



UNIVERSITY OF THE EAST
Graduate School
Manila

Doctor of Business Administration (DBA)¹		
	Core	Units
GDB 811	Corporate Governance and Ethical Leadership	3
GRR 8501	Seminar in Advanced Statistical Methods Applied to Research	3
GRR 8502	Seminar in Advanced Research Methods across Disciplines	3
GDB 814	Advanced Leadership Theory and Practice: Creating Transformational Leaders	3
		12
	Major	
GDB 821	Advanced Microeconomic Analysis	3
GDB 822	Advanced Macroeconomic Analysis	3
GDB 823	Advanced Financial Management	3
GDB 824	Advanced Operations Management	3
GDB 815	Advanced Marketing Management	3
GDB 816	Advanced Human Resource Management	3
GDB 817	Advanced Econometrics	3
GDB 818	High Performance Management	3
		24
	Elective	
	<i>Operations and Supply Chain Management</i>	
GDB 831	Operations Management and Strategy	3
GDB 832	Logistics and Supply Chain Management	3
GDB 833	Advanced Management Science	3
GDB 834	Operations Research Models	3
GDB 835	Doctoral Seminar in Operations Management	3
	<i>Financial Management</i>	
GDB 836	Advanced Corporate Finance	3
GDB 837	Financial Markets and Institutions	3
GDB 838	International Finance	3
GDB 839	Business and Financial Risk Management	3
GDB 840	Practicum in Financial Management	3
	<i>Marketing Management</i>	
GDB 841	Strategic Marketing	3
GDB 842	Theories of Consumer Behavior	3
GDB 843	New Product Marketing	3
GDB 844	E-Commerce and Internet Marketing	3
GDB 845	Social Marketing	3
GDB 846	Practicum in Marketing Management	3
	<i>Human Resource Management</i>	
GDB 847	Strategic Human Resource Management	3
GDB 848	Organization Development	3
GDB 849	Cross-Cultural Management	3
GDB 850	Compensation Management	3
GDB 851	Practicum in Human Resource Management	3
		12
	Integrating Course	
GDB 819	Strategic Management and Policy Analysis	3
GRR 8605	Across-Discipline Research Colloquium	1
GRR 8700	Comprehensive Examination	-
GRR 8980	Dissertation I	6
GRR 8990	Dissertation II	6
	<i>Publication in an internationally/nationally indexed journal or juried creative work outlet.</i>	13
		64
	Total	64

¹ Effective June SY 2009-2010

CORE

GDB 811 Corporate Governance and Ethical Leadership

This course examines the importance of ethical leadership to the success of high performance organizations and develops an understanding of the characteristics and requirements of leadership. Students learn how to lead in socially responsible and organizationally effective ways while conforming to good governance and moral standards. The course covers styles and methods successful leaders use to lead in the changing environment of both the profit and not-for-profit sectors. (3 units)

GRR 8501 Seminar in Advanced Statistical Methods Applied to Research

Hypothesis testing, Type 1 and Type 2 errors, analysis of variance, Chi-squared test, simple linear regression and correlation, multiple regression, factor analysis, model building, time series analysis and forecasting (3 units)

GRR 8502 Seminar in Advanced Research Methods across Disciplines

Review and critique of application of various research methods, identification of dissertation topic and exhaustive review of related literature (3 units)

GDB 814 Advanced Leadership Theory and Practice: Creating Transformational Leaders

This course introduces students to 21st century transformational leaders and organization change makers. The course integrates the theory and practice of effectively leading organizations in a constantly changing world. Students study leadership models that help transform organizations for sustained business growth. Through the research, the importance of critical leadership skills is reinforced to help students in the progression of their personal and professional leadership development. The course includes a variety of application-based techniques that reinforce successful leadership and management practices used in today's leading organizations. (3 units)

MAJOR

GDB 821 Advanced Microeconomic Analysis

The course prepares students to analyze contemporary problems in management using the tools of modern microeconomic theory. Topics include consumption, production, uncertainty, markets, and general equilibrium theory. The course covers applications to policy analysis, business decisions, industrial organization, finance, and the legal system. The emphasis is on the use of economic theory in analyzing and understanding practical problems. (3 units)

GDB 822 Advanced Macroeconomic Analysis

The course is intended to introduce the doctoral students, not only to particular areas of current research, but also to some very useful analytical tools. It covers a selection of advanced topics that include growth and fluctuations, heterogeneity and incomplete markets, optimal fiscal policy, time inconsistency, reputation, coordination games and macroeconomic complementarities and information. (3 units)

GDB 823 Advanced Financial Management

This course involves the employment of the case method to examine financial theories and concepts in practical situations and to develop analytical skills and judgment ability in solving financial problems of business firms. (3 units)

GDB 824 Advanced Operations Management

This course dwells on advanced methods and models for planning, management, and decision making in the supply, operations, and logistics chain. It emphasizes the integration and coordination of resources for productivity improvement. (3 units)

GDB 815 Advanced Marketing Management

This course builds on the marketing management learned in the MBA program and focuses on how a firm can develop a market-driven business strategy and the planning and implementation of marketing programs based on this strategy. (3 units)

GDB 816 Advanced Human Resource Management

In this course, the interaction between strategy and human resources is discussed from the perspective of general management. This includes investment orientation toward human resources and comprehensive discussions of the environment of human resources, strategy formulation, human resource planning, strategy implementation, the performance impact of human resource practices, and human resource evaluation. Case studies are utilized in this course. (3 units)

GDB 817 Advanced Econometrics

This course covers a variety of advanced topics in econometrics. Standard theory is reviewed and extended. Subjects include maximum likelihood, limited dependent variables, method of moment estimation, and simultaneous systems estimation. (3 units)

GDB 818 High Performance Management

Issues that increase or decrease success in pursuing financial and non-financial goals. It introduces current topics in business that increases an awareness of the challenges of creating and maintaining a high performance organization. It uses case studies to incorporate new thought processes in decision making and problem solving. (3 units)

ELECTIVE

GDB 831 Operations Management and Strategy

It examines how to manage all the operations and activities in the firm irrespective of department, and thus is particularly useful to students who want the larger view of running the entire enterprise. The course covers decision-making methodology and how to make decisions that propel the processes of the firm forward. In particular, for operational success the firm needs: Procedures to promote better decisions and reduce errors, Processes that are highly efficient, Flexibility and responsiveness to the customer, innovation that beats the competition, Better trained and motivated employees, superior management, excellence in information technology. This course will present key concepts necessary for achieving strategic objectives, but will do so on a general level related to senior management. (3 units)

GDB 832 Logistics and Supply Chain Management

This course examines logistics systems that support the physical supply of raw and semi-finished materials to a firm, the planning and control of operations, and the delivery of the products or services up to the final customers, with the objective of achieving a sustainable competitive advantage and optimizing the value and the long-term performance of the firm and the supply chain as a whole. The focus will be on the design, planning, organization and control of the associated activities. (3 units)

GDB 833 Advanced Management Science

This course introduces students to the theory, algorithms, and applications of optimization. Optimization methodologies include linear programming, network optimization, integer programming, decision trees, and dynamic programming. The methods have applications to logistics, manufacturing, transportation, marketing, project management, and finance. (3 units)

GDB 834 Operations Research Models

The course applies the analytical tools of operations research, such as mathematical modeling, statistical analysis and mathematical optimization, to arrive at optimal or near optimal solutions to complex decision-making problems in business, either maximization (of profit, performance, or yield) or minimization (of loss, risk, or cost) of some real-world business objectives. (3 units)

GDB 835 Doctoral Seminar in Operations Management

This seminar is designed to expose doctoral students to the current and emerging research topics in operations management. In the process, we will get exposed to a few seminal articles that have been selected based on evidence of a novel approach to either domain knowledge and/or research methods. This course will help develop skill sets in conducting independent research, critiquing articles and developing new research ideas and implementing a research study ready to be submitted to a journal. (3 units)

GDB 836 Advanced Corporate Finance

This advanced study of corporate financial analysis and planning includes capital budgeting, cost of funds, and capital structure and valuation. Selected topics that may be covered are leasing, mergers, takeovers, business failure, reorganization, and liquidation. A combination of problem-solving and case study methodologies is used to illustrate theories and techniques helpful in financial analysis and planning. (3 units)

GDB 837 Financial Markets and Institutions

The course focuses on intensive review and study of the financial environment, including securities, markets, and institutions. Emphasis is on interest rate determinants, fixed income, equity and derivative securities, and the operations and management of all types of financial intermediaries. Theoretical and empirical literature on models and behavior of financial intermediaries, structure and regulation, interest rate theories, financial markets, and the impact of macroeconomic policies and procedures on financial markets and institutions are explored. Regulatory structure over capital markets and institutions, market developmental issues, market microstructure issues, creation of capital market infrastructure, and impact of globalization and technological development are also discussed. (3 units)

GDB 838 International Finance

This course will cover issues related to both international financial markets and the financial operations of a firm within the international environment. The first part of the course will examine issues related to the international markets, including international commercial policy, international investment, foreign exchange markets, the Euromarkets, and currency derivative markets. The second part of the course will consider financial issues associated with the operation of a firm in the international environment. (3 units)

GDB 839 Business and Financial Risk Management

This course focuses on financial decision making about the management of risk by corporations, recognizing the relationship between risk management and the overall goals of the firm. The course offers an integrated approach to corporate risk management by combining concepts, tools, and techniques from finance and related disciplines, emphasizing the identification, evaluation, and management of risk. Besides hedging and alternative risk transfer strategies, techniques

such as leveraging, post-loss financing, contingent financing, diversification, and choice of organizational design are also considered. (3 units)

GDB 840 Practicum in Marketing Management

The Practicum provides the DBA students with an opportunity in their final academic term to gain experience in marketing management consulting. It establishes a consultative context in which students can successfully implement a pro bono marketing policy analysis or marketing program evaluation project. The Practicum research groups will meet weekly to discuss applied research strategies for data collection, analysis and reporting. Topics and professional resources will be organized around the research needs of the projects and may include measurement and design, sampling, questionnaire design, cost-benefit analysis, computer applications for information management and analysis, report writing and presentation. (3 units)

GDB 841 Strategic Marketing

This course builds on previous courses in marketing theory development, organizational behavior theory, innovation theory, and research to examine substantive areas in marketing. It examines the development of marketing strategies that can be adapted to the changing needs of consumers, to the strategies of competitors, and to the globalization of commerce. Other topic areas include: segmentation, strategy, advertising, promotion, pricing, product development and management, distribution channels, sales force, relationship marketing, new product introduction, marketing across sectors, and retailing. In this course, strategic management concepts as they relate to for-profit, not-for-profit and professional organizations will be examined to enhance the student's ability to analyze an industry and develop relevant ethical marketing strategies. As such, this course is designed to offer exposure to the substantive issues that marketing theoreticians are grappling with and an opportunity to delve more deeply into one or more areas of special interest. (3 units)

GDB 842 Theories of Consumer Behavior

This course builds on previous courses in marketing theory development, organizational behavior theory, innovation theory, and research to examine substantive areas in marketing. It examines the development of marketing strategies that can be adapted to the changing needs of consumers, to the strategies of competitors, and to the globalization of commerce. Other topic areas include: segmentation, strategy, advertising, promotion, pricing, product development and management, distribution channels, sales force, relationship marketing, new product introduction, marketing across sectors, and retailing. In this course, strategic management concepts as they relate to for-profit, not-for-profit and professional organizations will be examined to enhance the student's ability to analyze an industry and develop relevant ethical marketing strategies. As such, this course is designed to offer exposure to the substantive issues that marketing theoreticians are grappling with and an opportunity to delve more deeply into one or more areas of special interest. (3 units)

GDB 843 New Product Marketing

This course focuses on the tools and techniques associated with analyzing market opportunities and then designing, testing, and introducing new products and services. Both quantitative and qualitative approaches are covered. In particular, the course covers the new product development process, market entry strategies, how to generate new product ideas, mapping customer perceptions, segmentation, product positioning, forecasting market demand, and product design. (3 units)

GDB 844 E-Commerce and Internet Marketing

This course provides an understanding of e-commerce and its impact on firms, industries, and markets. The course also introduces the business functions of the Internet including e-mail, discussion groups, and the World Wide Web is changing every facet of how companies market their products and how they do business. The Internet is also opening up the global market to companies of all sizes who market and manufacture a plethora of products. The importance of integrating this technology into the strategic planning process will be emphasized in this course. (3 units)

GDB 845 Social Marketing

This course examines issues of social responsibility in -business and how marketing theory and techniques may be used to promote more environmentally and socially conscious business practices. (3 units)

GDB 846 Practicum in Financial Management

The Practicum provides the DBA students with an opportunity in their final academic term to gain experience in financial management consulting. It establishes a consultative context in which students can successfully implement a pro bono financial policy analysis or financial management program evaluation project. The Practicum research groups will meet weekly to discuss applied research strategies for data collection, analysis and reporting. Topics and professional resources will be organized around the research needs of the projects and may include measurement and design, sampling, questionnaire design, cost-benefit analysis, computer applications for information management and analysis, report writing and presentation. (3 units)

GDB 847 Strategic Human Resource Management

This course introduces the technical and legal aspects of human resource management from a strategic business perspective. The course examines how to manage human resources effectively in the dynamic legal, social, and economic environment currently constraining organizations. Among the topics included are: formulation and implementation of human resource strategy, job analysis, methods of recruitment and selection, techniques for training and development, performance

appraisal, compensation and benefits, and the evaluation of the effectiveness of HRM systems. Emphasis is placed on integrating human resource management with the overall business strategy. (3 units)

GDB 848 Organization Development

This course presents the theoretical foundations of organization development as an applied behavioral science. Students will also be introduced to many types of interpersonal, intra-group, inter-group, and organizational interventions that are used to effect comprehensive and lasting changes. (3 units)

GDB 849 Cross Cultural Management

Emphasis on the interpersonal skills needed to manage across national borders and how cultural factors influence behavior in the workplace and the negotiation process. (3 units)

GDB 850 Compensation Management

Application of compensation principles to organizational objectives. Strategic use of compensation systems for attracting, motivating, and retaining employees. Managerial aspects of paying employees at all organizational levels. It focuses on managing employee compensation in contemporary organizations. The major objectives are: to examine the current state of compensation decision-making; to examine how recent theoretical and research developments inform compensation decisions; and to offer an opportunity to develop competencies in making compensation decisions. (3 units)

GDB 851 Practicum in Human Resource Management

The Practicum provides the DBA students with an opportunity in their final academic term to gain experience in human resource consulting. It establishes a consultative context in which students can successfully implement a pro bono HR policy analysis or HR program evaluation project. The Practicum research groups will meet weekly to discuss applied research strategies for data collection, analysis, and reporting. Topics and professional resources will be organized around the research needs of the projects and may include measurement and design, sampling, questionnaire design, cost-benefit analysis, computer applications for information management and analysis, report writing, and presentation. (3 units)

GDB 819 Strategic Management and Policy Analysis

A capstone course designed to give the DBA student the opportunity to develop conceptual skills needed by higher managerial levels. Emphasis is placed on the formulation of functional strategies (finance, management, marketing, and human resource management). (3 units)

GRR 8605 Across-Discipline Research Colloquium

This course entails attendance and participation in fora during research presentations delivered by invited doctoral students before or after their oral defense, likewise, by guest presenters/researchers from the University and other academic communities (1 unit)

GRR 8700 Comprehensive Examination

After completion of all academic courses (0 units)

GRR 8980 Dissertation 1

Selection and research topic presentation; writing and oral defense of research proposal (6 units; Prerequisite: GRR 8700 Comprehensive Examinations)

GRR 8990 Dissertation 2

Data gathering, writing, and final oral defense of doctoral dissertation as proposed in Dissertation 1 (6 units; Prerequisite: GRR 8980 Dissertation 1)

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