepare students for the 21st Century and become an effective manager overseeing global marketing activities in an increasingly competitive environment. It will be taking a strategic approach reflecting the growing importance of global corporations.

This course examines the opportunities and challenges associated with marketing across borders. The impact on marketing of the cultural, economic, political, and technological environments in different countries will be assessed. The relationship between global marketing and global business strategy will be discussed. Ways of analyzing customers and competitors globally will be addressed. Strategies and tactics for developing each of the four "P's" internationally and globally will be examined. Approaches for deciding the extent to which marketing should be globalized versus localized will be explored.

Course Credit : 3 units

Pre-Requisite/s : None

Course Title: **Integrated Marketing Communication**

Course Description: This course introduces the students to the field of integrated marketing communications (IMC) and its role in the marketing mix. It equips students with the necessary knowledge to understand the role for advertising and other promotional tools in the IMC program of an organization to achieve effective marketing campaigns based on clear objectives, market segmentation and target marketing, with established time and cost parameters. This course will examine the process by which integrated marketing communications programs are planned, developed, executed and measured. This course focuses on the latest marketing communication practices, known as integrated marketing communications (IMC), featuring an overview of the major media, including broadcast, print, outdoor, point of purchase, direct mail, Internet, telemarketing, public relations, and promotion.

Course Credit : 3 units

Pre-Requisite/s : None

Course Title: **Strategic Global Marketing**

Course Description: The primary goal of this course is to give students a solid foundation in all aspects of global marketing strategy, including strategic market development into other nations through a variety of procedures, such as exporting, internationalization, multinationalization, and globalization. The discovery of global marketing possibilities and the subsequent planning and development of global marketing strategies that are in line with the potential are the main areas of concentration.

Course Credit : 3 units



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Pre-Requisite/s : None

Course Title: **Marketing Management**

Course Description: Highlights global and regional trends and development in the marketing, develop the societal, managerial and strategic underpinnings of marketing theory and practice. Examine issues in designing marketing strategies, marketing mix, and marketing plan in different market positions – local, national, and global.

Course Credit : 3 units

Pre-Requisite/s : None

Course Title: **Strategic Marketing Management**

Course Description: The course emphasizes the value and process of strategic marketing management. It is designed to explore an organization's vision, mission, examine principles, techniques, and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation in marketing and implementation of such as corporate governance and business ethics for the development of effective strategic leadership. It aims to equip students with skills needed to analyze the business environment and, by considering organizations' internal characteristics, plan strategically for organizational success and to expose students to information and analytical techniques relating to the general management 'big picture', thereby providing a cross-functional and strategic perspective.

Course Credit : 3 units

Pre-Requisite/s : Marketing Management

Course Title: **Business Intelligence and Digital Transformation in Marketing**

Course Description: This course examines how business technology, such as social media and business analytics, is influencing the marketability of goods and services. It will help students develop data-driven digital marketing strategies that boost ROI and generate conversions.

Course Credit : 3 units

Pre-Requisite/s : None

HUMAN RESOURCE MANAGEMENT MAJOR

Course Title: **Global Trends and Issues in Human Resource Management**

Course Description: This course attempts to prepare students for the 21st Century and become an effective manager overseeing global HR activities in an increasingly competitive environment. It will be taking a strategic approach reflecting the growing importance of global corporations.

This course examines the opportunities and challenges associated with human resource management across borders. The impact on managing resources of the cultural, economic, political, and technological environments in different countries will be assessed.

The course gives the students complete grasp on the emerging trends and issues in global human resource management such as embracing remote working, work and wellness, people analytics, administering progressive benefits, empowering employees, globalized talent pool, diversity,



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inclusion, cross border compliance, AI in HR, cloud-based HR tools, and the like.

The course gives the students an operational exposure on what is happening in the business world. It will also make the student understand that globalization, technology, personalization and integration as forces which influence people management practices in local, national and global business environment

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Organization Development**
Course Description: This course focuses on the application of behavioral science theory and concepts to individual, interpersonal and group processes in a diverse workforce. It makes extensive use of individual and group experiential exercises and case analysis. It provides a micro-level analysis of behavior of individuals and groups within their organizations, and the influence, of the environment on behavior patterns.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Human Resource Management**
Course Description: This course is designed to provide basic principles, method, techniques, key processes and systems involved in Human Resources Management. Basic knowledge on the realignment of national, organizational and individual thrust has to be considered for sound human resources management. The subject includes the latest management styles to cope with the agenda of globalization. In the course of discussion, the practices on personnel problem will be tackled.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Industrial Relations/Labor Laws**
Course Description: This course covers the multi-disciplinary theoretical and empirical foundations of research on work, employment, labor markets, and industrial relations. It traces the historical development of multi-disciplinary perspectives used to study work and employment issues to arrive at an in-depth theory and research in the field, paying special attention to how the normative premises, concepts, and methodological traditions of industrial relations compare to those of other disciplines that contribute to the study of work and employment relations – employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement/participation, conflict resolution and expression and the termination of the employment relationship.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Strategic Human Resource Management**
Course Description: The course emphasizes the value and process of strategic human resource management. It is designed to explore an organization’s vision, mission, examine principles, techniques, and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and



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business ethics for the development of effective strategic leadership. It aims to equip students with skills needed to analyze the business environment and, by considering organizations’ internal characteristics, plan strategically for organizational success and to expose students to information and analytical techniques relating to the general management ‘big picture’, thereby providing a cross-functional and strategic perspective.

Course Credit : 3 units
Pre-Requisite/s : Human Resource Management

Course Title: **Business Intelligence and Digital Transformation in Human Resource Management**

Course Description: This course introduces the application of technology particularly data analytics in improving business performance and profitability through workforce management and utilization of software to performs different Human Resource functions. The course content primarily deals with managing data, use of digital technologies to optimize recruitment and selection, training, data transformation to give actionable insights that will help organizations achieve data-driven decisions.

Course Credit : 3 units
Pre-Requisite/s : None

Course Title: **Graduate Seminar 1**

Course Description: This will serve as a venue for presentation of the results of special problems/researches or 75% of the student’s thesis findings. Attendance to other scientific seminars or fora may also be required.

Course Credit : 1 unit
Pre-Requisite/s : None

11. CURRICULUM MAPPING

Course Title: **Graduate Seminar 1**

Course Description: This will serve as a venue for presentation of the results of special problems/researches or 75% of the student’s thesis findings. Attendance to other scientific seminars or fora may also be required.

Course Credit : 1 unit
Pre-Requisite/s : None

CURRICULUM MAP

COURSES				PROGRAM OUTCOMES							
Clusters	Code	Title	Pre Requisite	A	B	C	D	E	F	G	
		Business Research and Statistics		P	P	P	P	P	P	P	
		Supply Chain Management		P	P	P	P	P	P	P	
		Financial Management		P	P	P	P	P	P	P	
		Production and Operations Management		P	P	P	P	P	P	P	
		Managerial Economics		P	P	P	P	P	P	P	



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		Financial Controllership		P	P	P	P	P	P	P	
		Global Trends and Issues in Financial Management		P	P	P	P	P	P	P	
		Investment Management & Capital Markets		P	P	P	P	P	P	P	
		Strategic Financial Management	Financial Management	P	P	P	P	P	P	P	
		Business Intelligence and Digital Transformation in Finance		P	P	P	P	P	P	P	
		Global Trends and Issues in Marketing		P	P	P	P	P	P	P	
		Integrated Marketing Communication		P	P	P	P	P	P	P	
		Strategic Global Marketing		P	P	P	P	P	P	P	
		Marketing Management		P	P	P	P	P	P	P	
		Strategic Marketing Management	Marketing Management	P	P	P	P	P	P	P	
		Business Intelligence and Digital Transformation in Marketing		P	P	P	P	P	P	P	
		Global Trends and Issues in Human Resource Management		P	P	P	P	P	P	P	
		Organization Development		P	P	P	P	P	P	P	
		Human Resource Management		P	P	P	P	P	P	P	
		Industrial Relations/Labor Laws		P	P	P	P	P	P	P	
		Strategic Human Resource Management	Human Resource Management	P	P	P	P	P	P	P	
		Business Intelligence and Digital Transformation in Human Resource Management		P	P	P	P	P	P	P	
		Graduate Seminar 1		P	P	P	P	P	P	P	P

Legend:
L – Learned in the course
P – Practiced in the Course
O – Opportunity to learn or practice in the course, not yet learned or practiced

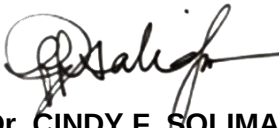


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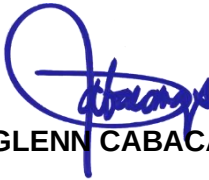
Distribution of Units

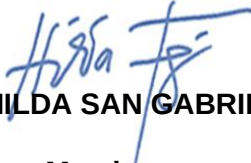
Course Title	Curriculum (Units)
Core Courses	12
Major Courses	18
Practice-based Research	7
GRAND TOTAL	37

Prepared by:


Dr. CINDY F. SOLIMAN
Chair, Curriculum Development Committee


DR. DIANA LEE TRACY K. CHAN
Member


DR. GLENN CABACANG
Member


DR. HILDA SAN GABRIEL
Member

Recommending Approval:


Dr. Guillermo C. Bungato, Jr.
Dean
College of Business Administration

ATTACHMENTS:

- A. CHED Memorandum Order (if applicable)
- B. Minutes of the Department, Curriculum Development, and Curriculum Evaluation Committee Meetings (to include results of evaluation for the trainee/student teacher, OJT Coordinator, OJT Adviser, Company Supervisor/Critic Teacher, Company/School Partner or Consortia; Questionnaire provided below)
- C. Curriculum and Tracer Studies for Existing Programs
- D. S.O of Curriculum Development Committee (CDC)
- E. S.O of Government-Industry-Academe (GIA) Board
- F. Executive Summary (to be included when submission for UCEC and BOR Presentation)
- G. Equivalency of Courses Based on Nature of Changes and Options for Elective Courses