



CESAR EA VIRATA SCHOOL OF BUSINESS

Cesar EA Virata Paaralan ng Pagnenegosyo

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The Cesar E.A. Virata School of Business (VSB) offers degree programs in business at the graduate and undergraduate levels. The VSB saw its beginnings in 1916 when the Board of Regents, upon the recommendation of then UP President Ignacio Villamor, approved the proposal to offer a two-year program leading to the degree of BS in Commerce (BSC). The program was placed under the Department of Economics in the College of Liberal Arts at the old UP campus on Padre Faura. The year 1918 saw the first graduates with a BSC degree.

In 1928 the Board of Regents, upon the recommendation of then U.P. President Rafael Palma established the School of Business Administration and offered the BS in Business Administration. The School became a College of Business Administration in 1934. The College was renamed Cesar EA Virata School of Business in 2013.

After World War II the College transferred to the Diliman Campus in Quezon City. The second undergraduate program, the five-year BS in Business Administration and Accountancy, was instituted in 1968. The first graduate program in business, the MS in Industrial Management (MSIM) was offered in 1951. In 1961 the MSIM program was renamed as the Master of Business Administration (MBA) and the part time program was offered in UP Diliman. In 1997 the College introduced the Master of Science in Finance program.

The School instituted the Doctor of Business Administration (DBA) program in 1974. The DBA was later redesigned into a PhD in Business Administration program in 1995. In 2006, the PhD Program started awarding an MS in Management degree to PhD students who satisfactorily completed, within five years, all the program requirements excluding the dissertation.

The PhD program aims to train those who wish to be educators in management. The PhD graduate is capable of engaging in academic research that advances knowledge in the management field. The MBA program seeks to endow students with advanced management skills while the MS Finance program exposes the student to a series of courses that strikes a balance between financial theory and practice. The undergraduate program awards Bachelor of Science degrees in Business Administration (BSBA) and in Business Administration and Accountancy (BSBAA).

Faculty members who teach in these programs are also actively engaged in frontier academic research. This is in line with the university's thrust of achieving the highest level of academic excellence and the VSB's role as a leader in field of management education.

PROGRAMS OFFERED

UNDERGRADUATE PROGRAMS

Bachelor of Science in Business Administration (BSBA)

The College offers a four-year program leading to a Bachelor of Science degree in Business Administration which primarily trains students to be professional managers and entrepreneurs. The objective of the program is to develop students who are capable of holding positions of responsibility which can be both personally rewarding and socially relevant. The program is a general management course,

with the student having the option to develop a certain degree of specialized knowledge and skill in a functional area of business activity. Upon graduation, the student can immediately assume a high-level staff career position in a business organization or set up his or her own company. Around 100 students enter the program annually.

Bachelor of Science in Business Administration and Accountancy (BSBAA)

The Bachelor of Science in Business Administration and Accountancy program is a five-year program. It aims to develop accounting professionals who command a premium in the market and have

excellent potential to assume leadership positions in their chosen careers. The BSBAA program also develops students who are competent in the fields of audit, finance, and general management. The program accepts a hundred (100) students every year.

GRADUATE PROGRAM

MBA Program

The UP Master of Business Administration Program is an innovative study program that aims to enable its students to make decisions with an integrated perspective anchored on solid knowledge and skills in the key functional areas of management. Preparing students to function competitively in a business world that has grown increasingly complex is the program's main objective.

To respond to the increasing demands of today's business setting, the program offers an encompassing view ranging from basic managerial skills to practical decision-making skills in a highly competitive environment. Two tracks are available: the Evening (or Managers) Program and the Full-time (Day) Program.

MS Finance Program

The program is designed for individuals who envision a professional career in financial management. The theory and practice of finance have developed more rigor, sophistication and complexity in recent years. Traditional approaches are inadequate in dealing with today's dynamic and complex financial environment. The UP MS Finance program aims to develop a specialist finance professional – one who is thoroughly familiar with his/her field and fully equipped to deal with finance-related problems and issues that firms, financial institutions, financial markets, policy makers and regulator face.

PhD Program

The UP PhD Program in Business Administration provides training for students who wish to pursue careers in higher education. It has a program of study that aims to provide students with the necessary skills to teach and conduct academic research in the management field. Because the emphasis is on management research rather than on the practice of management itself, a solid foundation in the basic disciplines of economics, mathematics, and statistics is immediately followed by exposure of the students to sub-disciplines of management theory. While emphasizing depth, the program requires prior exposure in the traditional functional areas of business to ensure a broader understanding of business management.

ADMISSION POLICIES/REQUIREMENT

UNDERGRADUATE PROGRAM

The School uses the University admission policy and requirement guidelines for the undergraduate program.

GRADUATE PROGRAM

The MBA program is open on a selective basis to holders of a four-year bachelor's degree, or its equivalent. No special preference is given to business degree holders. However, applicants with substantial work experience are generally preferred. Those without any work experience are generally not admitted to the program. Applicants are required to submit test scores on the admission test administered by the college. In the case of foreign applicants, scores on the Graduate Management Admission Test (GMAT) may be submitted in lieu of the MBA Admission Test of the School.

All admitted applicants are expected to have a minimum level of proficiency in the areas of accounting, mathematics, and economics. Admitted applicants, whose native language is not English or those who did not graduate from institutions where the medium of instruction is English, must take the Test of English as a Foreign Language (TOEFL). All students are required to pass a written comprehensive examination covering areas of control, finance, marketing, operations management and strategic management.

Full-time & Manager's Programs

The MBA program may be pursued on a full-time or on a part-time (managers' program) basis. The full-time program can be completed in five (5) trimesters (1 2/3 years) and the managers' program in eight (8) trimesters (2 2/3 years). The degree requirements are the same for the managers' and the full-time programs. The maximum academic load for part-time students is three (3) courses per trimester. Full-time students are allowed a maximum of five (5) courses per trimester.

Master of Science (Finance)

The Program is intended to prepare the student for a career in financial management, specifically to undertake the various functions in managing financial institutions, as well as the functions of the financial manager/treasurer of non-financial institutions. Likewise, the program intends to prepare students to handle responsibilities related to the regulatory and policy-making functions of the government involving financial markets and institutions.

The applicant should possess a minimum level of proficiency in the following areas prior to entry in the program: 1) accounting; 2) quantitative methods (basic statistics and mathematics); and 3) computer literacy. Prior background in economics and business law is desirable although not necessary.

The MBA and MSF application and admission process takes place once a year. The application period is from September to January and the Graduate Program Admission Test is administered in February.

PhD in Business Administration

The doctoral program aims to train students intending to pursue careers in higher education, industry, and government. It is designed for students with a strong inclination to teach and do research in a major field of interest.

The program of study will vary according to the individual student's needs, interest, and preparation. To receive the degree, a student must satisfy the following:

- 1) Breadth requirements: The student must demonstrate an understanding of basic management theory and practice by completing courses in the following areas: accounting, finance, marketing, economics, human behavior in organizations, operations management, and quantitative methods. These requirements may be met by the satisfactory completion of specific MBA courses or equivalent academic training.
- 2) Foundation requirements: Two disciplines—economics and quantitative methods—provide the foundation needed by the student to do research in his special field of interest in management. A student with equivalent graduate work in any of these disciplines may request exemption, in accordance with CBA policies and rules, from any of the course requirements. He shall, however, take an advanced course in the foundation requirement where he was given an exemption or other 300-level courses.
- 3) Research paper and presentation in a seminar need to be completed to before qualifying to take the comprehensive examination.
- 4) Comprehensive examination: Administered every January for students who completed the coursework and the research paper in (3).
- 5) Dissertation. The final phase of the program is the completion of a doctoral dissertation.

Completing step (4) elevates the student to PhD candidacy. Those who have completed this step and thirty (30) graduate units may be awarded an MS in Management degree provided the program requirements are met by the students within five (5) years from the date of first enrollment.

The PhD application period is from the first week of October to the last week of January. The application and admission process takes place only once a year. Admission to the PhD program is based on: 1) the result of the PhD entrance examination (or the equivalent GRE/GMAT score); b) an interview; and, c) other relevant information from the PhD program application, two (2) personal recommendations, and official copy of Master's and/or Undergraduate transcript of records.

The Admissions Committee upon evaluation of the applicant's abilities may accept an applicant conditionally on: 1) the satisfaction of subject proficiency requirements in Mathematics and English and/or 2) the completion of breadth courses for applicants with no relevant master's degree. Admitted applicants who are not from English-speaking countries, or who do not come from universities using English as the medium of instruction, are required to submit TOEFL scores.

The minimum academic degree requirement for an application to be considered is a bachelor's degree from a reputable academic institution. An admitted applicant without a relevant master's degree is required to take the full set of breadth course requirements (See 1 above). An admitted applicant with the relevant graduate degree may still be required to take some or all of the breadth courses if the Admissions Committee determines that he/she is lacking in background required for doctoral business courses. Hence, breadth course requirements vary among successful applicants according to the assessment of the committee.

PRIVATE SCHOLARSHIPS

At the Virata School of Business, the UP Business Research Foundation, Inc. administers scholarships from CBA alumni and private corporations. Most of these scholarships cease when the grants are used up. As of 2012, the following scholarships are available: Bajenting-Soriano, BSBA Batch 1983, BSBA Batch 1985, FINEX, Manila Midtown and Y Minettes Club, Nenita Pangan, PHINMA Foundation, PR Savings Bank, Security Bank Foundation, SGC Charity and Support Foundation, and UPCBA Alumni Association.

At the UP Diliman Office of Scholarships and Student Services (OSSS) some of the private scholarships, the students avail themselves of: Bank of Tokyo-Mitsubishi, Centennial Memoirs Project, Cream Silk Women Empowerment, CSC Pagasa Award, Ester Tanco, Go Kim Pah, Landbank-UP, Mary Jane T. Lu Foundation, Ongking Foundation, Posco Fellowship, UPAA Hong Kong, UPAA Michigan, UP ACI Philippines, UPJMA, and Wilfredo Keng. The UPD OSSS also administers UP-funded scholarships and other government-funded scholarships.

Students may also apply for various exchange programs with universities abroad administered by the UP Diliman Office of Extension Services and UP Office of Institutional Linkages.

SERVICES AND FACILITIES

UP VSB Computer Training Laboratory

The UP VSB Computer Training Laboratory located at the 3rd floor of the VSB Building features fifty (50) state-of-the-art computers, an LCD projector, and a laser printer. The computers are equipped with the latest general-purpose, desk-top publishing, and business-related software. The computer laboratory is used for undergraduate courses.

Graduate Computer Laboratory

The PhD and Master's programs have separate computer laboratory facilities which have similar features as the UP VSB Computer Training Laboratory.

The UP Business Library

The UP Business Library is one of the modern libraries in the UP library system. It has an up-to-date collection of major business books, periodicals/journals, and non-print materials. It has five collections: 1) reference; 2) periodical; 3) theses; 4) circulation and home reading; and 5) reserve collection.

It has a spacious air-conditioned room that can accommodate two hundred (200) readers at a time. Its other services and facilities include electronic databases, online public access catalog, audio-visual facilities, microfilm reader and printer, computers, group discussion rooms equipped with networked computers having Internet access (for MBA/MS Finance students only) and a separate reading room for faculty and doctoral students.

Student Activities

The VSB Student Council (SBSC) is the official student governing body of the one thousand three hundred (1,300) undergraduate and graduate students and fourteen (14) college-based organizations of the UP Virata School of Business (eleven [11] socio-civic organizations and three [3] service organizations). It consistently pursues the goals of strengthening college unity and encouraging student involvement through various value-adding activities. It is duty-bound to develop university and college experience among ranks of students in VSB and to promote their well-being and general welfare.

The Business League is the coordinating body of these fourteen (14) VSB-based organizations. It is composed of all executive officers of the organizations, as well as the officers of the Virata School of Business Student Council (SBSC). It is empowered to review and approve semestral and/or annual plan of activities of the VSB-based organizations.

Students of the School can join any of the following VSB-based organizations:

Socio-Civic Organizations

- 1) Association of Business Administration Majors (ABAM)
- 2) Advertising Core (AdCore)
- 3) Adelfe Enu Crea (AEC)
- 4) Association Internationale des Etudiants en Sciences, Economiques et Commerciales (AIESEC)
- 5) Circle of Entrepreneurs (CE)
- 6) Interschool Business Association (IBA)
- 7) Junior Finance Association (JFA)
- 8) Junior Marketing Association (JMA)
- 9) Junior Philippine Institute of Accountants (JPIA)
- 10) Pan Xenia International Foreign Trade Fraternity (PX)
- 11) Society of Emancipated Men (SEMEN)

Service Organizations

- 1) Career Assistance Program (CAP)
- 2) Guildler (Official Publication)
- 3) Registration Volunteer Corps (RVC)
- 4) Guildler Annual (yearbook)

Research, Publication and Extension Services

The School publishes the *Philippine Management Review (PMR)* jointly with the UP Business Research Foundation, Inc. This refereed academic journal serves as a venue for the publication of research work done at the Virata School of Business. The PMR also accepts articles from other researchers in the Philippines and Southeast Asia.

The Extension Services Program of the School provides assistance to other institutions and organizations requiring management expertise. Business organizations, professional associations, government offices, academic institutions and other non-government organizations are the recipients of the School's extension services such as lectures, consultancy services, seminars, workshops, and conferences. The School also provides assistance in developing the management programs of other UP regional units.

In addition, the Development Center for Finance (DCF) was jointly established by the Financial Executives Institute of the Philippines Research and Development Foundation, Inc. and the UP VSB in December 1992. It is dedicated to the promotion and enhancement of Philippine financial markets, the advancement of financial management practice, and professional development for practitioners through training and research. The Professional Institute for Management Advancement (PIMA Foundation Inc.) provides training on various fields of management such as marketing, strategic management, and project management. It also provides consultancy services on marketing research, industry analysis, and organizational audits.

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION AND ACCOUNTANCY 183-184 units			
APPROVAL 120th Special UPD UC : 02 April 2012 President AEPascual : 04 June 2012			
F I R S T Y E A R			
1st Semester 17-18 units		2nd Semester 16 units	
Math 17	5	GE (AH 2) Free Choice ¹	3
or Math 11	(3)	GE (MST 2) Free Choice	3
and Math 14	(3)	GE (MST 3) Free Choice	3
GE (AH 1) Eng 10	3	GE (SSP 3) Free Choice	3
GE (SSP 1) Free Choice	3	Math 100	4
GE (SSP 2) Free Choice	3	PE	(2)
GE (MST 1) Free Choice	3		
PE	(2)		
S E C O N D Y E A R			
1st Semester 18 units		1st Semester 18 units	
GE (AH 3) Free Choice ¹	3	GE (AH 4) Fil 40*	3
GE (MST 4) STS	3	GE (SSP 5) Kas 1*	3
GE (SSP 4) Philo 1	3	BA 180.1	3
BA 99.1	3	BA 99.2	3
Econ 100.1	3	Econ 100.2	3
Stat 101	3	BA 181	3
NSTP	(6)	PE	(2)
PE	(2)		
T H I R D Y E A R			
1st Semester 19.5 units		2nd Semester 19.5 units	
GE (AH 5) Comm 3	3	BA 114.2	4.5
BA 101	3	BA 142	3
BA 114.1	4.5	BA 151	3
BA 141	3	BA 162	3
BA 161	3	BA 186	3
BA 182	3	BAA Elective 1 ²	3
F O U R T H Y E A R			
1st Semester 19 units		2nd Semester 18 units	
BA 105	3	BA 117	3
BA 116	6	BA 118.1	6
BA 120.1	4	BA 121	3
BA 147	3	BA 127	3
BA 170	3	BA 166	3

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION AND ACCOUNTANCY 183-184 units			
APPROVAL 120th Special UPD UC : 02 April 2012 President AEPascual : 04 June 2012			
S U M M E R			
3 units			
BA 118.2			3
F I F T H Y E A R			
1st Semester 18 units		2nd Semester 17 units	
BA 118.3	6	BA 123	5
BA 128	3	BA 126	3
BA 129	3	BA 190	3
BA 164	3	BAA Elective ²	3
BA 120.2	3	PI 100	3
<p>1. To comply with the minimum required units in English by the Board of Accountancy of the Professional Regulation Commission. GE courses in the Arts and Humanities domain must be English courses offered by the Department of English and Comparative Literature in the College of Arts and Letters (CAL).</p> <p>2. At least one of the BAA electives must be a department-qualified course in Economics.</p> <p>* Kas 1 & Fil 40 satisfy the 6-unit Philippine Studies required.</p> <p>Note: As a requirement for graduation, all students must take six (6) units in one of the National Service Training Program (NSTP) components: Civic Welfare Training Service (CWTS), Literacy Training Service (LTS), and Reserved Officer's Training Corps Military Science (ROTC Mil Sci). These are offered by UPD.</p>			

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION 144-145 units			
APPROVAL 120th Special UPD UC : 02 April 2012 President AEPascual : 04 June 2012			
F I R S T Y E A R			
1st Semester 17-18 units		2nd Semester 19 units	
Math 17	5	GE (AH 2) Eng 10	3
or Math 11 and Math 14	(3) (3)	GE (MST 2) Free Choice	3
GE (SSP 1) Philo 1	3	GE (MST 3) Free Choice	3
GE (AH 1) Free Choice	3	GE (SSP 3) Free Choice	3
GE (SSP 2) Free Choice	3	GE (SSP 4) Free Choice	3
GE (MST 1) Free Choice	3	Math 100	4
PE	(2)	PE	(2)
S E C O N D Y E A R			
1st Semester 18 units		1st Semester 18 units	
GE (SSP 5) Kas 1*	3	GE (AH 5) Comm 3	3
GE (AH 3) Fil 40*	3	GE (MST 4) STS	3
GE (AH 4) Free Choice	3	BA 99.2	3
BA 99.1	3	BA 180.1	3
Econ 100.1	3	BA 181	3
Stat 101	3	Econ 100.2	3
NSTP	(6)	PE	(2)
PE	(2)		
T H I R D Y E A R			
1st Semester 18 units		2nd Semester 18 units	
BA 101	3	BA 105	3
BA 115	3	BA 142	3
BA 141	3	BA 152	3
BA 151	3	BA 160	3
BA 182	3	BA 170	3
BA 186	3	Non-BA Elective 1 ¹	3
F O U R T H Y E A R			
1st Semester 18 units		2nd Semester 18 units	
PI 100	3	BA 190	3
BA 129	3	BA Elective 4 ²	3
BA Elective 1 ²	3	BA Elective 5 ²	3
BA Elective 2 ²	3	BA Elective 6 ²	3
BA Elective 3 ²	3	BA Elective 7 ²	3
Non-BA Elective 2 ¹	3	Non-BA Elective 3 ¹	3
			3

1. Any course in any College numbered 100 and above subject to approval of adviser. Allow non-BA electives below 100 only for international language courses (besides English) or a course which is a prerequisite to another non-BA elective.

2. A maximum of four (4) electives may be in any particular business discipline to achieve depth.

* Kas 1 & Fil 40 satisfy the 6-unit Philippine Studies required.

Note: As a requirement for graduation, all students must take six (6) units in one of the National Service Training Program (NSTP) components: Civic Welfare Training Service (CWTS), Literacy Training Service (LTS), and Reserved Officer's Training Corps Military Science (ROTC Mil Sci). These are offered by UPD.

MASTER OF BUSINESS ADMINISTRATION Full-Time Program 42 units			
APPROVAL 107th Special UPD UC : 30 March 2009			
F I R S T Y E A R			
1st Trimester 8 units		2nd Trimester 8 units	
BA 201	2	BA 220	2
BA 211	2	BA 230	2
BA 219	2	BA 240	2
BA 251	2	BA 280.1	2
3rd Trimester 10 units			
BA 221	2		
BA 243	2		
BA 280.2	2		
BA 286	2		
BA 290	2		
S E C O N D Y E A R			
1st Trimester 8 units		2nd Trimester 8 units	
BA 291.1	2	BA 291.2	2
Elective 1	2	Elective 4	2
Elective 2	2	Elective 5	2
Elective 3	2	Elective 6	2
3rd Trimester			
Comprehensive examination			

MASTER OF BUSINESS ADMINISTRATION			
Part-Time Program 42 units			
APPROVAL 107th Special UPD UC : 30 March 2009			
F I R S T Y E A R			
1st Trimester 6 units		2nd Trimester 4 units	
BA 201	2	BA 220	2
BA 211	2	BA 240	2
BA 219	2		
3rd Trimester 6 units			
BA 221	2		
BA 230	2		
BA 280.1	2		
S E C O N D Y E A R			
1st Trimester 6 units		2nd Trimester 4 units	
BA 243	2	BA 286	2
BA 251	2	BA 290	2
BA 280.2	2		
3rd Trimester 6 units			
Elective 1	2		
Elective 2	2		
Elective 3	2		
T H I R D Y E A R			
1st Trimester 6 units		2nd Trimester 4 units	
BA 291.1	2	BA 291.2	2
Elective 4	2	Elective 6	2
Elective 5	2		
3rd Trimester			
Comprehensive Exam			

MASTER OF SCIENCE IN FINANCE			
Full-Time Program 30 units			
APPROVAL 114th UPD UC : 19 July 2010 President ERRoman: 20 August 2010			
F I R S T Y E A R			
1st Trimester 8 units		2nd Trimester 8 units	
MS FIN 201	2	MS FIN 227	2
MS FIN 211	2	MS FIN 225	2
BA 219	2	MS FIN 223	2
MS FIN 222	2	MS FIN 220	2
3rd Trimester 8 units			
MS FIN 224	2		
MS FIN 295	2		
Elective 1	2		
Elective 2	2		
S E C O N D Y E A R			
1st Trimester 6 units			
MS FIN 296	2		
Elective 3	2		
Elective 4	2		

MASTER OF SCIENCE IN FINANCE			
Part-Time Program 30 units			
APPROVAL 114th UPD UC : 19 July 2010 President ERRoman: 20 August 2010			
F I R S T Y E A R			
1st Trimester 6 units		2nd Trimester 6 units	
MS FIN 222	2	MS FIN 227	2
MS FIN 211	2	MS FIN 220	2
BA 219	2	MS FIN 201	2
3rd Trimester 6 units			
MS FIN 223	2		
MS FIN 224	2		
MS FIN 225	2		
S E C O N D Y E A R			
1st Trimester 6 units		2nd Trimester 6 units	
MS FIN 296	2	Elective 2	2
MS FIN 295	2	Elective 3	2
Elective 1	2	Elective 4	2

DOCTOR OF PHILOSOPHY (Business Administration)*			
27 units- excluding dissertation			
APPROVAL 93rd UPD UC : 07 December 2005 1211th BOR : 28 July 2006			
F I R S T Y E A R			
1st Semester 9 units		2nd Semester 9 units	
BA 302	3	BA 303	3
BA 311	3	BA 313	3
BA 312	3	Field Course 2	3
S E C O N D Y E A R			
1st Semester 9 units		2nd Semester 12 units	
Field Course 3	3	Research Paper (continued)	
Field Course 4	3	Comprehensive Examination	
Field Course 5	3	Dissertation	12
Research Paper			
<i>FIELD COURSES</i>			
BA 320- Financial Theory, BA 321- Risk Analysis, BA 322- International Finance, BA 323- Corporate Finance, BA 324- Empirical Methods in Finance, BA 325- Special Topics in Finance, BA 330- Marketing Decision Models, BA 350- Organization Theory, BA 390- Business Policy, BA 391- Industrial Organization, BA 392- Regulation and Public Policy, BA 394- Empirical Methods in Business Policy, BA 395-Special Topics in Business Policy			
* Approved by the UP Diliman University Council on March 1995			
** These requirements may be met by the satisfactory completion of specific MBA courses or equivalent academic training			

COURSE OFFERINGS

UNDERGRADUATE

Accounting

1 Introduction to Financial Accounting. Accounting concepts and principles applied to service, merchandising, and manufacturing operations; partnerships and corporations; the analysis, interpretation and uses of accounting data for management. Prereq: SYS. 3 u.

Business Administration (BA)

99.1 Fundamental Accounting Theory and Practice I. Fundamental accounting theory and terminology with reference to accounting practice and management's use of accounting data. Prereq: SYS. 3 u.

99.2 Fundamental Accounting Theory and Practice II. Continuation of Fundamental Accounting Theory and Practice I. Prereq: BA 99.1. 3 u.

101 Introduction to Business Management. Principles and practices in business management; an overview of the functional areas of business; an introduction to case problem-solving. Prereq: JS (for CBA/ BSBE students); JS, COI (for non-CBA/BSBE students) 3 u.

102 Philippine Business Environment. A survey of sociological, technological, legal, psychological, economic and other external factors which influence business decision-making in the Philippines. Prereq: SS. 3 u.

105 Operations Management. Introduction to the strategic and tactical decisions in manufacturing and service operations. Prereq: BA 101, 180.1, 182/Econ 131. 3 u.

106 Advanced Topics in Operations Management. Trends and developments in operations management. Prereq: BA 105. 3 u.

107 Management of Technology. Effective management of technological advances especially planning and control for the benefit of the firm and society. Prereq: BA 105. 3 u.

108 Special Topics in Operations Management. Prereq: BA 105/ COI for non-BA students. 3 u.

114.1 Accounting Theory and Practice I. Accounting theory and the problems in the application of generally accepted accounting principles. Prereq: BA 99.2. 4.5 u.

114.2 Accounting Theory and Practice II. A continuation of BA 114.1 Accounting Theory and Practice I. Prereq: At least 2.75 in BA 114.1. 4.5 u.

115 Management Accounting. Uses of accounting information for managerial planning and control. Prereq: BA 99.1, 99.2, Acctg 1. 3 u.

116 Cost Accounting. Principles of cost determination and control; job order cost, process cost, estimated cost, and standard cost systems; budgetary control; analyses and uses of cost data. Prereq: BA 114.2/COD. 6 u.

117 Managerial Cost Accounting and Control. Specialized topics in cost accounting for planning and control. Prereq: BA 116/COD. 3 u.

118.1 Advanced Accounting I. Application of fundamental accounting theory to more complex business activities such as joint ventures, business combinations, parent and subsidiary relationships, income taxation, leases, derivative instruments, and employee benefits. Prereq: BA 114.2 . 6 u.

118.2 Advanced Accounting II. A continuation of BA 118.1 Advanced Accounting I. Prereq: BA 114.2. 3 u.

118.3 Advanced Accounting III. The third course of the advanced accounting series. Prereq: BA 114.2. 6 u.

119 Special Topics in Accounting. Selected topics in accounting theory and/or practice. Prereq: SS. 3 u

120.1 Auditing Theory and Practice I. Auditing concepts, audit standards, programs and procedures for the examination of current assets, non-current assets, liabilities, proprietorships, revenues and expenses and the preparation of financial and audit reports. Prereq: BA 116. 4 u.

120.2 Auditing Theory and Practice II. Continuation of BA 120.1. Prereq: BA 120.1. 3 u.

121 Accounting Systems. Design, use and control of manual and computerized accounting systems. Introduction to the use of computers in accounting. Prereq: BA 120, 186. 3 h. (2 lec, 1 lab). 3 u.

123 Public Accounting Practice. An integrated audit course. Prereq: BA 118.1, 118.2, 120.2. 5u.

125 Management Information Systems. Information dimensions of decision-making processes; identification, evaluation, modification and integration of information flows into management information systems. Prereq: BA 121. 3 u.

126 Controllership. The controllership function; characteristics of management control systems; the tools and techniques for controlling manufacturing, marketing and administrative costs; the tools and techniques for planning and decision-making; financial planning policies and problems; motivation and control in organizations. Prereq: SS. 3 u.

- 127 Tax Accounting I.** The application of the income tax law and regulations in the determination of the tax liabilities of individuals, estates and trusts, partnerships and corporations. Prereq: BA 114.2. 3 u.
- 128 Tax Accounting II.** The application of laws and regulations governing estate, inheritance and gift, business and miscellaneous taxes in the determination of tax liabilities. Prereq: BA 116, 127. 3 u.
- 129 Management Services.** The management of consulting firm; preparation of feasibility studies; marketing, technical and financial aspects; project evaluation. Prereq: BA 115 (non-BAA students)/BA 117 (BAA students), 105, 142, 170. 3 u.
- 132 Financial Institutions.** Study of the structure, functions and operations of financial institutions, money and capital markets. Prereq: Econ 121/COD. 3 u.
- 141 Business Finance I.** Introduction to the principles governing financial management of business enterprises with emphasis on short-range planning and management of working capital. Prereq: BA 99.2. 3 u.
- 142 Business Finance II.** Long-range planning and management of the long-term financial position of a business organization; recapitalization and liquidation. Prereq: BA 114.1/115, 141. 3 u.
- 145 Investments.** Principles and practice with special emphasis on the evaluation of project studies, security analysis and the establishment of standards for the selection of industry, issue, and security. Prereq: Econ 121, SS. 3 u.
- 146 Special Topics in Finance.** Prereq: SS. 3 u.
- 147 Fundamentals of Derivative Securities.** Study of the basic theory, valuation methods, and practical applications of derivative securities. Prereq: BA 142, 182. 3 u.
- 151 Human Behavior in Organizations.** The concepts and principles of behavior in business organizations. Prereq: JS (for CBA/BSBE students); JS, COI (for non-CBA/BSBE students). 3 u.
- 152 Human Resource Management.** Basic principles and frameworks in the management of acquisition, development and movement of human resources in organizations. Prereq: BA 101, 151; JS, COI (for non-CBA students). 3 u.
- 160 Business Law.** Introduction to the Philippine legal system emphasizing business relationships and transactions in contractual agreements; organization and regulation of business enterprises. Prereq: JS. 3 u.
- 161 Law on Business Transactions.** The Constitution, Obligations and Contracts, sales, quasidelicts, damages, lease, all special laws including presidential decrees and administrative regulations pertinent thereto. 3 u.
- 162 Law on Business Organizations.** Agency, single proprietorships, partnerships, corporations, conglomerates, joint ventures, multinationals, securities act, insolvency law, civil code provisions on orders of preference and concurrence of credits, licensing of foreign corporations and cooperatives, and pertinent laws, rules and regulations administered by the Securities and Exchange Commission, Board of Investment, Central Bank, Board of Domestic Trade and other government agencies. Prereq: BA 161/COD. 3 u.
- 163 The Fiscal Law.** Basic principle of taxation and the use of the tax power as an instrument of government policy, including those reflected in the Internal Revenue Code, the Local Tax Code, Real Property Tax Code, and the Customs and Tariff Code. Prereq: BA 160/161/equivs. 3 u.
- 164 Negotiable Instruments and Insurance.** Negotiable Instruments, Warehouse Receipts Law, Document of Title under the Civil Code, Insurance Law, Deposit. Prereq: BA 160/equiv. 3 u.
- 165 Law on Labor and Labor Relations.** Constitutional provisions on labor, Labor Code, as amended, Government protection and promotion of Overseas Labor, Allied Labor Laws, Agrarian Reforms. Prereq: BA 160/equiv. 3 u.
- 166 The Law on Sales, Agency and Credit Transactions.** The legal framework governing contracts of sales, agency, loans, guaranty, pledge and mortgage. Prereq: BA 161/equiv. 3 u.
- 167 Laws Governing the Financial System.** All banking laws including the Central Bank Act, the General Banking Act and laws governing other specialized financial institutions, government-owned or controlled and partly private-owned; investment houses, offshore banking units, FCDUs, guarantee and insurance of lending institutions, Central Bank regulations on interest rates. Prereq: BA 160; for nonaccounting majors only. 3 u.
- 168 Special Topics in Business Law.** Laws governing foreign trade such as treaties and regulations governing international transactions, promoting, regulating and restricting exports and imports, tariff and other measures as instruments of protectionism. Prereq: BA 160/equiv. 3 u.
- 170 Marketing Management.** Principles, practices and development of integrated marketing programs. Prereq: BA 101. 3 u.

- 172 Marketing Communications.** Planning, managing and evaluating the communication mix—advertising, sales promotion, packaging, public relations and personal selling. Prereq: BA 170. 3 u.
- 173 Consumer Behavior.** Psychological, economic, anthropological and sociological perspectives in understanding the consumer and in designing marketing programs. Prereq: BA 170. 3 u.
- 174 Marketing Research.** Principles and methods used in the systematic and objective search for and analysis of information relevant to identification and solution of marketing problems. Prereq: BA 170, 182. 3 u.
- 175 Global Marketing.** Principles and practices in the marketing of goods and services across borders in the context of a dynamic international business environment. Prereq: BA 170, Econ 100.1. 3 u.
- 176 Distribution Management.** Principles and practices in the management of retail and wholesale enterprises; merchandising, store operations, promotion, and control. Prereq: BA 105, 115, 170, 186. 3 u.
- 177 Product Management.** Developing and managing brands, products or product lines including development, product launch and product portfolio assessment; maintaining brand equity and leveraging strong brands across line extensions and categories. Prereq: BA 115, 170. 3 u.
- 178 Special Topics in Marketing Management.** The coverage varies from time to time depending on relevance of topics and interest of seminar participants. Prereq: BA 170. 3 u.
- 180.1 Information Technology in Business I.** Information and communication technology concepts and tools; business process applications of software packages. Prereq: SYS. 3 h. (2 lec, 1 lab) 3 u.
- 180.2 Information Technology in Business II.** Advanced applications of information and communication technology concepts and tools in management decision making and practice; technology evaluation and management issues. Prereq: BA 180.1. 3 h. (2 lec, 1 lab) 3 u.
- 181 Management Science I.** Analysis and solution of management problems; deterministic models such as linear and integer programming, transportation, assignment, inventory management, and project management models. Prereq: Math 100, Stat 101. 3 h. (2.5 lec, 0.5 lab). 3 u.
- 182 Management Science II.** Analysis and solution of management problems; stochastic models; decision theory, Markov processes, queueing, simulation, forecasting, regression, and other statistical applications. Prereq: BA 181. 3 h. (2.5 lec, 0.5 lab) 3 u.
- 186 Systems Analysis and Design.** Principles and methods for analyzing, designing and developing different types of business and management systems. Prereq: BA 180.1. 3 h. (2 lec, 1 lab) 3 u.
- 190 Strategic Management.** An integrated approach to decision making viewed from a top management perspective; discussion of comprehensive problems of organizations. Prereq: GS, BA 105, 141, 170. 3 u.
- 191 Information Resource Management.** Strategic approaches to the integration and management of information, with emphasis on top management involvement, hardware, telecommunications, and human resources. Prereq: BA 186, SS (must have taken 90 units or more). 3 h. (2 lec, 1 lab) 3 u.
- 192 Entrepreneurship.** Principles, problems, and practical aspects of entrepreneurship and intrapreneurship; innovation and new business formations in start-up or corporate settings. Prereq: JS. 3 u.
- 198 Special Topics in Business Administration.** Special topics in the field of business administration. 1-3 u., may be taken for credit more than once.
- 199 Business Practice.** Supervised field work or internship. 1-3 u.
- 200 Business Research.** 3-6 u.

GRADUATE

Business Administration (BA)

- 201 Economic Analysis.** Economic theory and policy, with reference to the Philippine business environment. 2 u.
- 203 Managerial Economics.** The application of economic tools of analysis to problems in business. Prereq: BA 211/COI. 2 u.
- 211 Management Science.** Analysis and solution of management problems; decision theory, linear and integer programming, transportation, assignment, inventory and network models, queueing, statistical process control, and forecasting. Prereq: Computer proficiency, knowledge of basic calculus and elementary statistics. 2 u.
- 213 Applied Management Science.** The application of operations research/management science techniques and models to specific business problems. Prereq: BA 211. 2 u.
- 214 Philippine Business Environment.** Sociological, technological, legal, psychological, economic, and other external forces which influence business decision-making in the Philippines. 2 u.
- 219 Corporate Financial Reporting.** Principles, tools, and techniques in preparation and analysis of published corporate financial statements. 2 u.

- 220 Management Accounting.** Principles, tools and techniques for the generation and use of accounting information for management decision-making, including financial analysis of specialized industries. Prereq: BA 219. 2 u.
- 221 Management Control Systems.** Designing, implementing and using planning and control systems for organizational strategy. Prereq: BA 201, 220. 2 u.
- 225 Business Taxation.** Study of the various types of taxes which have the greatest effect upon business planning and activities. Prereq: BA 221. 2 u.
- 226 Controllership.** An appreciation of the controllership function; characteristics of management control systems; control aspects of divisional performance; formal planning systems. Prereq: BA 211. 2 u.
- 227 Seminar in Financial Management.** Prereq: BA 223. 2 u.
- 228 Management of Financial Institutions.** Deals with problems and policies in the effective management of the resources of financial institutions including bank lending and institutional investments. The course also covers a study of the character and structure of the money and capital markets, and of the functions of investment banking firms as financial intermediaries. Prereq: BA 280.2. 2u.
- 229 Management Services.** The work of a management consultant; project evaluation; preparation of feasibility studies; incorporation preparation and analysis of different functional areas like marketing, finance and production, management and operational audits, project management and other similar areas of management services. Prereq: BA 114.1, 114.2, 116, 117/COI. 2 u.
- 230 Marketing Management.** Principles and practices of marketing; planning, implementation and control of marketing programs. Prereq: BA 201. 2 u.
- 233 Marketing Communication.** Design, management and evaluation of the communication mix--advertising, sales promotion, packaging, public relations and personal selling. Prereq: BA 230. 2 u.
- 234 Marketing Research and Analysis.** Principles and methods of marketing research and appraisal of the results. Prereq: BA 230. 2 u.
- 234.1 Consumer Behavior.** Study of the consumer's decision making and behavior during the acquisition, consumption, and disposition of products and services. Prereq: BA 230. 2 u.
- 235 Services Marketing and Management.** Theory and practice in the marketing and management of services; service encounters/experiences, service design and delivery; service quality and customer satisfaction; managing people in service organizations. Prereq: BA 230, 240, 251. 2 u.
- 236 Global Marketing Management.** Marketing of goods and services across national borders in the context of a dynamic international business environment. Prereq: BA 230. 2 u.
- 236.1 Marketing to Organizations.** Theory and practice of marketing goods and services to institutions as customers; relationship marketing and key account management. Prereq: BA 230, 251/equiv courses. 2 u.
- 237 Seminar in Marketing Management.** Prereq: BA 230, COI. 2 u.
- 238 Entrepreneurship.** Innovation and new business formations in independent and corporate settings. Prereq: COI. 2 u.
- 240 Operations Management.** Strategic and tactical decisions in manufacturing and service operations; design and management of products, processes, facilities and systems; quality management. Prereq: BA 211. 2 u.
- 243 Management of Innovation.** The firm's research and development (R&D) strategy; the innovation process and its organizational, financial and legal implications. Prereq: BA 230, 240/COI. 2 u.
- 244 Logistics Management.** Principles, methods and applications in the management of the flow of products and materials through the supply chain, including the associated flow of information. Prereq: BA 240, 286/equiv courses. 2 u.
- 245 Manufacturing Policy.** Comprehensive case studies on broad policy problems of selected industries. This course intends to integrate the various courses in industrial management. Prereq: For graduating students only. 2 u.
- 246 Seminar in Operations Management.** Prereq: BA 240. 2 u.
- 250 Law in Business Transaction.** Study of the fundamental legal concepts and their application to business transactions. 2 u.
- 251 Organizational Behavior.** Individual and group behavior in organizations, including leadership, interpersonal processes, organizational design and organizational culture. 2 u.
- 252 Human Resource Management.** The management of acquisition, development and movement of human resources in organization. Prereq: BA 251. 2 u.

- 253 Labor Laws and Collective Bargaining.** Study of the Philippine labor laws affecting business and industrial organizations. Techniques and problems in negotiations and administration of labor-management contracts. Prereq: BA 250/equiv, preferably BA 252. 2 u.
- 254 Public Relations.** Deals with the principles and practices of public relations in business and industry. Prereq: For 2nd year students only. 2 u.
- 255 Organizational Development and Change Management.** Analysis of various interventions to facilitate organizational change in formal and informal organizations. Prereq: BA 251. 2 u.
- 256 Seminar in Human Resource Management.** Analysis and discussion of contemporary issues, problems and topics in human resource management. Prereq: BA 251. 2 u.
- 260 Money and Banking.** Theories, problems and policies concerning money, credit, and the banking system. Emphasis given to Philippine conditions. Prereq: BA 201. 2 u.
- 262 International Finance.** The methods of financing foreign trade, financing procedures for export-import transactions, gold movements, capital movements and the role of international financial institutions. Prereq: BA 260. 2 u.
- 263 Banking Laws.** The examination of laws and regulations affecting operations. Emphasis given to the Negotiable Instruments Law, the Central Bank Act and the General Banking. 2 u.
- 270 Agribusiness Management.** Analysis of major agricultural commodity systems; opportunity assessment and management problems of firms in agricultural industries. Prereq: BA 230/COI. 2 u.
- 274 Knowledge Management in Organizations.** Strategies for capturing and sharing an organization's knowledge; the processes of generation, organization, development and distribution of knowledge including data mining, warehousing and generating competitive intelligence. Prereq: BA 286. 2 u.
- 280.1 Fundamentals of Financial Management.** Application of financial analysis tools to short-term and long-term concerns of financial management; firm and shareholder value and the risk-return trade-offs of the firm's financial policies. Prereq: BA 219. 2 u.
- 280.2 Corporate Finance and Financial Markets.** Financial forecasting and planning, investment evaluation and portfolio theory, financial structure choices and design, valuation of basic types of securities, and the functions and structures of financial markets. Prereq: BA 280.1. 2 u.
- 281 Options and Other Derivatives.** Basic theory, principles, characteristics, valuation, and risk management applications of derivative securities. Prereq: BA 280.2. 2 u.
- 282 Advanced Corporate Finance.** Extensions of basic finance theories and their applications in financing and investment decisions; covers mergers and acquisitions, divestitures, securities financing, financial restructuring, and project finance. Prereq: BA 280.2. 2 u.
- 286 Management of Information Technology.** The uses and potentials of information technology in managing organizations. Information technology (IT) concepts, frameworks and practices in organizations; managing organizational and interorganizational systems; social, political, legal and ethical issues of IT. Prereq: COI. 2 u.
- 290 General Management.** A holistic approach to analyzing and solving operating problems in business at various levels of the organization. Prereq: BA 230, 240, 251, 280.1/equiv. courses. 2 u.
- 291.1 Strategic Management I.** Strategy concepts and practices; environmental and organizational analyses in formulating corporate strategy. Prereq: BA 230, 240, 251, 280.1/equiv. courses. 2 u.
- 291.2 Strategic Management II.** Strategy implementation--sustaining and enhancing corporate governance and performance; building organizational capabilities and relationships; evolving structure and control systems; and managing organizational culture and change. Prereq: BA 291.1. 2 u.
- 298 Special Topics in Strategic Management.** Prereq: COI. 2 u.
- 302 Microeconomic Analysis.** Consumer choice; choice under uncertainty; analysis of firm behavior; market structure; principal-agent problem; general equilibrium, public goods and externalities. 3 u.
- 303 Macroeconomic Analysis.** Macroeconomic theory; schools of thought in macroeconomics; growth theory; financial market systems. 3 u.
- 305 Special Topics in Business Economics.** 3 u.
- 311 Management Science I.** Deterministic and stochastic models applied to business. 4 h.; 3 u.
- 312 Management Science II.** A continuation of Management Science I with focus on multivariate statistical analysis. Prereq: BA 311. 4 h.; 3 u.
- 313 Econometric Analysis.** Single and simultaneous equation regression estimation using time series data, cross-section data and panel data; estimation with qualitative dependent variables; generalized method of moments. Prereq: BA 302, 311, 312. 3 u.
- 319 Managerial Accounting.** Rigorous evaluation of accounting information. Prereq: BA 311, 312. 3 u.

- 320 Financial Theory.** Basic portfolio theory; static and dynamic asset pricing theories; analysis of financial markets. Prereq: BA 302, 311, 312. 3 u.
- 321 Risk Analysis.** Risk measurement and modeling including value at risk; options and other financial derivatives; credit, market, operational and integrated risk management strategies. Prereq: BA 302, 311, 312. 3 u.
- 322 International Finance.** Open-economy macroeconomics; exchange rate regimes; international capital markets. Prereq: BA 302, 311, 312. 3 u.
- 323 Corporate Finance.** Capital budgeting; theory of capital structure; corporate governance, corporate control and capital restructuring. Prereq: BA 302, 311, 312. 3 u.
- 324 Empirical Methods in Finance.** Empirical testing of CAPM, APT, CCAPM, and other asset pricing models; market volatility and market microstructure studies; interest rate models; advanced financial econometric issues. Prereq: BA 313. 3 u.
- 325 Special Topics in Finance.** This will cover such topics as strategic long-term financing decisions, international finance, mergers, and restructuring, financial futures and derivatives, and taxation and regulations. Prereq: BA 320. 3 u., may be taken more than once.
- 330 Marketing Decision Models.** Empirical models of consumer behavior and markets. Prereq: BA 302, 311, 312. 3 u.
- 335 Special Topics in Marketing.** 3 u.
- 340 Production Management.** Current theory and developments in production and operations management; computer applications involving queueing; simulation and linear programming. Prereq: BA 311, 312. 3 u.
- 345 Special Topics in Production.** 3 u.
- 350 Organization Theory.** Behavioral concepts as applied to organizations. Prereq: BA 302, 311, 312. 3 u.
- 390 Business Policy.** Strategy formulation and implementation at the firm level. Prereq: BA 302, 311, 312. 3 u.
- 391 Industrial Organization.** Exercise of monopoly power; degrees of price discrimination; Short-run price competition; dynamic price competition; price and non-price competition through product differentiation; information and strategic behavior. Prereq: BA 302, 311, 312. 3 u.
- 392 Regulation and Public Policy.** Economic, political, and legal foundation of public regulation; benefits and costs of regulation, effects of regulation, alternatives to regulation, and the issues of regulatory reform and deregulation. Prereq: BA 302, 311, 312. 3 u.
- 394 Empirical Methods in Business Policy.** The interaction of the firm with the macroenvironment; research concepts and scientific methods; formulation of hypotheses, measurement concepts and multivariate analytical tools. Blend of behavioral science and quantitative approaches in the research applications. Prereq: BA 313. 3 u.
- 395 Special Topics in Business Policy.** Prereq: BA 390. 3 u.
- 400 Dissertation Research.** 12 u.

JOINT PROGRAM COURSES

Management (Mgmt)

- 105 Introduction to Production and Operations Management.** Overview of principles, procedures and techniques for effective utilization of production resources. Prereq: BA 101, 180.1, 181. 3 u.
- 115 Management Accounting.** Uses of economic and accounting concepts for managerial planning and control. Prereq: Acctg 1/BA 99.1, 99.2. Econ 11. 3 u.
- 141 Business Finance.** Financial management principles for short- and long-range planning. Prereq: BA 101, Mgmt 115. 3 u.
- 160 Law and Business.** Basic concepts of governmental promotion and regulation of business through law and how they affect business decisions. Prereq: JS. 3 u.
- 170 Introduction to Marketing Management.** Marketing institutions; marketing policies and methods for products and services in a variety of manufacturing and service industries. Prereq: JS. 3 u.
- 181 Quantitative Methods and Applications.** The use of statistics and other mathematical methods in the analysis of business management problems; includes computer programming solutions. Prereq: Math 100, Stat 101/COD. 3 u.
- 190 Business Policy.** Integration of the functional fields of business, stress being given to solving comprehensive case problems of business organization and management. Prereq: Graduating students, Mgmt 105/equiv, BA 142/Mgmt 141, BA/Mgmt 170. 3 u.

GRADUATE

MSFIN

- 201 Macroeconomics and Financial System.** Macroeconomic theory, concepts and tools, macroeconomic problems, issues and policies. Also includes fiscal and monetary policies, introduction to economics of money and banking, basic operations of the financial system including its regulatory framework, survey and description of the basic operations of financial institutions and markets in the Philippines. Prereq: Admission to the Program. 2 u.
- 204 Financial Institutions and Markets.** Study of the operations and linkage of financial markets, including regional and global markets, their product and services (e.g., securities, foreign exchange, derivatives), their basic operations and characteristics, regulatory framework and various types of participants flowing in the financial system. This would also cover the interplay of financial institutions (e.g., commercial banks, investment banks, insurance companies, etc.) and an overview of their asset-liability management, and the factors that influence the development of institutional structure and degree of specialization. Prereq: Admission to the Program. 2 u.
- 211 Quantitative Methods.** This course covers relevant techniques of quantitative analysis applicable to finance theory and practice. Included are intermediate mathematics and statistical techniques on analysis of variance and co-variance, discriminant analysis, risk analysis, linear programming, simulation methods, regression and time-series analysis, and their finance applications. Prereq: Admission to the Program. 2 u.
- 220 Financial Analysis and Planning and Working Capital Management.** Techniques of financial analysis and planning and management of working capital. Prereq: BA 219. 2 u.
- 222 Corporate Finance I.** Theoretical framework of corporate financial management, microeconomic foundations of finance and basic concepts in finance; fundamentals of capital investment analysis. Prereq: Admission to the Program. 2 u.
- 223 Corporate Finance II.** Policy decisions to include long-term investment and financing decisions. Included topics are portfolio theory, capital asset pricing model (CAPM), advanced capital investment analysis, cost of capital, capital structure, sources of long-term financing and leasing. Prereq: MSFin 222. 2 u.
- 224 Investment Management.** This course covers investments in financial assets. It involves key concepts and analytical tools for evaluating major types of securities e.g., equities and fixed-income investments in the Philippine financial market, in the context of trading strategies, risk management and portfolio management approaches. Prereq: MSFIN 222/Consent of the Program Director. 2 u.
- 225 Financial Derivatives.** Derivative securities like futures, options and swaps; their underlying theories and principles, their basic characteristics. Includes the basic principles, and strategies in using these derivative securities for risk management. It will likewise cover an introduction to disintermediation and securitization/financial engineering. Prereq: MSFIN 222. 2 u.
- 227 International Finance.** Covers the complexities of doing business in more than one currency. Includes an overview of international financial markets, exchange rate systems and theories of exchange rate behavior. Special focus is on exchange rate risk management through hedging in the foreign exchange markets and money markets. The course will also cover trade financing instruments and risk management. Prereq: MSFIN 222. 2 u.
- 228 Management of Commercial Banks.** This course covers an in-depth study of asset-liability management of commercial banks and management accounting and control for financial institutions. Also included are basic principles and practices of credit, involving credit policy formulation, credit evaluation (initiation, analysis, packaging, and approval), credit monitoring, remedial management and liquidation, and treasury management covering basic strategies of managing the funding sources of financial intermediaries, and the management of the liquidity position. Prereq: MSFIN 222. 2 u.
- 230 Marketing Financial Services.** The course deals with marketing management as it particularly applies to the financial services industry. Prereq: MSFIN 201, 222. 2 u.
- 290 Industry/Competitive Analysis and Strategic Planning.** Analysis of industry structure as to stage of development, competitive strengths and regulatory environment in the context of survival and growth with a focus on the financial service industry. Included are techniques of self analysis from the point of view of the firm, formulation of competitive strategies and strategic planning concerns in the financial services sector. Prereq: GS. 2 u.
- 292 Advanced Corporate Finance.** Study of concepts, methods and principles of various entry and restructuring strategies (mergers, acquisitions, LBOs and joint ventures). Includes the approach and evaluation of various strategic options, integration of chosen entry strategy and corporate restructuring/divestiture to enhance shareholders' value. The course would also cover securities financing and project finance. Prereq: MSFIN 223. 2 u.
- 293 Advanced Investment Management.** Major valuation models for equity investments, and their application to the general classes of corporate strategies; bond portfolio management; valuation and risk evaluation of issues of fixed income instruments, particularly credit risks and embedded options; asset allocation strategies and portfolio performance attribution issues. Prereq: MFIN 224, 225. 2 u.

- 295 Financial Risk Management.** Advanced derivatives course and risk management techniques. Included would be an intermediate treatment of financial engineering and a discussion of structuring finance products. Prereq: MSFIN 225. 2 u.
- 296 Financial Sector Regulation and Ethics.** Laws and regulations affecting operations of banks and other financial institutions; regulations covering securities and negotiable instruments, insider trading, and commercial and investment bank operations; codes of ethics and conduct for finance professionals and officials of financial institutions. Prereq: None. 2 u.
- 298 Special Topics in Finance.** Seminar on current and advanced topics in financial management. 2 u.
- 299 Financial Research.** Supervised undertaking of actual research work using quantitative, statistical and other techniques (like time-series and cross section analysis of financial information) focusing on relevant areas in finance applicable to the Philippine financial environment like, signaling and agency theory, predictions of financial distress, beta estimation and portfolio applications, risk and volatility measures for stocks and bonds; options pricing. The nature of the work may be model formulation, empirical validation, policy assessment and other related undertakings. Prereq: MSFIN 223. 2 u.