

Academic Calendar, SY 2019-2020

	1 st Trimester	2 nd Trimester	3 rd Trimester
Registration	May 27-June 10	Sept. 23 -Oct. 7	Jan. 20 -Feb. 10
Classes begin	June 10	Oct. 7	Feb. 10
Last day for late registration	June 22	Oct. 19	Feb. 22
Last day for late dropping (without a grade of 5.0)	July 22	Nov. 18	March 30
Midterm exams	July 22-27	Nov. 18-23	Mar 23-28
Final exams	Sep. 16-21	Jan. 20-26	May 18-23
Last day of trimester	Sept. 21	Jan. 26	May 23
Christmas vacation begins		Dec. 21	
First day of class after Christmas		Jan. 6	

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1. General Information

HISTORY OF THE UNIVERSITY

Jose Rizal University was originally founded as the Far Eastern College School of Accounts, Commerce, and Finance in 1919 as a non-stock non-profit non-sectarian private educational institution to blaze the trail in the field of commercial education. Its founder was the late Vicente Fabella; the first Filipino certified public accountant. The name was subsequently changed to Jose Rizal College in 1922, in honor of the great Filipino patriot and martyr who tried to awaken his countrymen in his writings to the need for economic self-sufficiency and independence.

The University was first located at R. Hidalgo Street in Quiapo, Manila. It offered the four-year bachelor's degree course in Commerce as well as the high school course. It had continued to provide educational services since 1919 except during the Japanese occupation of the Philippines in World War II when it remained closed as a gesture of protest in spite of repeated attempts by the occupation authorities at the time to have it opened.

The University reopened after the end of the war in 1945 and, faced with the need for expanded facilities, transferred in 1950 to its present site in Mandaluyong City, then part of the province of Rizal and subsequently Metro Manila.

The University is a founding member of the Philippine Association of Colleges and Universities (PACU) in 1932, of the Philippine Association of Collegiate Schools of Business (PACSB) in 1962, of the Private Education Retirement Annuity Association (PERAA) in 1974, and Philippine Association of Personnel Management in Private Schools (PAPMIPS) in 1997.

In its 100 years of existence, the University has achieved the singular distinction of having produced a remarkable number of successful graduates who have enjoyed the respect of the nation. Among them are included a President of the Philippines, a justice of the Supreme Court, several members of the legislature and of the Cabinet, some ambassadors, no less than twenty heads of banks and financial corporations, several heads of educational institutions, acknowledged leaders in the various fields of industry, commerce, agriculture and trade, and armed forces officers of general rank. It can rightfully claim that it has

contributed its share in the molding of character and training of the successful graduates.

The careful combination of proven competence in instruction plus valuable experience in the practice of the profession has been the guide of the University in the selection of faculty members. This policy, combined with carefully planned programs in the various disciplines and adequate facilities, has formed the basis for the impressive educational record of the University.

VISION OF THE UNIVERSITY

JRU will be a market leader in the use of technology for innovation in teaching and learning to produce graduates of social importance.

MISSION OF THE UNIVERSITY

The University aims to develop its students to become useful and responsible citizens through the effective transfer of relevant knowledge and desirable values.

QUALITY POLICY

Jose Rizal University is committed to provide quality education through compliance with stakeholder requirements, continuous improvement of its organizational system, and develop competent and professional teaching and non-teaching personnel, to ensure efficient transfer of relevant knowledge and desirable values.

QUALITY OBJECTIVES

- 1) Continuously provide academic intervention to its students;
- 2) Continuously provide feedback loops in satisfying its client through metrics;
- 3) Maintain and continuously develop a competent workforce through effective performance management systems; and
- 4) Maintain effective financial, technological, academic, and administrative planning and control systems to implement its goals and objectives.

DATA PRIVACY

The University is committed to protect the privacy rights of its students (also known as data subjects) on personal information pursuant to the provisions of the Data Privacy Act of 2012. Students are urged to read and understand the

privacy notice posted on the University website, which explains how the University collects, uses, retains, and discloses personal information of its data subjects. Questions about policy or any complaint regarding the treatment of privacy by the University may be communicated to the Data Privacy Officer.

JRU CORE VALUES

Our core values define how we behave individually and collectively, as inspired by the ideals of the founder. A Rizalian is:

- Responsible. A team player who is focused, attentive, gives one's best, and is committed to the goals of the University.
- Considerate and Courteous. A fair and caring person fully aware of other's rights, feelings, and ideals.
- With Integrity. A person who acts truthfully, morally, and ethically.

JRU INSTITUTIONAL OUTCOME

A JRU graduate has the competencies and values in the disciplinary area completed such that he/she is a useful and responsible citizen of the country.

PROGRAM OUTCOMES

Consistent with the stringent demands of higher management in the industry, the educational sector and government, the graduate of JRU Graduate School, are able to:

1. Be a responsible and useful professional and citizen guided by Rizalian values;
2. Manifest expert knowledge in the field of specialization;
3. Enhance managerial, organizational, professional, and personal competencies through lifelong learning;
4. Solve complex problems and propose innovative programs through interdisciplinary scholarship and research;
5. Apply higher quantitative and qualitative skills in the performance of assigned tasks;
6. Communicate and market ideas, support co-workers, and inspire them to work cooperatively and collaboratively as a well-oiled team; and
7. Manage and lead an institution effectively to meet the challenges of the Philippines and the global economy.

ACCREDITATION / ISO CERTIFICATION

The Graduate School's Master in Business Administration (MBA), Master in Public Administration (MPA) and Master of Arts in Education (MAEd) programs were awarded the seal of excellence and distinction with the Level III Reaccreditation status by the Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA). This recognition acknowledges the MBA, MPA, and MAEd Programs as among the most credible in the country in terms of faculty, curriculum and instruction, research, student services, library, administration, and other resources. The MPA program, in particular, is one of the very few in the country that has been granted Level III Accreditation. The MBA Program, on the other hand, is the third institution of higher education to have been granted Level III Accreditation (2009). Both MBA and MPA programs are scheduled to go for Level IV Accreditation in 2019. Last May 2018, the Graduate School earned its ISO 9001:2015 certification.

2. Program Orientation and the JRU Graduate Student

PROGRAM ORIENTATION

The Graduate School Program is for individuals who set their goals at creating and maintaining competitive and successful careers that are characterized by professional competencies and skills, coupled with behavioral maturity.

THE JRU GRADUATE STUDENT

The students who successfully complete their graduate studies at Jose Rizal University and earn a graduate degree can expect to have obtained a “body of knowledge” and values that will stay with them for the rest of their lives, and characterize the work they will accomplish. Specifically, these competencies and values are:

Competencies. The JRU GS graduate is expected to have strong professional competencies in business and policy analysis, management of business and educational institutions, communication, and the use of information technology as strategic tools. More particularly, the GS student is expected to have imbibed the following competencies upon graduation:

Subject-specific competencies: has an adequate understanding of content in each of the subjects (e.g., Marketing Management, Financial Management, Public Policy Analysis) required for the MBA, MPA or MAEd degree, as measured by the student meeting the graduation requirements of the program.

Analytical and research competencies: (i) is comfortable with qualitative analysis, (ii) is comfortable with quantitative analysis, especially ratio and time series analysis, (iii) is guided in conducting analysis by the application of solid theory, as modified by the specifics of the particular situation, (iv) always considers alternatives before making decisions, (v) tries to base decisions on hard data, when feasible, (vi) always explicitly considers costs and benefits in making a decision, and (vii) generally considers global and regional issues in making analyses.

Managerial competencies: (i) is comfortable in being a team player, and a leader, (ii) is proactive and takes responsibility for completing his projects and/or tasks, (iii) understands the importance of risk-taking and prototyping and therefore, views mistakes and failures as necessary parts of the managerial

process, (iv) uses project management techniques such as the identification of milestones to implement projects/tasks/decisions, (v) knows how to delegate and monitor such delegated tasks, and (vi) understands, but does not necessarily subscribe to the political processes which affect human behavior and influence decisions.

Teaching competencies: (i) fosters students' creative and analytical thinking skills; (ii) understands human development and is familiar with the principles of curriculum and instruction; (iii) teaches through diverse modes including new technologies, learning styles, developmental academic, and social requirements of the learner; (iv) makes curricular content relevant to the experience of the students from diverse racial, socioeconomic, linguistic and cultural backgrounds; (v) organizes and manages a classroom to support the growth and learning of diverse students; (vi) works effectively with families and communities; (vii) uses various evaluative procedures to assess students learning; (viii) continually evaluates teaching behavior and improves student learning, and (ix) deals equitably and responsibly with all learners.

IT competencies: (i) has complete mastery of the current core office automation tools: word processing, spreadsheets, presentation and communication software such as e-mail, etc. (ii) understands how these tools can augment and affect the learning experience, and (iii) has a general understanding of the infrastructure and hardware needed to run these tools.

Communication competencies: exhibits verbal and written effective communication skills. This is measured by the student's (i) proficiency in verbally expressing himself in English, (ii) ability to express complex ideas in writing, (iii) ability to present professionally in front of a group, and (iv) comfort in the use of presentation equipment to deliver one's message.

Values. Competencies and skills alone do not guarantee effective decision-making. Equally important is a governing set of values to ensure that decisions are made in the proper context. The successful JRU GS graduate is, therefore, expected to exhibit a strong sense of professionalism, awareness and appreciation for hard work, honesty; the importance of individual and team efforts; the centrality of risk-taking in the pursuit of innovation; and equally important, the role of a graduate student in assisting the less fortunate.

RESEARCH VISIBILITY

Since it has been a procedure to integrate research in the pedagogical process, the faculty requires students to share inputs gathered from researches in class while preparing own researches for the degrees, Doctor in Business

Administration (DBA), Doctor in Public Administration (DPA), Doctor of Education (EdD), Master in Public Administration (MPA), Master in Business Administration (MBA), and Master of Arts in Education (MAEd).

GRADUATE SCHOOL STUDENT LIFE

The Graduate School understands that learning occurs best in an atmosphere of strong student-student and professor-student interactions. This is often difficult to achieve, given that most graduate students are working. The GS has addressed this by creating a system where such interactions can occur more frequently. Specifically, it has restructured the top floor of the Tower Building as a study/social area where graduate students can hold case discussions in more informal surroundings. The GS also has a faculty-student hour, held once a month. This is an informal social hour where the faculty and students can meet to discuss problems and cases.

COMMUNITY SERVICES

The Graduate School places importance on its students' abilities to contribute in the formal corporate or government setting to the less fortunate individuals and communities. It attempts to instill this in its students through the inclusion of such issues in its courses. In addition to the social orientation inherent in public administration courses, certain courses in the business administration program are balanced to include not-for-profit and public policy discussions. Thus, for example, a business student in marketing management should not be surprised to find classes and discussions dedicated to not-for-profit marketing.

3. Administrative Matters

Admission Requirements

To be eligible for admission to the graduate program, specifically the master's degree program, the applicant must possess at least a Bachelor's degree in Arts or Sciences. The application for admission should be filed at the Office of the Dean of the Graduate School. During this time, the applicant should present the following:

Masters

New and Transfer Students

1. Duly accomplished on-line application form
2. Official Transcript of Records
3. Honorable Dismissal/Transfer Credentials
4. Photocopy of Marriage Contract for married female student, if applicable
5. ID photo, preferably 2x2 inches in size

Foreign Students

1. Duly accomplished on-line application form
2. Graduate of Bachelor's degree
3. Study Permit or Working Visa issued by the Bureau of Immigration
4. Original Student Record (red ribbon)
5. Photocopy of Passport
6. ID photo, preferably 2x2 inches in size
7. Once enrolled, Alien Certificate of Registration identity card (ACR I-Card) certified by the Bureau of Immigration

Doctoral

New and Transfer Students

1. Duly accomplished on-line application form
2. Official Transcript of Records
3. Honorable Dismissal/Transfer Credentials
4. Photocopy of Marriage Contract for married female student, if applicable
5. ID photo, preferably 2x2 inches in size

Foreign Students

1. Duly accomplished on-line application form
2. Study Permit or Working Visa issued by the Bureau of Immigration
3. Original Student Record (red ribbon)
4. Photocopy of Passport
5. ID photo, preferably 2x2 inches in size
6. Once enrolled, Alien Certificate of Registration Identity Card (ACR I-Card) certified by the Bureau of Immigration

Admission to the graduate program is probationary for the first 12 units. During this time, the student should get an average grade of at least 2.00 in the Master's program and 1.75 in the Doctoral program. Otherwise, the student immediately meets with the Area Chair to evaluate performance and make a decision on whether or not the student can proceed with the program.

By enrolling in the University, students acknowledge and agree that they shall abide by all the policies and procedures of the University regarding, enrolment acceptance and retention; all school fees payment and collection; withdrawal or dropping policies; and all those policies and procedures contained in this General Information or any other Policies and Procedures Handbooks and Manuals now existing or which will come to existence within the duration of their enrolment.

Students further acknowledge and agree that should they violate any of these policies, the University has the absolute right to enforce sanctions and penalties upon them as called for in this General Information, including barring a student from taking examinations and/or being dropped from the enrolment rolls if necessary.

REGISTRAR'S PROCEDURE

The enrolment system can be accessed online. Except for the old students, new applicants or transfer students are required on campus.

Students enrolling for the first time at Jose Rizal University should access the Online Applicant Access Module; fills-out the necessary/required information and informs the enroler once done. The enroler checks and verifies the information encoded in the system processes applications and assigns sections/schedules, prints out the Enrolment Permit (EP). The student enrolling presents the EP to the Teller for payment.

An enrolling student may refer to and choose from a schedule of subjects offered through the University's Online Registration System. Students should select subjects in accordance with their curriculum requirements and specialization, and any deviation must have the approval of the Graduate School Dean. A student is considered officially enrolled only after he/she has submitted all the required admissions credentials (for new applicants/transfer students), issues an Enrolment Permit (EP) and made an initial payment of school fees.

For students who deliberately make a false statement or conceal materials information on any University document, their registration may be canceled, and they will be ineligible for subsequent registration.

IDENTIFICATION AND LIBRARY CARDS

A graduate student identification card, which also serves as a library card, is provided to registered students. This card is required when borrowing books from the Library and for other on-campus identification purposes. In the event that the card is lost, destroyed or damaged, a replacement card may be obtained from the Information Technology Office upon payment of the appropriate fee.

CHANGES IN REGISTRATION

Each graduate student is responsible for the completeness and accuracy of his/her registration. He/She must, therefore, ensure that there is no discrepancy between the program and the course he/she is following and that which is recorded in the Registrar's Office. All changes should be promptly reported to the Registrar. A student may only receive credit for the courses in which he/she is officially registered, based on the records of the Registrar. A student may not take courses for which he/she has not registered and may not drop a course without permission from the Dean of the Graduate School. Change in registration including the changing of the subject(s), sections(s), dropping or adding of subjects after enrolment shall be allowed only valid reasons within the prescribed period set by the school, as stated in the Registrar's Manual and indicated in the policies of the Graduate School. It must be made within two weeks after the beginning of classes through the application and filling out of the Application for Change of Subject/Section/Load & Withdrawal Form (F-REG-004), and then submitted to the Registrar. Any deserving exception to the policies shall be referred to the Vice President for Academic Affairs (VPAC) for approval.

Changes in subjects made without the approval of the Registrar will not be given credit.

RETENTION REQUIREMENTS

Jose Rizal University will award the corresponding graduate degree upon completion of the following:

- For the Master's Degree program, must have fulfilled all the program requirements for graduation (including refresher courses, if any) within a period of five (5) school years from the date of initial enrolment;
- For the Doctorate Degree program, must have fulfilled all the program requirements for graduation with a period of eight (8) school years from the initial date of enrolment;
- For the Masters' programs a general average of not lower than 2.00 in all subjects;
- For doctoral programs, a general average of not lower than 1.75 in all subjects; and
- Must have successfully defended the theses/dissertation, when applicable.

GRADUATION REQUIREMENTS

- Settlement of all unpaid accounts.
- Must have submitted all the required admission credentials.
- Must have applied or filed an application for graduation with the Registrar's Office within the prescribed period of time.

The academic requirements for graduation are subject to change if, in the opinion of JRU, a further improvement of the curriculum will result. In addition, the student is required to comply with specific requirements of the Commission on Higher Education (CHED).

TUITION AND OTHER FEES

The tuition fee for the trimester for each student will depend upon the total number of units taken. Miscellaneous and other fees may be charged depending on the course and subject enrolled. The details of tuition and

miscellaneous fees are available at the Student Accounts Section of the Accounting Office.

A "Prompt Payment Discount" of 10% of the tuition is given if full payment of all tuition and miscellaneous fees is made before the opening of classes (Prompt Payment Discount). However, if payment is made through credit card, the "prompt payment discount" is reduced to 7.5%.

Further information about "Prompt Payment Discount" schedule and the deadline for enjoying such privilege may be obtained at the Student Accounts Section of the Accounting Office at Room A-13.

Students who will pay tuition and miscellaneous fees after the "Prompt Payment Discount" period but on or before the 11th day from the opening of classes can no longer avail the "Prompt Payment Discount" and will be charged the full published rate.

Students who are not able to pay the tuition and miscellaneous fees in full on or before the 11th day from the opening of classes shall automatically be considered as paying on "installment basis" and shall be charged the installment rates.

Students who pay on installment basis shall be charged an "Incomplete Down-payment fine" of Five Hundred Pesos (Php500.00) if the full down payment is not made on or before the 11th day from the opening of classes.

A "Non-Payment Fine" equivalent to Two Hundred Pesos (Php200.00) shall be charged to those students who fail to pay the minimum payment required on installment accounts as they become due.

The last day of enrolment without fine is the first day of regular classes. Any student who is allowed to enrol after the said date shall be considered as a late enrollee and is subject to the late enrolment fine.

A student is not considered enrolled unless the tuition or the first installment payment have been paid, in addition to the other requirements for enrolment.

Please note that students with delinquent accounts shall be subjected to penalties. This includes students who do not settle their financial obligations to the University on time and those who issue "bounced checks."

DISCOUNTS

Discounts and other tuition reductions are also available subjects to the approval of the concerned office head upon submission of the required documents. Details on the application or availment of discounts are available at the Student Accounts Section of the Accounting Office.

WITHDRAWALS AND REFUNDS

A distinction is made between students who officially withdraw and students who drop. Full withdrawals are permitted within thirty (30) days after the beginning of classes provided the University is notified promptly in writing on the Application for Change of Subject/Section/Load, and Withdrawal (F-REG-004) approved by the respective Dean and the Registrar. Any deserving exception on the application for full withdrawal shall be referred to the Vice President for Financial Affairs (VPFA) for approval. When no written notification is made, the student is considered dropped, and charged in full for the entire trimester, regardless of the actual attendance.

Refunds (Cash and Published rates)

Subsequent to enrolment, if the student officially withdraws his/her enrolment for any reason, within fifteen (15) calendar days after the opening of classes, the University shall refund all payments already made, but will charge the student the amount of Two Thousand Eight Hundred Pesos (Php 2,800.00) as processing fee. If the student withdraws only a portion of his/her enrolment, the University shall refund the portion of the tuition and any directly corresponding miscellaneous fees pertaining to the course withdrawn, that has already been paid by the student provided that the student has properly filed the appropriate JRU Form for dropping of courses. The student shall be charged the appropriate amount for dropping of courses, except when the withdrawal of the course is due to the failure of prerequisite for the course, his/her knowledge having been obtained after his/her enrolment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount.

If a student officially notified the University of the withdrawal of his/her

enrolment for any reason more than fifteen (15) calendar days but not more than thirty (30) calendar days after the beginning of classes, the student shall be charged 25% of the total published tuition and miscellaneous fees due. This shall be in addition to the appropriate charges imposed for dropping the courses, except when the withdrawal of the course is due to the failure of a prerequisite for that course, his/her knowledge having been obtained after his/her enrolment due to failure of faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the course withdrawn, which has already been paid by the student. This policy shall be imposed regardless of whether or not the student has been attending his/her classes.

If a student officially notified the University of the withdrawal of his/her enrolment for any reason more than thirty (30) but not more than forty-five (45) calendar days after the beginning of classes, the student shall be charged 50% of the total published tuition and miscellaneous fees due. This shall be in addition to the appropriate charges imposed for dropping the courses, except when the withdrawal of the course is due to the failure of a prerequisite for that course, his/her knowledge having been obtained after his/her enrolment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the course withdrawn, which has already been paid by the student. This policy shall be imposed regardless of whether or not the student has been attending his/her classes.

If a student officially notified the University of the withdrawal of his/her enrolment, for any reason more than forty-five (45) calendar days after the beginning of classes, the student shall be charged 100% of the total published tuition and miscellaneous fees due. This shall be in addition to appropriate charges imposed for dropping the courses, except when the withdrawal of the course is due to the failure of a prerequisite for that course, his/her knowledge having been obtained after his/her enrolment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the course withdrawn, which has already been paid by the student. This policy imposed shall be imposed regardless of whether or not the student has been attending his/her classes.

A student is deemed to have officially withdrawn if he/she has properly filed the appropriate JRU Form for withdrawal or dropping of courses.

Refunds (Installment Basis)

Subsequent to enrolment, if the student officially withdraws his/her enrolment for any reason, within fifteen (15) calendar days after the opening of classes, the University shall refund all payments already made, but will charge the student the amount of Two Thousand Eight Hundred Pesos (Php 2,800.00) as processing fee. If the student withdraws only a portion of his/her enrolment, prior to the start of the classes, the University shall refund the portion of the tuition and any directly corresponding miscellaneous fees pertaining to the course withdrawn, that has already been paid by the student provided that the student has properly filed the appropriate JRU Form for dropping of courses. The student shall be charged the appropriate amount for dropping of courses, except when the withdrawal of the course is due to the failure of prerequisite for the course, his/her knowledge having been obtained after his/her enrolment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount.

If a student officially notified the University of the withdrawal of his/her enrolment for any reason more than fifteen (15) calendar days but not more than thirty (30) calendar days after the beginning of classes, the student shall be charged 25% of the total installment tuition and miscellaneous fees due.. This shall be in addition to the appropriate charges imposed for dropping the courses, except when the withdrawal of the course is due to the failure of a prerequisite for that course, his/her knowledge having been obtained after his/her enrolment due to failure of faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the course withdrawn, which has already been paid by the student. This policy shall be imposed regardless of whether or not the student has been attending his/her classes.

If a student officially notified the University of the withdrawal of his/her enrolment for any reason more than thirty (30) but not more than forty-five (45) calendar days after the beginning of classes, the student shall be charged 50% of the total installment tuition and miscellaneous fees due. This shall be in addition to the appropriate charges imposed for dropping the courses, except when the

withdrawal of the course is due to the failure of a prerequisite for that course, his/her knowledge having been obtained after his/her enrolment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the course withdrawn, which has already been paid by the student. This policy shall be imposed regardless of whether or not the student has been attending his/her classes.

If a student officially notified the University of the withdrawal of his/her enrolment, for any reason more than forty-five (45) calendar days after the beginning of classes, the student shall be charged 100% of the total installment tuition and miscellaneous fees due. This shall be in addition to appropriate charges imposed for dropping the courses, except when the withdrawal of the course is due to the failure of a prerequisite for that course, his/her knowledge having been obtained after his/her enrolment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees of the course withdrawn, which has already been paid by the student. This policy imposed shall be imposed regardless of whether or not the student has been attending his/her classes.

A student is deemed to have officially withdrawn if he/she has properly filed the appropriate JRU Form for withdrawal or dropping of courses.

RULES OF DISCIPLINE

The student whose registration has been completed agrees to abide by the policies, rules, and regulations of JRU accepts the course of study prescribed and meets any test required by JRU as to attendance, diligence, and personal conduct. Failure on the student's part in any of these empowers the school to take disciplinary action. Continuance and graduation of each student, awarding of academic credits and granting of any certificate or degree are strictly subject to the disciplinary authority of JRU.

In order to ensure the attainment of the objectives of JRU and ideals of scholarship, the school reserves the right, to dismiss, exclude or require the withdrawal of any student from the school or any class or classes, whenever they are in the interest of the student, the student body or JRU.

ATTENDANCE IN CLASS

Punctual attendance is expected of all graduate students, as this is a reflection of the graduate student's ability to conduct himself in a professional manner. The graduate student should attend at least 80% of the class hours. Excessive tardiness may be considered as absences, upon the discretion of the instructor.

CLASS DAYS AND HOURS

Classes. All graduate school courses consist of 15 weeks of 3-1/2 class hours per meeting or a total of 52 classroom hours. All courses are offered on a trimestral basis. (The trimester begins in June, October, and February of each school year.)

Study Time. While study time outside the classroom varies with each individual, graduate students should expect to put in an additional 3-5 hours of study time per class per week. This time is used in preparing for upcoming classes, meeting with groups on case studies, and studying for exams. For example, if a student is taking 6 units (2 classes) this trimester, he/she should expect to put in an additional 8-10 hours of study time outside of class.

FLEXIBLE CLASS SCHEDULE

Standard and Weekend Classes

Regular classes in the Graduate School, which are offered during weeknights and whole Saturdays, are conducted in the most conducive and learner-centered atmosphere for three and a half (3 1/2) lecture hours per session for 15 meetings within a given trimester. Appropriate teaching-learning facilities are made available in the classrooms, e.g., LCD projectors, laptops, writing boards, and a sound system when requested. Classes in the Graduate School are under the tutelage and supervision of highly qualified faculty.

Modular Classes for Foreign Students

Jose Rizal University also offers modular Graduate School classes for foreign students. These are designed in a modular approach, thus giving students more access to quality education despite their work schedule. Under this

modular class, which runs for 52 hours per course, foreign students are introduced and exposed to a myriad of activities and lessons through lectures, demonstrations, network or online communication, on-site visits, educational tours, and seminars. Handouts are provided both for instructional and learning purposes.

Saturday and Sunday Off-campus Classes

In furtherance of providing access to quality and affordable education to all, off-campus classes are also conducted in addition to the regular classes in the main campus. These classes are handled by competent faculty and industry practitioners. Whole day classes during weekends allow the students to find time for graduate schooling after a week-long work. Employees from public institutions and private entities enlist for the off-campus classes through a memorandum of agreement. The Graduate School guarantees that students in the off-campus classes receive the same quality education as in the main campus.

GRADES AND SCHOLASTIC PERFORMANCE

A. Grading System. The work of the master’s students shall be graded at the end of each trimester in accordance with the following system:

Grade	Explanation	Numerical Rating Scale
1.00	Excellent	97 – 100
1.25	Very Good	92 – 96
1.50	Above Average	89 – 91
1.75	Average	86 – 88
2.00	Passing	85
5.00	Failing	Below 85
NC	No Credit/Incomplete Requirements	
WD	Withdraw (Student officially drops after the start of classes)	

Grading system for the Doctoral program: The work of the students shall be graded at the end of each trimester in accordance with the following system:

Grade	Explanation	Numerical Rating Scale
1.00	Excellent	97 – 100

1.25	Very Good	92 – 96
1.50	Average	89 – 91
1.75	Passing	88
5.00	Failing	Below 88
NC	No Credit/Incomplete Requirements	
WD	Withdraw (Student officially drops after the start of classes)	

B. Honors. To graduate with honors, students in the master’s and doctoral programs should satisfy the following:

1. He/She should not be a transferee;
2. He/She should not have any received a grade of NC in any term;
3. He/She should not have received any failing grade;
4. For a Master’s degree, he/she should have a final thesis defense grade of not lower than 1.50. For a Doctoral degree, a final dissertation grade of not lower than 1.25 is required;
5. He/She should have met the GPA requirements of the program.

Honors	Master’s Degree	Doctoral Degree
Gold Medal (With High Academic Distinction)	1.126	1.060
Silver Medal (With Academic Distinction)	1.250	1.125

OTHER ADMINISTRATIVE MATTERS

JRU General Information Guide. Students are advised to familiarize themselves with the General Information Guide of JRU (as distinct from this Handbook) as the statements therein represent the general policies of JRU and are applicable to the Graduate School. The General Information Guide is available at the JRU GS Office.

JRU GS Student Handbook. A more detailed discussion of the role of the graduate student in JRU is discussed in the GS Student Handbook. The

handbook is given to all enrolled graduate students and is available at the JRU GS Office.

Refresher Courses. At the beginning of each trimester, the Graduate School conducts short-term refresher courses in each of the following three areas: Mathematics, English Writing, and Basic Accounting. The courses run for approximately 3-4 meetings each and last approximately 1-2 weeks. The courses are conducted on a pass/fail basis and are the equivalent to one (1) unit each. New students are assessed upon enrolment as to whether they will need to take the refresher courses. Exempted from taking the refresher course are students whose degree is related to the Graduate Program and upon approval of the Graduate Dean/and the Registrar (Contact the Graduate School Office for details regarding exemption from the refresher courses.) Students who are required to take any or all of the courses are excused from their first week of regular classes should there be a conflict between the refresher course and a particular subject.

All new students who were assessed to take refresher courses will need to pass these courses in order to graduate. These requirements hold even if the student concerned has already passed all the other subjects required for graduation. Students whose major courses fall under any of these three areas are exempted from enrolling in said area/areas, as the case may be. Off-campus classes in Metro Manila are required to enrol in these three areas subject to the provisions stated in the first sentence of this paragraph.

English Proficiency Course (For Foreign Students). Enrolment in 3-unit English Proficiency courses for at least one trimester will be required of foreign students whose undergraduate degrees are not in English. Subject to advising by concerned Area Chair, said courses shall be mandatory for foreign students on the first two trimesters following the review and assessment by the Graduate School Dean of the students' academic, professional and citizenship credentials.

Foreign students are advised to inquire and seek to advise on these requirements from their respective Area Chairs before enrolment.

Guidelines on Comprehensive Examinations. These are posted on the Graduate School Bulletin Board including the dates of the examinations.

Changing of Classes. Changes of classes are allowed only for valid reasons and with the prior approval of the Dean. No change will be allowed after

three meetings. For this purpose, Application for Change of Subject/Section/Load and Withdrawal Form (F-REG-004) will have to be accomplished.

Dropping of Subjects. The dropping of subjects after four meetings will be allowed only for valid reasons and with the prior approval of the Dean. Application for Change of Subject/Section/Load & Withdrawal (F-REG-004) Form will have to be accomplished for this purpose. If a student drops the subject without filing the necessary form, the dropping is not official; the student gets a grade of 5.0 (failing) and is liable for tuition for the entire term. If after the mid-term examinations, the student stops attending classes, he/she is liable for all tuition and will be given a failing grade.

Time Limitation. All requirements for the master's degree pursued must be completed within five (5) school years from the date the student began his/her graduate study and for the doctoral degree, it must be completed within eight (8) years unless otherwise approved by the Dean.

Leave of Absence. Prolonged leaves of absence must be requested in writing to be approved by the Dean stating the reasons for the period of leave which should not exceed one school year. Leave of absence does not automatically extend the 5-year limit within which a student must complete his/her program of study.

Transcript of Records. Official Transcript of Records is issued to students who have fulfilled all the requirements of the Graduate School and who have submitted their records from the schools where they enrolled before studying at JRU if any. While JRU endeavors to accomplish these transcripts as quickly as possible, students are advised to apply for such transcripts at least two weeks in advance.

Credit for Courses Taken Outside of JRU. A maximum of 12 units of credits is allowed for graduate courses taken outside of the JRU GS. The Dean makes the final decision on which courses can be credited. Credits are generally given for courses (i) which duplicate those offered by the JRU GS, (ii) which have not been overtaken by new developments in theory and practice, and (iii) in which the student has a grade of not lower than the equivalent of a JRU grade of 1.75 or 2.00. (See the Dean for more details).

Certification. All requests for certification should be directed to the Registrar's Office.

4. Programs and Course Descriptions

The Graduate School offers the following major programs: Doctor in Business Administration (DBA), Doctor in Public Administration (DPA), Doctor of Education (EdD), Master in Business Administration (MBA), Master in Public Administration (MPA), and Master of Arts in Education (MAEd). Under the MPA Program is a Diploma Course in Local Governance (DLG) and a Specialization in Public Health (MPA-PH).

In response to students' request for specializations in the MBA program, the graduate school has come up with the following variants: MBA in Entrepreneurship; MBA in Supply Management; MBA in Organizational Development and MBA in Retail Management. In partnership with Baliuag University, the Graduate School now offers a Master in Business Education (MBE) and Master of Library and Information Science (MLIS).

Also offered beginning school year 2016-2017 are the Master in Information Technology (MIT) and the Master in Community Studies and Extension Administration (MAComSea) in consortium with Misamis University and Father Saturnino Urios University.

In the school year 2017-2018, the Master of Science in Entrepreneurship (MSE) and the Master in Hospital Management (MHM) were started.

DOCTORAL REQUIREMENTS

A. Pre-Doctoral Courses

Students whose master's degrees are not related to the discipline will be required to enrol in selected pre-doctoral courses of the JRU Masteral Program, subject to the assessment and recommendation of the GS Dean in coordination with the Program's Area Chairs. Furthermore, students whose master's degrees are non-thesis will be required to complete the requirements of the six (6) unit Independent Research course, depending on the chosen area of specialization before admission to the doctoral program. The units earned in these pre-requisite courses shall not be counted in the 60-unit requirement of the doctoral program.

B. Residency

A candidate for the degree of Doctor in Business Administration must have a residency for at least one year provided that he/she has earned not less than 24 units in the program. A minimum grade of 1.75 in all doctoral courses is required for the purpose of accreditation in the doctoral program. A candidate must pass the written comprehensive examination covering all the core courses and three major courses.

C. Comprehensive Examination

All Graduate School students shall be required to take and pass the comprehensive examination before enrolling dissertation writing. The comprehensive examination shall be composed of three areas: the Foundation examination, which tests knowledge of basic concepts of graduate schools (statistics and research); the Core examination, which tests knowledge of basic, graduate school concepts and theories of the candidate's discipline; and the Professional examination, which tests knowledge of the candidate's specific area of specialization.

The three sets of the examination shall be given to the candidates over a period of no more than three days with each test running for about four hours. The Area Chair shall appoint faculty members, as much as possible from different fields within the discipline, to be part of the Comprehensive Examination and Evaluation Committee.

D. Dissertation Proposal

The doctoral student is assigned an adviser to assist him/her in writing and presenting his/her dissertation proposal. Approval of the proposal by a Faculty Dissertation Committee constitutes formal advancement to candidacy. The approval of a dissertation by the Dissertation Defense Committee after an oral defense constitutes the final degree requirement.

E. Dissertation Writing and Defense

The writing and successful defense of a doctoral dissertation are required for every candidate before he/she is awarded the doctoral degree. The dissertation must be an empirical study and an original contribution to the existing body of knowledge in management and business administration. A

candidate must defend his/her dissertation within five (5) years from the day he/she passed the required comprehensive examinations.

DOCTOR IN BUSINESS ADMINISTRATION (DBA)

Introduction

Jose Rizal University's Doctor in Business Administration is flexibly and comprehensively structured, covering a wide scope of management's basic/core and highly specialized fields and areas of study and interests. All of these are anchored on the basis of economics, mathematics, accounting, finance, statistics, social and behavioral sciences, education and technology.

Business administration practitioners and academic faculty are trained in the framework and strategic implications of business management concepts following JRU Graduate School's already established instruction and research competencies and credibility through its master's program in business administration. The Program is highly research-oriented and founded on practical and "hands-on" applications of the discipline in actual industrial and business setting.

Program Educational Objectives (PEO)

Three to five years after completing the Doctor in Business Administration Program, the graduates will:

1. develop new knowledge and strategies in specific areas within the broad field of management science and practice;
2. develop and validate new theories, models programs and practices about the different aspects of business;
3. contribute to the advancement of knowledge of business practices through research and consulting and to disseminate such knowledge through their teaching.

Student Outcomes (SO)

After completion of the Doctor in Business Administration program, the graduates shall be able to:

- a. undertake business research;
- b. develop or design new business models, theories or principles;

- c. develop and present research papers;
- d. introduce innovative business concepts, strategies and programs or projects;
- e. apply theoretical knowledge to the advancement of business and other organizational management practices.

Program of Study

The Doctor in Business Administration Program requires the completion of a total of sixty (60) units. The 60-unit program of study is broken down as follows:

Core Courses	9 units
Major Courses	27 units
Cognates	12 units
Dissertation	12 units
Total	60 units

DBA Program Curriculum

A. Core Courses

Course Code	Course Title	Units
GS 802	Organization Theory	3
GS 967	Advanced Research Statistics	3
GS 968	Advanced Research Methods	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 903	Advanced Management Science	3
GS 906	Advanced Managerial Economics	3
GS 910	Advanced Financial Management	3
GS 918	Organizational Development	3
GS 805	Advanced Investment Management	3
GS 807	Advanced Strategic Management	3
GS 945	Advanced Human Resource Management	3
GS 946	Advanced Marketing Management	3
GS 947	Advanced Production/Operations Management	3
	Subtotal	27

C. Cognates

Course Code	Course Title	Units
GS 804	International Business and Economics	3
GS 806	Corporate Social Responsibility and Good Governance	3
GS 970	Advance Environmental Policy and Administration	3
GS 813	Seminar in Dissertation Writing	3
	Subtotal	12

D. Comprehensive Examinations

Comprehensive examinations should be taken only after all subjects have been passed.

E. Dissertation Writing

Course Code	Course Title	Units
GS 923	Dissertation Writing	12
	Subtotal	12
	Total	60

DOCTOR IN PUBLIC ADMINISTRATION (DPA)

Objectives

The Doctor in Public Administration (DPA) Program aims to prepare highly qualified students for managerial positions in the public sector and public-service oriented institutions as well as for teaching, research, and consultancy in public administration and governance. Specifically, the program will train and provide critical competencies in the conduct, instruction, and research in public administration's major areas of study: public policy, fiscal administration and public enterprise, local governance, and organizational studies.

Program Educational Objectives (PEO)

Three to five years after completing the Doctor in Public Administration (DPA) program, the graduates will:

1. evaluate current theories and practices in the public administration field;

2. create public value through public administration policies, administrative processes, and leadership;
3. conduct valid, reliable and ethical public administration research;
4. evaluate and apply professional ethics and integrity; and
5. think critically and communicate effectively across the public administration discipline.

Student Outcomes (SO)

After completion of the Doctor in Public Administration program, the graduates shall be able to:

- a. analyze current issues in governance in terms of the conceptual foundations and scholarship or public administration;
- b. integrate an understanding of the policy process, program development, program evaluation, and fiscal analysis to improve the effectiveness of public policy and programs;
- c. use acquired skills in research methods and qualitative and quantitative analysis to conduct original research that answers questions confronting public administrators and others in the public sphere; and
- d. act in support of the public interest while adhering to the highest ethical standards.

Program of Study

The DPA Program is a higher level of study and research of public administration and governance following the JRU-Graduate School’s Master in Public Administration (MPA) Program, a Level III Accredited Advanced Learning Program for distinguished careers in the local and national government and/or in non-profit organizations. The Program requires the completion of a total of sixty (60) units. The 60-unit program of study is broken down as follows:

Core Courses	12 units
Major Courses	24 units
Electives/Cognates	12 units
Dissertation	12 units
Total	60 units

DPA Program Curriculum

A. Core Courses

Course Code	Course Title	Units
GS 968	Advanced Research Methods	3
GS 810	Micro and Macro Economics	3
GS 925	Administrative Theory and Public Policy	3
GS 967	Advanced Research Statistics	3
	Subtotal	12

B. Major Courses

Course Code	Course Title	Units
GS 918	Organizational Development	3
GS 932	Advanced Fiscal Management and Public Enterprise	3
GS 936	Advanced Economic Anthropology	3
GS 937	Advanced Political Theories and Processes	3
GS 938	Advanced Management Theory and Development Administration	3
GS 940	Advanced Project Planning, Development, and Management	3
GS 811	Problems and Challenges in Philippine Public Administration and National Development	3
GS 945	Advanced Human Resource Management	3
	Subtotal	24

C. Cognates

Course Code	Course Title	Units
GS 812	Advanced Local and Urban Affairs Planning, Development and Governance	3
GS 942	Advanced Fiscal Administration, Public Enterprise Management and Public-Private Partnership	3
GS 970	Advanced Environmental Policy and Administration	3
GS 813	Seminar in Dissertation Writing	3
	Subtotal	12

D. Comprehensive Examinations

Comprehensive examinations should be taken only after all subjects have been passed.

E. Dissertation Writing

Course Code	Course Title	Units
GS 923	Dissertation Writing	12
	Subtotal	12
	Total	60

DOCTOR OF EDUCATION (EDD) MAJOR IN EDUCATIONAL MANAGEMENT

The Doctor of Education aims to hone and enrich graduate students to become examples of excellence in the field of educational management. Courses include philosophical and psychological foundations of educational management, policy analysis, financial and educational resource management, educational innovations and technology, organizational behavior and human resource management, supervision of continuing education, governance in Philippine education, educational planning, and curriculum design, among others.

Program Educational Objectives (PEO)

Three to five years after completing the Doctor of Education program, the graduates will:

1. exercise a high level of critical thinking and decision making;
2. demonstrate meaningful strategies and techniques in managing and administering the resources of education;
3. apply and analyze learning solutions that support and drive schools and educational settings for improved student achievement and success;
4. identify and integrate leadership orientations that align with school improvement practices; and
5. exercise professional, ethical behavior that supports the institutional mission and allocation of resources to support and achieve institutional objectives.

Student Outcomes (SO)

After completion of the Doctor of Education program, the graduates shall be able to:

- a. demonstrate knowledge of learning theory, philosophical and historical foundations of educational administration, and public policy;

- b. use a variety of educational leadership strategies to enhance learning, such as setting vision, missions, goals and objectives, strategic planning and sound decision-making in a wide range of learning environments;
- c. apply the skills of interpreting, gathering and conducting educational research coupled with developing educational standards and accountability of school systems;
- d. analyze educational environments so that decision-making and leadership can be developed;
- e. manage human resources, motivate, train and develop learners through different learning modalities to make effective decisions;
- f. synthesize both knowledge and application of educational administration by incorporating leadership techniques to lead educational organizations in both domestic and multicultural learning communities; and
- g. evaluate the larger political, social, economic, legal, and cultural influences of education through research supported by the theoretical foundation to change, alter, and expand educational initiatives in school systems.

Program of Study

The Doctor of Education Program requires the completion of a total of sixty (60) units. The 60-unit program of study is broken down as follows:

Core Courses	12 units
Major Courses	24 units
Cognates	12 units
Dissertation	12 units
Total	60 units

**Edd Major in Educational Management
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 967	Advanced Research Statistics	3
GS 968	Advanced Research Methods	3
GS 953	Philosophical and Psychological Foundations of Educational Management	3
GS 918	Organizational Development	3
	Subtotal	12

B. Major Courses

Course Code	Course Title	Units
GS 965	Administrative Theory and Policy Analysis	3
GS 966	Advanced Fiscal Management	3
GS 957	Educational Innovations and Technology	3
GS 945	Advanced Human Resource Management	3
GS 959	Management and Supervision of Continuing Education Program	3
GS 960	Governance & Management in Philippine Education	3
GS 961	Educational Planning and Curriculum Design	3
GS 962	Problem Solving and Decision Making in Education	3
	Subtotal	24

C. Cognates

Course Code	Course Title	Units
GS 963	Theories and Laws in International Relations	3
GS 964	Management of Special/Gifted Children	3
GS 970	Advanced Environmental Policy and Administration	3
GS 813	Seminar in Dissertation Writing	3
	Subtotal	12

D. Comprehensive Examination

Comprehensive examinations should be taken only after all subjects have been passed.

E. Dissertation Writing

Course Code	Course Title	Units
GS 923	Dissertation Writing	12
	Subtotal	12
	Total	60

**TANTOCO GRADUATE SCHOOL OF BUSINESS
MASTER IN BUSINESS ADMINISTRATION (MBA)**

Program Educational Objectives (PEO)

Three to five years after completing the Master in Business Administration program, the graduates will:

1. exercise a high level of critical thinking and decision making;
2. demonstrate meaningful strategies and techniques in managing and administering the resources of education;
3. apply and analyze learning solutions that support and drive schools and educational settings for improved student achievement and success;
4. identify and integrate leadership orientations that align with school improvement practices; and
5. exercise professional, ethical behavior that supports the institutional mission and allocation of resources to support and achieve institutional objectives.

Student Outcomes (SO)

After completion of the Master in Business Administration program, the graduates shall be able to:

- a. demonstrate knowledge of learning theory, philosophical and historical foundations of educational administration, and public policy;
- b. use a variety of educational leadership strategies to enhance learning, such as setting vision, missions, goals and objectives, strategic planning and sound decision-making in a wide range of learning environments;
- c. apply the skills of interpreting, gathering and conducting educational research coupled with developing educational standards and accountability of school systems;
- d. analyze educational environments so that decision-making and leadership can be developed;
- e. manage human resources, motivate, train and develop learners through different learning modalities to make effective decisions;
- f. synthesize both knowledge and application of educational administration by incorporating leadership techniques to lead educational organizations in both domestic and multicultural learning communities; and
- g. evaluate the larger political, social, economic, legal, and cultural influences of education through research supported by the theoretical

foundation to change, alter, and expand educational initiatives in school systems.

The Graduate School offers two modes to obtain an MBA degree; Plan A (Thesis Program) and Plan B (Non-Thesis Program).

The thesis program (Plan A) is recommended for students who see themselves as future managers, academicians, researchers who would like to get into a doctoral program. The non-thesis program (Plan B) is recommended for students who see themselves as future managers and entrepreneurs.

MBA Program Curriculum

A. Core Courses

Course Code	Course Title	Units
GS 222	Research Methods	3
GS 244	Managerial Statistics	3
GS 211	Management Science	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 202	Managerial Accounting and Control	3
GS 204	Human Behavior in Business Organizations	3
GS 208	Financial Management	3
GS 209	Marketing Management	3
GS 212	Managerial Economics	3
GS 245	Strategic Management	3
GS 246	Production/Operations Management	3
	Subtotal	21

C. Cognates. A student under Plan A has to get two cognates of 3 units each or a total of 6 units. A student under Plan B (Non-thesis) has to get four (4) cognates.

Course Code	Course Title	Units
GS 247	Human Resources Management	3
GS 248	International Marketing	3
GS 249	Supply Chain Management	3
GS 301	Management Information System	3
GS 303	Entrepreneurship	3
GS 304	e-Commerce	3

GS 305	Investment Management	3
GS 315	Organizational Development	3
GS 328	Macroeconomics	3
GS 402	Marketing Research	3
GS 403	Retail Marketing	3
GS 501	Controllership	3
GS 502	Corporate Finance	3
GS 604	Development Economics	3
	Subtotal	6/12

D. Comprehensive Examinations.

	Total	42
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The Accelerated Program

The Tantoco Graduate School of Business (TGSB) also offers an Accelerated Program for full-time students. Under this program, the student can finish the coursework in three (3) trimesters. Designed as a non-thesis program, the student may opt to go into thesis writing after passing the requisite comprehensive examinations.

A. First Year, First Trimester

Course Code	Course Title	Units
GS 202	Managerial Accounting and Control	3
GS 222	Research Methods	3
GS 204	Human Behavior in Business Organization	3
GS 209	Marketing Management	3
	Subtotal	12

B. First Year, Second Trimester

Course Code	Course Title	Units
GS 211	Management Science	3
GS 208	Financial Management	3
GS 246	Production/Operations Management	3
GS 212	Managerial Economics	3
	Cognate	3
	Subtotal	15

C. First Year, Third Trimester

Course Code	Course Title	Units
GS 244	Managerial Statistics	3

GS 245	Strategic Management	3
	Cognate	3
	Cognate	3
	Cognate	3
	Subtotal	15

D. Comprehensive Examinations

	Total	42
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**MASTER IN BUSINESS ADMINISTRATION MAJOR IN ENTREPRENEURSHIP
(Non-Thesis)**

Program Educational Objectives (PEO)

Three to five years after completing the Master in Business Administration Major in Entrepreneurship program, the graduates will:

1. assess the business environment and industry structure using different theoretical or conceptual framework;
2. formulate and execute strategic direction and action plan;
3. analyze, recommend and justify courses of action or possible solutions to existing challenges or issues;
4. demonstrate managerial leadership skills;
5. keep abreast with economic trends and issues;
6. identify and develop new ideas, process, and systems for a business entity; and understand and integrate technology in any business model.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Business Administration Major in Entrepreneurship program shall be able to:

- a. identify new business opportunities;
- b. know the basics of starting a new business;
- c. identify sources of financing for new business;
- d. draw up a strategic plan for the new business venture;
- e. identify needed personnel for the new venture.

**MBA Major in Entrepreneurship
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 303	Entrepreneurial Management	3
GS 244	Entrepreneurial Statistics (Managerial Statistics)	3
GS 222	Research Methods	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 208	Financial Management	3
GS 212	Managerial Economics	3
GS 219	Total Quality Management	3
GS 202	Managerial Accounting and Control	3
GS 209	Marketing Management	3
GS 246	Production/Operations Management	3
GS 245	Strategic Management	3
	Subtotal	21

C. Cognates

Course Code	Course Title	Units
GS 308	Global Business Management	3
GS 247	Human Resources Management	3
GS 309	Philippine Business Environment	3
	Subtotal	9

D. Comprehensive Examinations

	Total	39
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**Master in Business Administration Major in Organizational Development
(Non-Thesis)**

Program Educational Objectives (PEO)

Three to five years after completing the Master in Business Administration Major in Organizational Development program, the graduates will:

1. assess the business environment and industry structure using different theoretical or conceptual framework;

2. formulate and execute strategic direction and action plan;
3. analyze, recommend and justify courses of action or possible solutions to existing challenges or issues;
4. demonstrate managerial leadership skills;
5. keep abreast with economic trends and issues;
6. identify and develop new ideas, process, and systems for a business entity; and understand and integrate technology in any business model.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Business Administration Major in Organizational Development program shall be able to:

- a. use human resource management theories and practices to improve organizational performance;
- b. assess human resource business challenges and opportunities associated with the global economy, competition, change, and uncertainty;
- c. to identify needed changes in organizational structures for it to be able to attain its goals and objectives;
- d. implement needed changes in an organization without disruptions in operations;
- e. measure the economic performance of organizations resulting from implemented changes.

MBA Major in Organizational Development Program Curriculum

A. Core Courses

Course Code	Course Title	Units
GS 315	Organizational Development	3
GS 216	Coaching Theories and Application	3
GS 217	Organization Theory	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 204	Human Behavior in Business Organization	3
GS 247	Human Resources Management	3
GS 220	Contingency and Change Management	3
GS 303	Entrepreneurship	3
GS 209	Marketing Management	3

GS 234	Conflict Management in Organization	3
GS 245	Strategic Management	3
	Subtotal	21

C. Cognates

Course Code	Course Title	Units
GS 306	Conflict and Negotiations	3
GS 307	Personality Assessment for Work	3
GS 208	Financial Management	3
	Subtotal	9

D. Comprehensive Examinations

	Total	39
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**Master in Business Administration Major in Retail Management
(Non-Thesis)**

Program Educational Objectives (PEO)

Three to five years after completing the Master in Business Administration Major in Retail Management program, the graduates will:

1. assess the business environment and industry structure using different theoretical or conceptual frameworks;
2. formulate and execute strategic direction and action plan;
3. analyze, recommend and justify courses of action or possible solutions to existing challenges or issues;
4. demonstrate managerial leadership skills;
5. keep abreast with economic trends and issues;
6. identify and develop new ideas, process, and systems for a business entity; and understand and integrate technology in any business model.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Business Administration Major in Retail Management program shall be able to:

- a. determine demand opportunities in different locations;
- b. come up with retail, pricing strategies based on specific merchandise for a defined market;
- c. determine the best layout and positioning of merchandise in the retail area;

- d. classify the fast selling from the slow-selling items;
- e. property identify loss leaders in a product mix and use these to push high margin products.

**MBA Major in Retail Management
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 209	Marketing Management	3
GS 211	Management Science	3
GS 222	Research Methods	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 202	Managerial Accounting and Control	3
GS 212	Managerial Economics	3
GS 208	Financial Management	3
GS 247	Human Resources Management	3
GS 236	Retail Store and Operations Management	3
GS 245	Strategic Management	3
GS 303	Entrepreneurship	3
	Subtotal	21

C. Cognates

Course Code	Course Title	Units
GS 249	Supply Chain Management	3
GS 310	Sales Management	3
GS 248	International Marketing	3
GS 316	Philippine Business Environment	3
	Subtotal	12

D. Comprehensive Examinations

	Total	42
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**Master in Business Administration Major in Supply Management
(Non-Thesis)**

Program Educational Objectives (PEO)

Three to five years after completing the Master in Business Administration Major in Supply Management program, the graduates will:

1. assess the business environment and industry structure using different theoretical or conceptual framework;
2. formulate and execute strategic direction and action plan;
3. analyze, recommend and justify courses of action or possible solutions to existing challenges or issues;
4. demonstrate managerial leadership skills;
5. keep abreast with economic trends and issues;
6. identify and develop new ideas, process, and systems for a business entity; and understand and integrate technology in any business model.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Business Administration Major in Supply Management program, the graduates will:

1. analyze the operations of manufacturing firm;
2. determine the best source of needed supplies for efficient and optimized operations;
3. apply logistics and purchasing concepts to improve supply chain operations
4. apply quality management tools for process improvement.

**MBA Major in Supply Management
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 222	Research Methods	3
GS 246	Production/Operations Management	3
GS 249	Supply Chain Management	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 208	Financial Management	3
GS 212	Managerial Economics	3
GS 235	Logistics Management	3
GS 202	Managerial Accounting and Control	3
GS 209	Marketing Management	3
GS 315	Organizational Development	3
GS 245	Strategic Management	3
	Subtotal	21

C. Cognates

Course Code	Course Title	Units
GS 317	Global Business Management	3
GS 304	e-Commerce	3
GS 301	Information System Strategy/MIS	3
	Subtotal	9

D. Comprehensive Examinations

	Total	39
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MASTER IN BUSINESS EDUCATION (MBE)**Program Educational Objectives (PEO)**

Three to five years after completing the Master in Business Education program, the graduates will:

1. have assumed the position of at least a coordinator in the MBA program of a graduate school;
2. have designed new curricula for different business programs;
3. have developed short courses related to business administration.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Business Education program shall be able to:

1. teach MBA courses adequately using techniques in Educational Management;
2. develop the curricula of business programs;

3. come up with new techniques and materials in teaching business subjects.

MBE Program Curriculum

A. Core Courses

Course Code	Course Title	Units
GS 240	Foundations of Education	3
GS 232	Research Statistics	3
GS 222	Research Methods	3
Subtotal		9

B. Major Courses

Course Code	Course Title	Units
GS 503	Curriculum Design and Instruction	3
GS 505	Outcomes-Based Education	3
GS 506	Business Courses 1	3
GS 507	Business Courses II	3
GS 508	Case Writing/Case Teaching	3
GS 509	Education and Technology I	3
GS 260	Action Research	6
Subtotal		24

C. Cognates

Course Code	Course Title	Units
GS 504	Teaching Strategies	3
GS 510	Development of On-Line Modules	3
GS 511	Teaching On-Line Modules	3
Subtotal		9

D. Comprehensive Examinations

Total		42
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MASTER IN PUBLIC ADMINISTRATION (MPA)

Program Educational Objectives (PEO)

Three to five years after completing the Master in Public Administration program, the graduates will:

1. demonstrate expertise in specific areas of specialization in public administration and governance;

2. do scientific research in specific areas of interest;
3. communicate their research findings as technical papers in conference and seminar presentations; and
4. be successful managers, technical contributors, or faculty members in the field of public administration and governance.

Student Outcomes (SO)

After completion of the Master in Public Administration program, the graduates shall be able to:

1. lead and manage in public governance;
2. develop/formulate a public policy response to real-world social or economic problems;
3. apply theories, concepts and research methods in investigating and analyzing the complexities and challenges of public administration, management, and governance;
4. apply knowledge and skills in self-management, communication and teamwork activity in responding to the complexities and challenges of public administration, management and governance; and
5. distinguish the interactive roles that government organizations play in the business and non-profit sectors in planning and delivering public services.

The student of the Master in Public Administration has the choice of taking either the Thesis or the Non-thesis program. The thesis program is recommended to students desiring to proceed to the doctoral program sometime in the future.

**MPA Program Curriculum
Thesis/Non-thesis Program**

A. Core Courses

Course Code	Course Title	Units
GS 250	Theory and Practice of Public Administration and Governance	3
GS 222	Research Methods	3
GS 232	Research Statistics	3
GS 253	Organization, Management, and Governance of the Public Sector	3
	Subtotal	12

B. Major Courses

Course Code	Course Title	Units
GS 225	Philippine Administrative and Legal System	3
GS 254	Public Fiscal Administration and Governance	3
GS 255	Microeconomics and Public Policy Analysis	3
GS 228	Public Policy Workshop (Capstone Course)	3
	Subtotal	12

C. Cognates. A student under Plan A (Thesis program) has to get two cognates of 3 units each or a total of 6 units. A student under Plan B (Non-thesis program) has to get four (4) cognates.

Course Code	Course Title	Units
GS 256	Local Governance and Regional Administration	3
GS 330	Special Problems and Challenges in Public Administration and Governance in the Philippines	3
GS 230	Public Health Policy, Administration, and Governance	3
GS 231	Peace and Public Security Administration and Governance	3
GS 321*	Management Information Systems	3
GS 257*	Marketing Management	3
GS 323*	Human Resource Development in the Public Sector	3
GS 324	Development Economics	3
GS 325	Urban and Regional Planning	3
GS 258	Public Enterprise, Privatization, Development and Governance	3
GS 645	Planning and Control	3
GS 328*	Macroeconomics	3
GS 329	Environmental and Resource Policy	3
GS 331*	Managerial Accounting and Control	3
	Subtotal	6/12

* Courses shared as cognates of the JRU Master in Business Administration (MBA) Program

D. Comprehensive Examinations

E. Thesis Writing (For those under the Thesis program)

Course Code	Course Title	Units
GS 259	Independent Research/Thesis Writing	6
	Subtotal	6
	Total	36

MASTER IN PUBLIC ADMINISTRATION (MPA) MAJOR IN PUBLIC HEALTH

Public Health is an emerging field in Philippine public administration and governance. Its study and practice are evident in the key areas of public, fiscal administration, and local governance. The MPA-Major in Public Health Program caters to public and private professionals who are engaged in the administration, management, practice, instruction, and research of public health at the national, local, and community levels. The curriculum combines the MPA Program’s comprehensive treatment of the nature and scope of public administration/governance, instruction, and research in the country.

**MPA Major in Public Health
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 250	Theory and Practice of Public Administration and Governance	3
GS 255	Microeconomics and Public Policy Analysis	3
GS 222	Research Methods	3
GS 232	Research Statistics	3
	Subtotal	12

B. Major Courses

Course Code	Course Title	Units
GS 253	Organization, Management, and Governance of the Public Sector	3
GS 254	Public Fiscal Administration and Governance	3
GS 225	Philippine Administrative and Legal System	3
GS 228	Public Policy Workshop (Capstone Course)	3
	Subtotal	12

C. Cognates (Select 4 courses to earn 12 units, as required)

Course Code	Course Title	Units
GS 230	Public Health Policy, Administration & Governance	3
GS 721	Health, Environment, and Nutrition	3
GS 722	Principles of Epidemiology	3
GS 723	Practice of Health Administration	3
GS 724	Health Trends and Issues	3

GS 725	Hospital Organization and Management	3
	Subtotal	12

D. Comprehensive Examinations

	Total	36
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DIPLOMA COURSE IN LOCAL GOVERNANCE (DLG)

Local Governance is a major sub-field of the MPA Program and the Diploma Course, particularly, is in response to the critical needs of local government executives, officials and employees to have the adequate theoretical and practical competencies in local governance and policymaking, as well as, the necessary appreciation of political processes that influence and shape governance at the local government level.

Lodged under the MPA Program, the Diploma Course requires twenty-four (24) units of MPA core, major, and cognate courses. Upon earning the diploma, the graduate student has the option to pursue the remaining MPA courses and upon satisfactory compliance with all academic requirements earn the MPA degree.

A. Core Courses

Course Code	Course Title	Units
GS 250	Theory and Practice of Public Administration and Governance	3
GS 256	Local Governance and Regional Administration	3
GS 225	Philippine Administrative and Legal System	3
GS 254	Public Fiscal Administration and Governance	3
	Subtotal	12

B. Major Courses (2 subjects required)

Course Code	Course Title	Units
GS 325	Urban and Regional Planning	3
GS 232	Research Statistics	3
GS 645	Planning and Control	3
	Subtotal	6

C. Cognates* (2 subjects required)

GS 324*	Development Economics	3
GS 329	Environmental and Resource Policy	3
GS 321*	Management Information Systems	3

GS 323*	Human Resource Development in the Public Sector	3
	Other MPA courses that may be relevant to the student's interest subject to the MPA Area Chair and Dean's Approval	
	Subtotal	6
	Total	24

JOINT MBA-MPA PROGRAM

The Graduate School offers a joint MBA-MPA program. Students who successfully graduate in either the MBA or the MPA Program can enrol in the other programs and receive up to 18 units credit (as long as the courses being credited are relevant to the other program). This allows the student to get a second degree in a short span of time. Interested students should see the Graduate School Office for more details.

ON-SITE/OFF-CAMPUS PROGRAMS

The Graduate School offers off-campus programs, wherein its professors and instructors teach at the company sites, rather than have the students come to the school. These programs are very flexible and can be started at any time. The resulting degree awarded to students who successfully completed this program is the same as that awarded for the on-campus program. A strong advantage of the off-campus programs is that it allows the students to save on valuable travel time, and concentrate more fully on their learning. Interested students should contact the Graduate School Office for more details.

MASTER OF ARTS IN EDUCATION (MAED)

The Master of Arts in Education (MAEd) program is directed towards producing graduates who:

- Care for and value students. We expect our graduates to view all students as having the potential to learn and succeed, regardless of cultural background, gender, ability, and physical condition.
- Possess a knowledge base that links theory and research with practice. We expect our graduates to be reflective practitioners who begin with knowledge of the teaching/learning process, curriculum content, child development, and students' social behavior.

- Teach content and critical thinking skills through a student-centered approach.
- Work in a cooperative and collaborative manner.
- Commit to life-long learning. We expect our graduates to be committed to scholarly responsibilities such as continued academic growth and professional membership.

Program Education Objectives (PEO)

Three to five years after completing the Master of Arts in Education program, the graduates will:

1. demonstrate expertise in specific areas of specialization;
2. do scientific research in specific areas of interest;
3. disseminate their research findings in publications/conferences and seminars; and
4. be successful educational managers, technical contributors, or faculty members.

MAEd Specialization in Educational Administration

Student Outcomes (SO)

After the completion of the program, the graduates of the MAEd-Educational Administration program shall be able to:

1. facilitate the development, articulation, implementation, and stewardship of a school vision of learning;
2. promote a positive school culture by facilitating an effective instructional program, comprehensive professional growth plans for faculty and staff, and effective student learning experiences;
3. plan, organize, develop, and coordinate operations of an educational institution;
4. initiate interventions and innovations vis-à-vis local and global changes in education; and
5. demonstrate and practice the profession and ethical standards of the teaching profession.

**MAEd Specializing in Educational Administration
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 240	Foundations of Education	3
GS 232	Research Statistics	3
GS 222	Research Methods	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 606	Organization and Management in the Educational Institution	3
GS 641	Fiscal Management of Educational Institution	3
GS 642	Education and Law	3
GS 645	Planning and Control	3
GS 247	Human Resources Management	3
	Subtotal	15

C. Cognates

Course Code	Course Title	Units
GS 740	Instructional Analysis	3
GS 741	Curriculum and Evaluation	3
GS 752	Seminar in Thesis Writing	3
	Subtotal	9

D. Comprehensive Examinations

E. Thesis Writing

Course Code	Course Title	Units
GS 259	Independent Research/Thesis Writing	6
	Subtotal	6
	Total	39

MAED Specialization in Language Education

Student Outcomes (SO)

After the completion of the program, the graduates of the MAED-Language Education program, shall be able to:

- a. use a variety of interpretative strategies for analyzing multiple kinds of texts, including close reading, contextual analysis, analysis of form and genre, and rhetorical analysis;
- b. demonstrate the use of theories related to the representation of culture, race, class, gender, and sexuality to interpret literary texts;
- c. demonstrate the ability to participate in the professional life of the field as scholars, teachers, editors, and writers;
- d. initiate interventions and innovations vis-à-vis local and global changes in education, and
- e. demonstrate and practice the professional and ethical standards of the profession.

**MAEd Specialization in Language Education
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 240	Foundations of Education	3
GS 232	Research Statistics	3
GS 222	Research Methods	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 440	Applied Linguistics for Communication Arts	3
GS 441	Language Acquisition, Theories, Principles and Research	3
GS 443	Production, Adaptation, Presentation, and Evaluation of Learning and Testing Materials	3
GS 444	Teaching Contemporary Literature	3
GS 445	Teaching English as a Second Language	3
	Subtotal	15

C. Cognates

Course Code	Course Title	Units
GS 740	Instructional Analysis	3
GS 741	Curriculum and Evaluation	3
GS 752	Seminar in Thesis Writing	3
	Subtotal	9

D. Comprehensive Examination

E. Thesis Writing

Course Code	Course Title	Units
GS 259	Independent Research/Thesis Writing	6
	Subtotal	6
	Total	39

MAEd Specialization in Mathematics**Student Outcomes (SO)**

After the completion of the program, the graduates of the MAED-Mathematics program shall be able to:

- a. apply fundamental and advanced concepts of mathematics to other disciplines;
- b. demonstrate the ability to reason mathematically by constructing mathematical proofs, recognizing and analyzing numerical data in the field of work;
- c. initiate interventions and innovations vis-à-vis local and global changes in education; and
- d. demonstrate and practice the professional and ethical standards of the profession.

**MAEd Specialization in Mathematics
Program Curriculum****A. Core Courses**

Course Code	Course Title	Units
GS 240	Foundations of Education	3
GS 232	Research Statistics	3
GS 222	Research Methods	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 340	Theory of Numbers	3
GS 341	Abstract Algebra for Teachers	3
GS 343	Geometry for Teachers	3
GS 345	Calculus for Teachers	3
GS 346	Quantitative Techniques	3
	Subtotal	15

C. Cognates

Course Code	Course Title	Units
GS 740	Instructional Analysis	3
GS 741	Curriculum and Evaluation	3
GS 752	Seminar in Thesis Writing	3
	Subtotal	9

D. Comprehensive Examinations

E. Thesis Writing

GS 259	Independent Research/Thesis Writing	6
	Subtotal	6
	Total	39

MAEd Specialization in Special Education

Student Outcomes (SO)

After the completion of the group, the graduates of the MAED-Special Education program shall able to:

- a. use problem-based learning to identify and develop a solution for an issue related to inclusion in the classroom, grounded in cited evidence-based practices;
- b. select, administer and report on the use of formal and informal assessment techniques that persuasively validate the argument for selecting specific theories, models and delivery options for students with special needs in an inclusive setting;
- c. carry out lesson design, delivery and formative assessment of individual student performance and support the development of diverse learners through their curricular and instructional decisions;
- d. investigate historical, current and projected issues central to special children;
- e. undertake research that will improve the practice of providing education for special children;
- f. initiate interventions and innovations vis-à-vis local and global changes in education and special education; and
- g. demonstrate and practice the professional and ethical standards of the profession.

**MAEd Specialization in Special Education
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 240	Foundations of Education	3
GS 232	Research Statistics	3
GS 222	Research Methods	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 540	Foundations and Principles of Teaching in Special Education	3
GS 541	Guidance and Counseling in Special Education	3
GS 542	Principles and Strategies in Teaching Children with Mental Retardation	3
GS 544	Psycho-Educational Assessment of Children with Special Needs	3
GS 750	Practicum in Special Education	3
	Subtotal	15

C. Cognates

Course Code	Course Title	Units
GS 543	Learning Disabilities	3
GS 741	Curriculum and Evaluation	3
GS 752	Seminar in Thesis Writing	3
	Subtotal	9

D. Comprehensive Examinations

E. Thesis Writing

Course Code	Course Title	Units
GS 259	Independent Research/Thesis Writing	6
	Subtotal	6
	Total	39

MAED SPECIALIZATION IN GUIDANCE AND COUNSELING

Student Outcomes (SO)

After the completion of the program, the graduates of the MAED-Guidance and Counseling program shall be able to:

- a. synthesize the different foundations of counseling;
- b. summarize and compare the theories, methods/strategies in counseling, testing, and group work;
- c. apply theories, methods/strategies in counseling, testing, and group work;
- d. differentiate pertinent theories/strategies in counseling, testing, and group work;
- e. demonstrate skills of problem solving and communication;
- f. design appropriate programs in counseling, testing and group work;
- g. appraise the appropriateness/sustainability of the theories, methods/strategies used in counseling, testing, and group work; and
- h. apply ethical standards in counseling, testing, and group work.

**MAEd Specialization in Guidance and Counseling
Program Curriculum**

A. Core Courses

Course Code	Course Title	Units
GS 240	Foundations of Education	3
GS 232	Research Statistics	3
GS 222	Research Methods	3
	Subtotal	9

B. Major Courses

Course Code	Course Title	Units
GS 607	Counseling Theories	3
GS 608	Counseling Tools and Techniques	3
GS 609	Group Process and Program Development	3
GS 610	Psychological Tests and Interpretation	3
GS 611	Organization and Administration of Counseling Services	3
GS 546	Practicum in Guidance and Counseling	3
	Subtotal	18

C. Cognates

Course Code	Course Title	Units
GS 612	Career Counseling and Development	3
GS 545	Philosophical, Psychological, and Sociological Foundations of Counseling	3
GS 752	Seminar in Thesis Writing	3
	Subtotal	9

D. Comprehensive Examinations

E. Thesis Writing

Course Code	Course Title	Units
GS 259	Independent Research/Thesis Writing	6
	Subtotal	6
	Total	42

MASTER IN INFORMATION TECHNOLOGY (MIT)

Program Educational Objectives (PEO)

Three to five years after completing the Master in Information Technology program, the graduates will:

1. have taken on positions as IT leaders;
2. have the ability to work in teams to develop and implement IT-based solutions;
3. be able to develop and implement IT solutions to address complex IT needs of various organizations.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Information Technology program shall be able to:

1. analyze user requirements to design IT-based solutions;
2. use current computing techniques, skills or other technologies;
3. identify and evaluate current technologies and assess their applicability to address individual and organizational needs;
4. have the ability to design hardware and software systems, components, or processes to meet defined needs.

MIT Program Curriculum

A. Core Courses

Course Code	Course Title	Units
IT 101	Advanced Database Management System	3
IT 102	Advanced Data Structures	3
IT 103	Advanced Operating Systems and Networking	3
IT 104	Advanced Systems Design and Implementation	3
	Subtotal	12

B. Major Courses

Track 1 - Enterprise Resource Planning

Course Code	Course Title	Units
IT 201	Fundamentals of Enterprise Resource	3
IT 202	Global IS	3
IT 203	Strategic Enterprise Management	3
IT 204	Configuration and Implementation of ERP	3
IT 205	Technology and Project Management	3
IT 206	Seminar in ERP Development	3

Track 2 - Business Analytics

IT 205	Technology and Project Management	3
IT 207	Foundations of Business Intelligence and Analytics	3
IT 208	Business Analytics for Business Intelligence	3
IT 209	Enterprise Data Management	3
IT 210	Introduction to Data Mining	3
IT 211	Analytical Techniques and Tools	3
	Subtotal	18

C. Comprehensive Examinations

D. Project Study

Course Code	Course Title	Units
IT 301	Project Study 1 (Project Proposal)	3
IT 302	Project Study 2 (Project Implementation)	3
	Subtotal	6
	Total	36

Enterprise Resource Planning Track. In this program, students are expected to develop the computing and business skills to implement and maintain Enterprise Resource Planning (ERP) systems. Importantly, this course will give the students an understanding of the implications these systems have on business.

The students will learn the latest SAP modules and gain in-depth knowledge of Systems Applications and Products (SAP) software through hands-on experience. Topics include but not limited to: business information warehouse, business objects, business intelligence, customer relationship management, advance planner and optimizer, solution manager, and netweaver components.

Business Analytics Track. An interdisciplinary degree that blends concepts from data science, computer science, statistics, business intelligence, and

information theory geared towards commercial applications. The languages most commonly used include R, Python, Rapid Miner, and SQL and other available business intelligence tools. Applicants generally have technical proficiency before starting the program.

Business analytics (BA) refers to the skills, technologies, practices for continuous iterative exploration and investigation of past business performance to gain insight and drive business planning. Business analytics focuses on developing new insights and understanding of business performance based on data and statistical methods. In contrast, business intelligence traditionally focuses on using a consistent set of metrics to both measure past performance and guide business planning, which is also based on data and statistical methods. Business analytics can be used to leverage prescriptive analytics towards automation.

MASTER OF LIBRARY AND INFORMATION SCIENCE (MLIS)

Program Educational Objectives (PEO)

Three to five years after completing the Master in Library and Information Science program, the graduates will:

1. use appropriate technology to service the requirements of the users;
2. be up-to-date with technology related to information management;
3. conduct research related to information collection and retrieval.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Library and Information Science program shall be able to:

1. manage information and reference materials in an orderly manner;
2. come up with a system for easy retrieval of information;
3. assess the requirements of users to determine the information to store and the best and easiest way to retrieve this.

**MLIS Program Curriculum
Thesis Program**

A. Basic Courses

Course Code	Course Title	Units
LIS 101	Research Design and Methods	3
LIS 102	Statistics	3
LIS 103	Foundations of Library and Information Science	3
	Subtotal	9

B. Professional Courses

Course Code	Course Title	Units
LIS 201	Advanced Cataloging and Classification	3
LIS 202	Information Analysis	3
LIS 203	Advanced Library and Information Management	3
LIS 207	Library and Information Collection Management	3
LIS 208	Information Sources, System and Networks	3
	Subtotal	15

C. Cognates

Course Code	Course Title	Units
LIS 205	Special Materials in Library and Information Center	3
LIS 541a	Advanced Information Sources and Services in Library and Information Center	3
	Subtotal	6

D. Comprehensive Examinations

To be taken after finishing all the academic course requirements.

E. Thesis Seminar (Thesis proposal)

Course Code	Course Title	Units
GS 752	Seminar in Thesis Writing	3
	Subtotal	3

F. Thesis Writing

Course Code	Course Title	Units
GS 259	Independent Research/Thesis Writing	6
	Subtotal	6
	Total	42

**MLIS Program Curriculum
Non-Thesis Program**

A. Basic Courses

Course Code	Course Title	Units
LIS 101	Research Design and Methods	3
LIS 102	Statistics	3
LIS 103	Foundations of Library and Information Science	3
	Subtotal	9

B. Professional Courses

Course Code	Course Title	Units
LIS 201	Advanced Cataloging & Classification	3
LIS 202	Information Analysis	3
LIS 203	Advanced Library and Information Management	3
LIS 205	Special Materials in Library and Information Center	3
LIS 206	Public Relations in Library and Information Center	3
LIS 207	Library & Information Collection Management	3
LIS 541a	Advanced Information Sources and Services in Library and Information Center	3
	Subtotal	21

C. Required Courses

Course Code	Course Title	Units
LIS 104	Special Topics in Library and Information Science I	3
LIS 105	Special Topics in Library and Information Science II	3
	Subtotal	6

D. Cognates

Course Code	Course Title	Units
LIS 208	Information Sources, System and Networks	3
LIS 302	Legal and Ethical Issues	3
	Subtotal	6

E. Comprehensive Examinations

(To be undertaken after finishing all the academic course requirements.)

	Total	42
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**MASTER IN COMMUNITY STUDIES AND EXTENSION ADMINISTRATION
(MComSEA)**

Program Educational Objectives (PEO)

Three to five years after completing the Master in Community Studies and Extension Administration program, the graduates will:

1. come up with community development projects that will uplift the lives of the people in the community;
2. enhance community projects to build the skills of the available manpower to enable the people to land employment;
3. monitor community projects and make the necessary adjustments to attain planned objectives;
4. sustain the initiatives in the projects developed for specific communities.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Community Studies and Extension Administration program shall be able to:

1. identify, analyze and interpret issues in community development;
2. have an understanding of how to plan and manage community projects;
3. think of ways to integrate technology into community development programs;
4. identify personalities that can take the lead in pursuing community development.

MComSEA Program Curriculum

A. Core Courses

Course Code	Course Title	Units
CSEA 101	Principles and Philosophy of Extension Administration and Sustainable Development	3
CSEA 102	Human Behavior in Organization with Social and Cultural Changes	3
CSEA 103	Financial Management and Control	3
CSEA 104	Methods of Research and Development Planning	3
	Subtotal	12

B. Major Course

Course Code	Course Title	Units
CSEA 201	Community Development/Community Organization with Disaster Risk Reduction and Climate Change Planning	3
CSEA 202	Extension Administration and Governance	3
CSEA 203	Extension Administration and Supervision with Community Immersion	6
CSEA 204	Extension Program Planning for Sustainable Development	3
	Subtotal	15

C. Cognates/Electives

Course Code	Course Title	Units
CSEA 301	Issues and Trends in Community Development	3
CSEA 302	Strategic and Transformative Community Development	3
CSEA 303	Block Field Practicum (Required)	3
	Subtotal	9

D. Comprehensive Examinations

	Total	36
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MASTER IN HOSPITAL MANAGEMENT (MHM)

The program is designed for hospital owners and administrators both in the private and government sectors. It is comprised of 45 units usually offered on weekends to cater to the availability of the students who are predominantly doctors of medicine and professionals involved in healthcare management.

Program Educational Objectives (PEO)

Three to five years after completing the Master in Hospital Management program, the graduates will:

1. demonstrate managerial and leadership capability for hospital management;
2. communicate ideas effectively with superiors, peers, subordinates and hospital clientele;
3. exhibit critical thinking and decision-making skills; and

4. make sound decisions based on professional ethics and human values.

Student Outcomes (SO)

After completion of the program, the graduates of the Master in Hospital Management program shall be able to:

1. prepare and recommend integrated strategic, functional and operational plans for healthcare services;
2. act in a sustainable socially responsible and ethical manner considering the needs of the community and national development;
3. communicate effectively through various verbal, written and channels;
4. analyze and evaluate hospital management challenges and opportunities and propose action plans based on professionalism and good governance; and
5. undertake research that will improve the practice of hospital management.

MHM Program Curriculum

A. Foundation Courses

Course Code	Course Title	Units
GS 244	Managerial Statistics	3
GS 222	Research Methods	3
HM 110	Principles of Hospital Organization and Management	3
	Subtotal	9

B. Major Subjects

Course Code	Course Title	Units
HM 211	Management of Human Capital	3
HM 212	Legal Aspects of Hospital Administration	3
HM 221	Marketing of Hospital and Ancillary Services	3
HM 214	Hospital Planning, Design and Operations Mgt	3
HM 215	Hospital Policy and Quality Standards Mgt	3
HM 213	Financial Sustainability in Hospital Operations	3
GS 245	Strategic Management	3
	Subtotal	21

C. Cognates

Course Code	Course Title	Units
HM 311	CSR and Sustainability Management	3
HM 321	Healthcare Informatics	3
HM 322	Human Values and Professional Ethics in Healthcare Mgt	3
	Subtotal	9

D. Comprehensive Examinations

E. Action Research Writing

Course Code	Course Title	Units
GS 260	Action Research Paper	6
	Subtotal	6
	Total	45

MASTER OF SCIENCE IN ENTREPRENEURSHIP (MSE)

Program Educational Objectives (PEO)

Three to five years after completing the Master of Science in Entrepreneurship program, the graduates will:

1. have put up new businesses;
2. put to use all the management techniques learned for the business to achieve successful operations;
3. generate employment through new business ventures.

Student Outcomes (SO)

After completion of the program, the graduates of the Master of Science in Entrepreneurship program shall be able to:

1. identify entrepreneurial opportunities that exist;
2. have the ability to create entrepreneurial opportunities through invention, development of new markets, products;
3. have developed the needed self-confidence to pursue new ventures.

The Master of Science in Entrepreneurship (MSE) is a 12-month program designed for entrepreneurs and intrapreneurs who desire innovation and immediate application of strategies for their enterprises and strategic business units. The MSE has four modules that begin with a solid foundation on design

thinking and applied learning in Module 1 and culminates into growth and scalability in Module 4.

MSE Program Curriculum

A. Core Courses

Course Code	Course Title	Units
ENT 111	Foundation Skills	6
ENT 113	Environmental Assessment: Internal Environment	3
ENT 112	Environmental Assessment: External Environment	3
	Subtotal	12

B. Major Courses

Course Code	Course Title	Units
ENT 115	Product and Service Marketing	3
ENT 116	Product/Service Delivery and Value Chain	5
ENT 118	Strategic Human Resource and Talent Development	3
ENT 119	Financing, Valuation, and Negotiations	3
	Subtotal	14

C. Cognates

Course Code	Course Title	Units
ENT 121	Organizational Development & Leadership	5
ENT 114	Strategic Plan Integration 1	2
ENT 117	Strategic Plan Integration 2	1
ENT 120	Strategic Plan Integration 3	1
ENT 122	Strategic Plan Integration 4	1
	Subtotal	10

D. Thesis Writing (Strategic Plan)

Course Code	Course Title	Units
ENT 123	Strategic Plan (Research & Implementation)	6
	Subtotal	6
	Total	42

COURSE DESCRIPTIONS

DOCTORAL PROGRAM

GS 802 Organization Theory

This course deals with the basic concepts and theories relating to an organization. It emphasizes organizational structure, functions in management and issues in organizations like decision making, relationships, and power and politics. *Credit: 3 units. Prerequisite: NONE.*

GS 804 International Business and Economics

This course focuses on international trade theory and policy analysis, like international economic institutions; national and regional trade policies and development trends in international markets; international monetary problems and interrelationships between international trade and economic growth and their impact on economic stability. *Credit: 3 units. Prerequisite: NONE.*

GS 805 Advanced Investment Management

This course deals with security analysis and allocation of assets to achieve an optimization of returns on the investment portfolio through proper asset management, hedging, and use of derivatives. *Credit: 3 units. Prerequisite: NONE.*

GS 806 Corporate Social Responsibility and Good Governance

This course looks at the corporate soul beyond the bottom line: how organizational decisions affect the different stakeholders, the community, government, and organizational employees. *Credit: 3 units. Prerequisite: NONE.*

GS 807 Advanced Strategic Management

This course reviews and assesses the strategies of the organization in the context of its functional operations in marketing, human resource management, production, and finance. It designs and formulates strategies to achieve competitive advantage. *Credit: 3 units. Prerequisite: NONE.*

GS 810 Micro and Macro Economics

This course deals with basic economic concepts and principles like demand, supply, and costs. It discusses major economic indicators like the gross

domestic product, inflation rate, gross national product, such as employment and unemployment rates. Similarly, this course discusses the economic parameters like the balance of payment, foreign debts, and foreign direct investments, among others. *Credit: 3 units. Prerequisite: NONE.*

GS 811 Problems and Challenges in Philippine Public Administration and National Development

This course covers special topics of interest in the study and practice of public administration and governance in the Philippines and its specific research areas on development administration, public policy, local governance, and organizational studies. *Credit: 3 units. Prerequisite: NONE.*

GS 812 Advanced Local and Urban Affairs Planning, Development and Governance

This course deals with the research and study of local governance principles like devolution and decentralization among others and its various aspects like development planning, finance, urban/rural planning, policy-making, project development, and implementation. It discusses the practical and effective applications of techniques, tools, and strategies in the Philippine local government units. *Credit: 3 units. Prerequisite: NONE.*

GS 813 Seminar in Dissertation Writing

Selection of topics and presentation of outlines before the class. Discussion on the format and content of the dissertation. Explanation and justification of the methods of research to be used. Presentation of the probable outcome of the research work. Review of research methods and applications, problems, and issues in research work. *Credit: 3 units. Prerequisite: NONE.*

GS 903 Advanced Management Science

This course deals with the application of mathematical models in management decision making. Operations research, as applied in the field of business, is the focus of the course. Topics include linear programming, transportation methods, inventory management, Markov analysis, and decision making, among others. *Credit: 3 units. Prerequisite: NONE.*

GS 906 Advanced Managerial Economics

This course is about the applications of economic concepts and tools to business situations with an emphasis on demand analysis, marginal analysis;

demand analysis; pricing decision; short-range and long-term cost analysis; and capital budgeting. *Credit: 3 units. Prerequisite: NONE.*

GS 910 Advanced Financial Management

This course studies the management of working capital, capital investment decisions, and financial management issues. *Credit: 3 units. Prerequisite: NONE.*

GS 918 Organizational Development

This course deals with the issues and changes happening in the internal and external environment and its impact on the organization. It discusses behavioral, productivity, and strategic interventions for change management. *Credit: 3 units. Prerequisite: NONE.*

GS 923 Dissertation Writing

Under the supervision of a faculty adviser, the student conducts an empirical study on a topic of interest to him/her usually on the student's desired area of specialization. Preferably, the research topic has been identified by the student already in GS 813 Seminar in Dissertation Writing whereby the student is supposed to have drafted at least the outlines of Chapters 1 to 3 of his/her study. Ideally, when the student reaches this point, he/she should already be starting work on Chapters 4 and 5 of his/her dissertation and on the stage of preparing for the proposal defense before a dissertation committee. *Credit: 12 units. Prerequisite: NONE.*

GS 925 Administrative Theory and Public Policy

This course deals with research and analysis of public policies as a core field in public administration and governance with an emphasis on its applicability to contemporary administrative theories and systems. *Credit: 3 units. Prerequisite: NONE.*

GS 932 Advanced Fiscal Management and Public Enterprise

This course deals with the study and research on the revenue, expenditure, and borrowing functions of government as policy instruments for development highlighting the state's increasingly enterprising character in contemporary economic development models. This will cover fiscal issues and challenges as well as policy and institutional considerations critical in managing

the fiscal resource of a developing economy such as the Philippines. *Credit: 3 units. Prerequisite: NONE.*

GS 936 Advanced Economic Anthropology

This course studies the human, cultural, and social aspects of economic development in the context of governance's participative and development principles. This includes the Philippine setting as the locus and focus, highlighting the issues and challenges that beset the administration of economic and social development of the country. *Credit: 3 units. Prerequisite: NONE.*

GS 937 Advanced Political Theories and Processes

This course focuses on the review of the political theories and processes that characterize the study and practice of public administration, governance, and public policy. This will take a critical look at the country's political history as it impinges on the evolution of public administration in the Philippines. *Credit: 3 units. Prerequisite: NONE.*

GS 938 Advanced Management Theory and Development Administration

This course deals with the macroeconomic perspective in the administration of development management theories, models, principles, and strategies applicable to a developing economy. This will involve a review of said management theories, models, and principles following good governance parameters and criteria. *Credit: 3 units. Prerequisite: NONE.*

GS 940 Advanced Project Planning, Development, and Management

This course deals with the systematic analysis, planning, implementation, management and evaluation of an actual development project of a national agency or local government unit with the practical application of the necessary techniques in project structuring, financing, evaluation, and implementation. *Credit: 3 units. Prerequisite: NONE.*

GS 942 Advanced Fiscal Administration, Public Enterprise Management and Public-Private Partnership

This course deals with the review and analysis of specific fiscal management issues affecting the Philippine economy while highlighting the critical role of the private sector. This will require case studies on specific projects complete with necessary recommendations and strategies on the country's fiscal management policies. *Credit: 3 units. Prerequisite: NONE.*

GS 945 Advanced Human Resource Management (formerly GS-958 for EdD)

This course gives an in-depth analysis of the management of human resources in order to fully develop one's full potential through the provision of a conducive environment. Topics include hiring, selection, job analysis, compensation, work safety, quality of life, among others. *Credit: 3 units. Prerequisite: NONE.*

GS 946 Advanced Marketing Management

This course discusses the complexities of marketing management issues in the local and international setting. *Credit: 3 units. Prerequisite: NONE.*

GS 947 Advanced Production/Operations Management

This course deals with concepts of production/operations management requiring applications of sophisticated management science techniques. Topics include location site, facilities, production, productivity, 5s, quality circle, statistical process control, among others. *Credit: 3 units. Prerequisite: NONE.*

GS 953 Philosophical and Psychological Foundations of Educational Management

This course examines the ethical, philosophical, and psychological foundations of educational management. It discusses educational philosophies dating back from Socrates, Plato, Aristotle, Confucius, Rene Descartes, to Piaget and other contemporary philosophers. *Credit: 3 units. Prerequisite: NONE.*

GS 957 Educational Innovations and Technology

This course is designed to provide administrators, supervisors, and teachers with multi-faceted knowledge on innovative teaching strategies like role-playing, focus group discussion, case studies, the use of internet and others, and the use of multi-media techniques in instruction and administrative tasks and services. *Credit: 3 units. Prerequisite: NONE.*

GS 959 Management and Supervision of Continuing Education Program

This course aims to create special programs for varied sectors in the community who have no or little participation in formal education. This likewise covers planning, funding, structuring, and operating the said program. *Credit: 3 units. Prerequisite: NONE.*

GS 960 Governance and Management in Philippine Education

This course reviews and analyzes practices and policies governing the Philippine educational system. It covers special topics on issues and challenges in the context of management and governance in Philippine education. *Credit: 3 units. Prerequisite: NONE.*

GS 961 Educational Planning and Curriculum Design

This deals with various approaches to curriculum planning and assessment highlighting the implementation of curricular thrusts, goals, and objectives through a relevant and functional instructional/supervisory program that emphasizes the attainment of school goals and objectives. *Credit: 3 units. Prerequisite: NONE.*

GS 962 Problem Solving and Decision Making in Education

This course explores the use of various techniques in solving instructional and administrative problems such as rational decision making, incremental methods, and the nominal group method, among others. *Credit: 3 units. Prerequisite: NONE.*

GS 963 Theories and Laws in International Relations

This course studies past and current theories and laws in international relations in the context of education. It will also discuss and evaluate trends and legal issues involving international relations. *Credit: 3 units. Prerequisite: NONE.*

GS 964 Management of Special/Gifted Children (3 units)

This course is designed to provide students with in-depth knowledge and understanding of special/gifted children. It also discusses theories in teaching exceptional children as well as innovative and effective approaches in handling varied types of special children. *Credit: 3 units. Prerequisite: NONE.*

GS 965 Administrative Theory and Policy Analysis (formerly GS 955)

This course involves the study of administrative policies in education at the local and national levels. It also explores the nature of the relationship of government and public policy to education, as well as, the forces that shape the thinking of policymaking bodies in the effective formulations and implementations of policies in educational administration and supervision. *Credit: 3 units. Prerequisite: NONE.*

GS 966 Advanced Fiscal Management (formerly GS 956)

This course delves into the techniques for effective use of school revenues and other resources. It includes discussion on the sources of income, methods of finance, expenditures, and the optimum use of resources to achieve educational goals at least costs. *Credit: 3 units. Prerequisite: NONE.*

GS 967 Advanced Research Statistics (formerly GS 951)

This course is a study of statistical analysis that includes the Bayesian approach, the use of multivariate, and time series analysis. The objective of the course is to sufficiently expose the students to these tools to enable them to work on their dissertation. *Credit: 3 units. Prerequisite: NONE.*

GS 968 Advanced Research Methods (formerly GS 952)

This course expounds on the different methods of research. It explains the components of research and how these parts interrelate to produce an academic and scholarly paper. *Credit: 3 units. Prerequisite: NONE.*

GS 970 Advanced Environmental Policy and Administration

This course aims to provide an overview of existing Philippine environmental law, regulations, and institutions at the national, provincial and local levels, and the various factors that were taken into account in shaping these environmental policies. The course will also look at the major policy processes being followed in the setting of standards and ensuring compliance with pollution control measures. *Credit: 3 units. Prerequisite: NONE.*

MASTERAL PROGRAM

GS 202 Managerial Accounting and Control

This course introduces the students to the basic principles and actual practices of managing financial resources and accounting for-profit and non-profit organizations. The course provides the students with adequate knowledge of accounting and desirable analytical tools used in managing a business. *Credit: 3 units. Prerequisite: Refresher course in Accounting.*

GS 203 Economic Analysis

This course deals with the use of economics as a tool for managerial decision making. It considers different forms of competitive economic behavior,

various uses of cost analysis, business forecasting, demand analysis, pricing decision, location and capital budgeting, and discussions on broad macroeconomic aspects such as national income analysis, and the impact of monetary-fiscal policy on businesses. *Credit: 3 units. Prerequisite: Refresher course in Math.*

GS 204 Human Behavior in Business Organizations

This course focuses on the patterns of behavior of individuals and as part of a group in an organization. The different stimuli and reactions of individuals under group influence under varying circumstances and conditions shall be analyzed. *Credit: 3 units. Prerequisite: NONE.*

GS 208 Financial Management

This is an in-depth analysis of short and long-term financial planning and management of the financial assets of the business. Emphasis is given to the understanding of key concepts in finance such as time value of money, capital budgeting, financial statement analysis, cash and inventory management, and capital structure. *Credit: 3 units. Prerequisite: NONE.*

GS 209 Marketing Management

This course deals with the development of a marketing strategy for profit, whether public and non-profit organizations. The course will have as its focal concern the interplay and impact of the marketing mix on the development of plans of action of companies. *Credit: 3 units. Prerequisite: NONE.*

GS 211 Management Science

This course deals with the application of mathematical tools and techniques to arrive at optimal solutions to business problems. *Credit: 3 units. Prerequisite: NONE.*

GS 212 Managerial Economics

The course deals with the application of economic concepts in arriving at business decisions. *Credit: 3 units. Prerequisite: NONE.*

GS 216 Coaching Theories and Application

The course deals with the process of effecting changes by drawing on some several coaching theories of sociology, and psychology. *Credit: 3 units. Prerequisite: NONE.*

GS 217 Organization Theory

The course deals with different concepts, principles, and fundamentals in developing and running an organization. *Credit: 3 units. Prerequisite: NONE.*

GS 219 Total Quality Management

The course highlights the factors involved in the overall improvement of operations that will result in improved quality of end products and overall customer satisfaction. *Credit: 3 units. Prerequisite: NONE.*

GS 220 Contingency and Change Management

Organizational Development course that will give students the general idea of what is involved in developing an organization to achieve its vision and mission, its philosophies and culture to ensure its competitiveness in a globalized economy. It will focus on the management of organizational change/interventions from a system perspective. The scope will cover topics on theories of organization development, design, structuring, training and development, performance management, culture, and change management. The students are expected to gain sufficient knowledge in appreciating the overall impact of the aforementioned activities to achieve the organizations' objects. *Credit: 3 units. Pre-requisite: Organization and Management. Credit: 3 units. Prerequisite: NONE.*

GS 222 Research Methods

The course covers the whole gamut of research writing, the methods, and techniques in research design and implementation including practical application covering research outline, survey of related studies/literature, sampling design, data collection, processing and evaluation, and presentation of research findings. *Credit: 3 units. Prerequisite: NONE.*

GS 225 Philippine Administrative and Legal System

The course will be a comprehensive discussion of Philippine's administrative and legal structure at all levels – national government, local governments, government-owned and controlled corporations (GOCCs) and public enterprises and other public sector instrumentalities, agencies, councils, bodies – and how they individually and collectively operate in relation to the legislative and judicial branches. To be highlighted by a thorough discussion of the Civil Service System, the Local Government Code, it will provide a critical analysis as to how these administrative and legal frameworks (and their inherent

constraints and issues) can and should approximate economic efficiency, improved delivery of services and ultimately good governance. *Credit: 3 units. Prerequisite: NONE.*

GS 228 Public Policy Workshop (Capstone Course)

This capstone course shall be the culmination of all core and major courses of the MPA Program as well as the appropriate cognate courses taken by the students. As a capstone course, the Public Policy Workshop is intended to provide the MPA student with the chance to directly apply the various skills and knowledge learned throughout the program on a relevant real-world Philippine public policy issue, as well as work intensively in a team environment to conduct the analysis. The major output is a policy paper to be defended before a panel of MPA Faculty. The public policies to be tackled by these policy papers shall be dependent on class interests and the qualifications of the workshop professors. *Credit: 3 units. Prerequisite: CORE AND MAJOR COURSES.*

GS 230 Public Health Policy, Administration, and Governance

The course highlights the nature, scope, issues, and concerns of actual and prospective public health policies, programs, advocacies and reforms in the country's key national and local health institutions – in the context of international, national and local public health standards, agreements, cases, best practices. The role of international and regional development agencies is a key topic of this course. *Credit: 3 units. Prerequisite: NONE.*

GS 231 Peace and Public Security Administration and Governance

The course deals with theories, concepts, policies, laws, programs, issues, and concerns in the countries administration and governance of peace and public security. The course will particularly highlight the policy and institutional framework of the Philippine peace and public security agenda and strategy, with emphasis on the necessary policy (reforms, amendments to laws, guidelines, executive issuances) and institutional (concerned agencies, bodies, councils, committees, etc) issues and concerns that should be addressed through public administration and governance strategies/reforms. *Credit: 3 units. Prerequisite: NONE.*

GS 232 Research Statistics (formerly GS 242)

The course deals with the study of the use of statistics in business, education, and public management. It touches on the core statistical tools such

as sampling, descriptive statistics, hypothesis testing for parametric, and non-parametric tests. *Credit: 3 units. Prerequisite: NONE.*

GS 234 Conflict Management in Organization

The course deals with specific skills necessary for managing and preventing workplace conflicts. *Credit: 3 units. Prerequisite: NONE.*

GS 235 Logistics Management

This course provides knowledge to students about supply chain management and resource allocation. It will deal with domestic and international transport, transportation economics, logistics system design, e-logistics, supply chain strategy, procurement, reserve logistics, information systems, and maximization of facility resources. *Credit: 3 units. Prerequisite: NONE.*

GS 236 Retail Store and Operations Management

This course deals with both sides of the retailing field: merchandise, buying, and store management. It is also useful to those who will be involved as products sales representatives or other distribution positions. The focus will be on managerial decisions, both strategic and tactical, that impact the retail operation. *Credit: 3 units. Prerequisite: NONE.*

GS 240 Foundations of Education

This course deals with the philosophy, history, and development of educational theories and practices in relation to national goals and ideals of education; relationship of the current and past educational experiences for comparative analysis; educational laws and system of education as references for assessment. *Credit: 3 units. Prerequisite: NONE.*

GS 244 Managerial Statistics

This course deals with the study of the use of statistics in business, education, and public, management. It touches on the core statistical tools such as sampling, descriptive statistics, hypothesis testing for parametric, and non-parametric tests. *Credit: 3 units. Prerequisite: NONE.*

GS 245 Strategic Management

This course focuses on the formulation of the organization's vision-mission, their goal and objectives, and strategies which considering the functional

operations of an organization. *Credit: 3 units. Prerequisite: CORE AND MAJOR COURSES.*

GS 245T Strategic Management (for those taking the thesis program)

To be taken by students enrolled under the Thesis Program, the course evaluates a chosen organization's vision, mission, goals, and objectives, and submits a recommendation on how to improve the components of the company's strategy. *Credit: 3 units. Prerequisite: CORE AND MAJOR COURSES.*

GS 246 Production/Operations Management

This course deals with the management of transformation processes both in the manufacturing and service sectors. Supply chain management and just-in-time concepts are included in the topics to be covered. The applications of management science principles are key features of the course. *Credit: 3 units. Prerequisite: Refresher course in Math.*

GS 247 Human Resource Management

This course covers human resources functions such as recruitment, selection, placement, compensation, rewards system, training, and development of employees. Emphasis is on the management of people in business and educational concerns. The students will be exposed to practical problems in business and educational relations. The course will then dig deeper into the more complex and less well-defined areas of HRM, to provide students with the opportunity to apply concepts, theories, and best practices to the challenges they will face in more senior leadership positions. *Credit: 3 units. Prerequisite: NONE.*

GS 248 International Marketing

This course deals with the analysis and development of international marketing programs from the determination of the objectives and methods of the organization up to the implementation and evaluation of the strategies. Emphasis is on the applications of basic marketing concepts to the international environment. *Credit: 3 units. Prerequisite: NONE.*

GS 249 Supply Chain Management

This course is about the grouping of management functions related to the complete cycle of materials flow from the sourcing of raw materials to the time end-users get hold of the finished products. To be included in the discussions are sourcing, purchasing, physical inventories, the location of

facilities, warehousing, distribution of the finished products, and other related important concepts. *Credit: 3 units. Prerequisite: Production/Operations Management.*

GS 250 Theory and Practice of Public Administration and Governance

This course will chronicle how Philippine Public Administration evolved from the traditional public administration theme to development administration and eventually to the current theme of governance, including its various areas of study. It covers fundamental theoretical and practical concepts, principles, and processes that define the theory and practice of development administration, public administration, and public policy. *Credit: 3 units. Prerequisite: NONE.*

GS 253 Organization, Management, and Governance of the Public Sector

The course covers the study of nature, scope, authorities as well as issues and challenges in organization and management in the public sector, in the context of public administration and governance's continually evolving character. Concentrating on the area of organizational studies in Philippine public administration and governance, the course will involve the study of Philippine public organizations, both national and local as well as government corporations and other special bodies/agencies - with emphasis on management strategies, organizational structure and behavior, and human resource management.

Topics and cases on civil service reforms, re-organization and re-engineering programs, and the cultural perspective in organization theory as well as the emerging organizational issues/concerns that define Philippine public sector organizations will be tackled thoroughly. *Credit: 3 units. Prerequisite: NONE.*

GS 254 Public Fiscal Administration and Governance

This course deals with fundamental principles and methods and policies of public sector revenue generation, taxation, expenditures, public borrowings, accounting, auditing and other fiscal related principles and concepts towards achieving the country's development objectives. It will also extensively tackle the institutions – local, national, and international – that govern or have mandates over the public sector fiscal management. Further, it will undertake a cursory review and assessment of the policies, practices, and cases of fiscal policy formulation, implementation, and evaluation as well as decisions on taxation and revenue administration, resource allocation, budgeting and public expenditures, debt management, accounting, and auditing. *Credit: 3 units. Prerequisite: NONE.*

GS 255 Microeconomics and Public Policy Analysis

The course provides a concise treatment of the ways in which economists analyze the behavior and operations of households, firms, and markets. The course emphasizes the tools that students will need to delve deeper into the economics of households and firms. The course also combines technical and non-technical or intuitive ways of understanding the decisions that households and firms make. The course will be pursued following an orientation towards public sector policy and decision making with the end view of developing in the student a working knowledge of the microeconomic tools as understood and practiced in the context of public sector administration, public policy, and governance. *Credit: 3 units. Prerequisite: NONE.*

GS 256 Local Governance and Regional Administration

This course deals with a more in-depth introduction to the principles and concepts of public administration and governance at the local government and regional levels with an emphasis on development strategies/techniques consistent with local conditions. Following the MPA Program's strong public-policy-analysis-orientation which go beyond the theoretical and practical techniques/skills in policymaking, the course will also provide the student a thorough understanding and appreciation of the political processes that influence and shape public decision making both at the national and local levels. *Credit: 3 units. Prerequisite: NONE.*

GS 257 Marketing Management

This course is on the development of a marketing strategy for profit, whether public and non-profit organizations. The course will have as its focal concern the interplay and impact of the marketing mix on the development of plans of action of companies. *Credit: 3 units. Prerequisite: NONE.*

GS 258 Public Enterprise, Privatization, Development and Governance

The course generally tackles public enterprises and theory and practice of privatization vs. public ownership as well as the concepts/principles that surround them – regulation, competition, risk-sharing, etc. Particularly, the course will undertake a thorough discussion of the emerging theories, concepts, models and best practices on privatization, public-private partnerships and/or other forms of development models that employ private sector financing, efficiency. All of these will be approached as a scholarly review of privatization and the emerging concept of public-private partnerships (PPPs) in fiscal

management, development administration, public administration, and governance – in the context of the Philippine experience. *Credit: 3 units. Prerequisite: NONE.*

GS 259 Independent Research/Thesis Writing

The content of this course is to be determined jointly between the student and his or her research adviser. In addition, the course will cover the application of research methods. This includes the formulation of research design, methods of interviews, collecting, analyzing, and interpreting data, and deriving hypotheses and conclusions to prepare the student in writing his or her research paper. *Credit: 6 units. Prerequisite: Passing the comprehensive examination.*

GS 260 Action Research Paper

The student identifies a certain problem and conducts research to find out its possible cause/s and solutions. The student investigates the possible solutions and recommends the most feasible one/s. Each student works under the supervision of his/her adviser and completes an action research paper for presentation to a panel of faculty members. This oral presentation will involve the panel's critique of the student's action research experience. *Credit: 6 units. Prerequisite: NONE.*

GS 301 Information System Strategy/MIS

The course emphasizes the benefits of information, communication, and technology to all levels of management. The course concentrates on management issues rather than on the technology itself. *Credit: 3 units. Prerequisite: NONE.*

GS 303 Entrepreneurship

This course is about starting a new venture, opportunity screening and selection, business plan/proposal development, and raising of the required financing. It is done through a trimester long simulation, wherein the instructor plays the role of a venture capital agent. Students then have the entire trimester to convince the agent to invest in their business start-ups. *Credit: 3 units. Prerequisite: NONE.*

GS 304 e-Commerce

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

consumers' transactions. Emphasis is on the use of the Internet in the conduct of the course. To ensure effective learning, the students are given access to the Internet. *Credit: 3 units. Prerequisite: NONE.*

GS 305 Investment Management

This course focuses on the applications of the different investment theories, proper allocation of resources to achieve optimal returns. It will also involve the different valuation tools, the Philippine financial markets, instruments, portfolio theory, equity and fixed income securities, options, and futures. *Credit: 3 units. Prerequisite: Financial Management.*

GS 306 Conflict and Negotiations

The course takes up the various types of conflict that may arise in an organization. The possible sources of these conflicts and how these may be resolved will be discussed. Some conflicts require negotiations between parties for these to be resolved. How to use negotiations to resolve conflicts will also be taken up in the course. *Credit: 3 units. Prerequisite: NONE.*

GS 307 Personality Assessment for Work

Some work requires certain types of personalities. How to properly match personality types with work requirements will be taken up in this course. *Credit: 3 units. Prerequisite: NONE.*

GS 308 Global Business Management

The students encapsulate their knowledge through material knowledge of international trade and its management, on this course. International trade policies, restrictions, agreements, countertrade, tariffs, foreign exchange, and the balance of payments will be the subject topics. The course equips our student with the fundamental knowledge to trade among nations in a global-based approach. *Credit: 3 units. Prerequisite: Organization and Management.*

GS 309 Philippine Business Environment

The course takes up the intricacies in doing business in the Philippines starting from the barangay where the business is to be situated to the city hall where the necessary permits are to be secured to the national agencies where the business reports need to be submitted on a regular basis. *Credit: 3 units. Prerequisite: NONE.*

GS 310 Sales Management

This course deals with the management of a sales force with the objective of maximizing overall sales performance in terms of both effectiveness and efficiency. *Credit: 3 units. Prerequisite: NONE.*

GS 315 Organizational Development

The course deals with the process of effecting organizational change by drawing on the theories of sociology and psychology. *Credit: 3 units. Prerequisite: NONE.*

GS 316 Philippine Business Environment

The course takes up the intricacies in doing business in the Philippines starting from the barangay where the business is to be situated to the city hall where the necessary permits are to be secured to the national agencies where the business reports need to be submitted on a regular basis. *Credit: 3 units. Prerequisite: NONE.*

GS 317 Global Business Management – same as GS 308**GS 321 Management Information Systems**

The course emphasizes the benefits of information, communication, and technology to all levels of management. The course concentrates on management issues rather than on the technology itself. *Credit: 3 units. Prerequisite: NONE.*

GS 323 Human Resource Development in the Public Sector

The course will be a thorough treatment of the principles and techniques for managing people in the government service with specific reference to the Philippine setting. In the light of the continually evolving structure (reinventing, reorganization, reengineering, rationalization, etc.) of human resource management in Philippine public administration, this course gives the students and first-line supervisors/administrators practical overview of the country's human resource management principles, policies, processes, techniques and tools for management as applied in various public organizations in the country. Emphasis is placed on using individual-oriented functions for achieving organizational missions and purpose. Topics on organizational development, training and development, performance appraisal, and other pertinent subject matters will be discussed. *Credit: 3 units. Prerequisite: NONE.*

GS 324 Development Economics

This course provides an interdisciplinary approach to the study of development and the problems of developing countries, regions, and local government units. The course emphasizes that the essence of development is economic, but the explanatory factors are not limited to economics alone. In this course, historical, institutional, social, political, and environmental factors are also used to explain economic development. The course relates to economic development theories, analytical concepts, and models to the economic development problems of local government units. *Credit: 3 units. Prerequisite: NONE.*

GS 325 Urban and Regional Planning

The course includes fundamental theories, concepts, and principles of urban planning and regional development. In the context of Philippine public administration and governance, the course will highlight urban planning and regional development as critical inputs to Philippine public administration's areas of study such as local governance and development administration. Emerging issues and prospects for urban planning and regional development in the Philippines shall be comprehensively discussed. *Credit: 3 units. Prerequisite: NONE.*

GS 328 Macroeconomics

This course introduces the students to intensive macroeconomic concepts and data such as national income, price and quantity indices, economic models, aggregate consumption, and investment behavior. The course provides students with an opportunity to analyze the contemporary macroeconomic problems of the country and to formulate the appropriate policies to address these problems. *Credit: 3 units. Prerequisite: Economic Analysis.*

GS 329 Environmental and Resource Policy

This course is intended for students who expect to specialize and undertake a policy paper on environmental and resource policies. In the context of sustainable development economics and public administration and governance in the Philippines, the course will tackle environmental policy as an emerging area or field of study in Philippine national and local governments. Actual cases from national agencies as well as local government units will be tackled to help the student understand and appreciate the nuances of environmental policy. *Credit: 3 units. Prerequisite: NONE.*

GS 330 Special Problems and Challenges in Philippine Public Administration and Governance in the Philippines

This course covers all emerging topics and research thrusts in Philippine public administration and governance, particularly those not thoroughly covered by all core, major, and cognate courses. The course will essentially allow the MPA students to widen their appreciation and understanding of the study and practice of public administration and governance in the Philippines by guiding them as they explore to new and emerging areas/fields of interests and/or research that are directly or indirectly relevant to Philippine public administration and governance's major areas – public policy, organizational studies, fiscal administration, and local governance. *Credit: 3 units. Prerequisite: NONE.*

GS 331 Managerial Accounting and Control

This course introduces the students to the basic principles and actual practices of managing financial resources and accounting for-profit and non-profit organizations. The course provides the students with adequate knowledge of accounting and desirable analytical tools used in managing a business. Pre-requisite: Refresher course in Accounting. *Credit: 3 units. Prerequisite: NONE.*

GS 340 Theory of Numbers

This course covers and discusses well-ordering principle; fundamental theorem of Algebra; divisibility; primes, canonical form; consequences; Euler's functions; Diophantine equations, Fermat's, Theorem; Wilson's theorem, and Chinese Remainders Theorem. *Credit: 3 units. Prerequisite: NONE.*

GS 341 Abstract Algebra for Teachers

This course explains the concepts of sets and logic, functions and relations, integers, isomorphism of groups, rings, and fields, matrices, vector spaces, and linear transformations.

GS 343 Geometry for Teachers

This course has modern elementary geometry, elementary transformation, projective geometry, non-Euclidean geometry, and foundation of geometry. *Credit: 3 units. Prerequisite: NONE.*

GS 345 Calculus for Teachers (formerly GS 342)

The course has applications of Euler's equation, Legendre conditions,

Jacobe's conditions, Isoperimetric problems, Long-ranges methods, and Dirichlet's principle. *Credit: 3 units. Prerequisite: NONE.*

GS 346 Quantitative Techniques (formerly GS 344)

The course enables the students to know the scientific approach to decision making when solving problems. The determination of the most efficient use of limited resources in maximizing some measure of benefits could be solved using the graphical method or algebraic method. *Credit: 3 units. Prerequisite: NONE.*

GS 402 Marketing Research

The course aims to develop mastery in marketing research methods for a variety of marketing applications. Among the important topics to be covered are consumer behavior, price sensitivity, brand preference, and advertising effectiveness. *Credit: 3 units. Prerequisite: NONE.*

GS 403 Retail Marketing

The course exposes the student to the intricacies of merchandise management from procurement to stacking and proper store management. *Credit: 3 units. Prerequisite: NONE.*

GS 440 Applied Linguistics for Communication Arts

This course focuses on basic language theories and principles and approaches to language analysis as they apply to Communication Arts. *Credit: 3 units. Prerequisite: NONE.*

GS 441 Language Acquisition, Theories, Principles, and Research

This course deals with the psychological and sociological forces in second language acquisition and learning, language theories and principles, techniques of analysis, developmental studies including error analysis. *Credit: 3 units. Prerequisite: NONE.*

GS 443 Production, Adaptation, Presentation and Evaluation of Learning and Testing Materials

This course deals with the preparation of materials of instruction for classes in English. As well as testing materials. *Credit: 3 units. Prerequisite: NONE.*

GS 444 Teaching Contemporary Literature

This tackles the various methods of teaching literature, with a focus on the notable works of contemporary writers. *Credit: 3 units. Prerequisite: NONE.*

GS 445 Teaching English as a Second Language (replacement of GS 442)

This course focuses on the basics of teaching English as a Second Language, understanding the basics of the profession as well as an understanding of tried and tested teaching techniques and strategies. *Credit: 3 units. Prerequisite: NONE.*

GS 501 Controllership

The course touches on the theory of organizations, the controller and the management team, the controller and the finance functions, operational planning and control, long range and short range planning and information handling. *Credit: 3 units. Prerequisite: Managerial Accounting and Control.*

GS 502 Corporate Finance

This course deals intensively with problems tackled by top management related to operating/financial leverage, management of working capital, techniques of financial planning, capital budgeting, cost of capital and capital structure of the company. *Credit: 3 units. Prerequisite: Financial Management.*

GS 503 Curriculum Design and Instruction

This course introduces graduate students to the process of curriculum design and instruction. Students will have the opportunity to develop a definition of curriculum and instruction that reflects their own personal philosophy of education. Various curriculum development models will be explored so students can compare models to their own personal philosophies of education. Students will develop their own model of curriculum development and instruction. *Credit: 3 units. Prerequisite: NONE.*

GS 504 Teaching Strategies

It deals with the different methods of effectivity imparting concepts and theories to students. *Credit: 3 units. Prerequisite: NONE.*

GS 505 Outcomes-Based Education

The course deals with the proper assessment tools to find out the absorption by students of course content. *Credit: 3 units. Prerequisite: NONE.*

GS 506 Business Courses I

This is a review of the core or foundation courses in the MBA program. This will be composed of modules in 1) Management Science 2) Managerial Accounting and Control; 3) Managerial Economics. *Credit: 3 units. Prerequisite: NONE.*

GS 507 Business Courses II

This is a review of the functional areas in the MBA program. This will be composed of modules 1) Marketing Management; 2) Production/ Operations Management; 3) Financial Management and 4) Human Behavior in Business Organizations. *Credit: 3 units. Prerequisite: NONE.*

GS 508 Case Writing/Case Teaching

The course aims the students to develop and write business cases as tools for teaching business subjects. This will start with the identification of ideal companies for business cases, problem areas identification, analysis of possible solutions, and identification of the best probable solution under existing circumstances. This will also involve the preparation of teaching notes for the cases developed. *Credit: 3 units. Prerequisite: NONE.*

GS 509 Education and Technology I

This involves teaching the student to use multi-media in conducting lectures. This will start with the use of software like powerpoint and Prezi. The student will also be taught how to develop online modules. *Credit: 3 units. Prerequisite: NONE.*

GS 510 Development of Online Modules

Introduce the student on how to deliver the course content via the internet. *Credit: 3 units. Prerequisite: NONE.*

GS 511 Teaching Online Modules

The course deals with the use of internet in delivering the subject matter to students. *Credit: 3 units. Prerequisite: NONE.*

GS 545 Philosophical, Psychological, and Sociological Foundations of Counseling (replacement of GS 204)

It provides an overview of the various foundations of counseling from a philosophical, psychological, and sociological perspective. It also includes discussions on the legal context of guidance and counseling. *Credit: 3 units. Prerequisite: NONE.*

GS 546 Practicum in Guidance and Counseling (180-200 hours)

This explores the various aspects of guidance and counseling, as framed within the context of the larger social issue facing society in general and schools in particular, in order to develop/increase guidance and counseling skills. Service learning will be an integral part of the course providing a means to examine potential roles guidance counselors do and play in contemporary school settings. *Credit: 3 units. Prerequisite: NONE.*

GS 604 Development Economics

This course deals with the applications of economics to the study of developing countries. Concepts such as poverty, economic development, income inequality, and growth are among the topics to be included. *Credit: 3 units. Prerequisite: Economic Analysis.*

GS 606 Organization and Management in the Educational Institution

This course focuses on specific professional and practical preparation for the governance of the school, duties, powers, and responsibilities of the administrators. Preparation and adherence to budget, general school laws, good human relations involving teaching efficiency and internal discipline. *Credit: 3 units. Prerequisite: NONE.*

GS 607 Counseling Theories

This course compares and contrasts the various theories in counseling such as Psychoanalytic, Adlerian, Gestalt, Existential, Behavioral, Cognitive, Humanistic, Eclectic, and others. A formulation of a personal counseling theory is required. *Credit: 3 units. Prerequisite: NONE.*

GS 608 Counseling Tools and Techniques

This course deals with the many different ways of adapting techniques from several theoretical models to specific types of individual or group the

future counselor will lead. Counselor's creativity is challenged in modifying techniques to suit his own counseling style. *Credit: 3 units. Prerequisite: NONE.*

GS 609 Group Process and Program Development

This course underscores the importance of a group in the development of an individual. It also discusses the primary concepts basic to group work in the distinct characteristics of group counseling. *Credit: 3 units. Prerequisite: NONE.*

GS 610 Psychological Tests and Interpretation

This course exposes students to difficult categories of psychological tests vis-à-vis the various assessment techniques used for personality appraisals and research procedures. The student is expected to prepare a psychological report expounding the tests used and its interpretation. *Credit: 3 units. Prerequisite: NONE.*

GS 611 Organization and Administration of Counseling Services

This course orients and trains students with different services, taking center stage counseling service, and the effectiveness of the guidance counselor. *Credit: 3 units. Prerequisite: NONE.*

GS 612 Career Counseling and Development

This course discusses two dimensions of career counseling and analyzes it as an art and as a science. Vocational planning and career development in interventions are also explored. *Credit: 3 units. Prerequisite: NONE.*

GS 641 Fiscal Management of Educational Institution

This course covers theory and technology of school of finance, emerging patterns of financial planning and management and evaluation in relation to the principles and policies of expenditures, revenue, support, and control. *Credit: 3 units. Prerequisite: NONE.*

GS 642 Education and Law

This course deals with the interpretation of intentions of constitutional provisions, legislation decrees, letters of instruction as well as legal issues affecting education and educational system. *Credit: 3 units. Prerequisite: NONE.*

GS 645 Planning and Control (formerly GS 643)

This course covers policies, programs, and processes that affect the administration of faculty, staff, and other non-teaching personnel in an organization. Plan and implement in-service training for development, enhance wholesome public human relations towards the attainment of institutional objectives and national goals.

For governance and practical study of the whole project development cycle with specific emphasis on a theoretical framework, methods tools, and techniques used in project development and evaluation. *Credit: 3 units. Prerequisite: NONE.*

GS 645 Planning and Control (formerly GS 327)

The course covers policies, programs, and processes that affect the administration of faculty, staff, and other non-teaching personnel in an organization. Plan and implement in-service training for development, enhance wholesome public human relations towards the attainment of institutional objectives and national goals.

For governance and practical study of the whole project development cycle with specific emphasis on theoretical frameworks, methods tools, and techniques used in project development and evaluation. *Credit: 3 units. Prerequisite: NONE.*

GS 721 Health, Environment and Nutrition

The course examines the interactions between food production and consumption, health, and the environment through environmental and food justice lenses. It explores topics such as public health disparities and their structural causes, environmental toxins in the food system and their impact on workers and consumers, as well as policies that have or could impact these outcomes in health in both historical and contemporary contexts. *Credit: 3 units. Prerequisite: NONE.*

GS 722 Principles of Epidemiology

In this course, students will learn and apply basic concepts of epidemiology to multiple domains of public health. The course will include basic research designs, estimating outcome measure, and establishing cause and effect and effectiveness of interventions to prevent and cure disease. *Credit: 3 units. Prerequisite: NONE.*

GS 723 Practice of Health Administration

This course provides a foundation in Health Services Administration. The course introduces the student to the structure and functions of the Philippine Health Care System. The health care system in the community and its environment are examined to determine how they impact health services administration. Topics to be covered include: overview of the Philippine Health Care System (private and public sectors), interface between Public Health and Philippine Health Care System, various health care delivery structures, health care workforce, health care resources, types of health services, financing of health services and healthcare coverage, meeting the health care needs of special populations, and critical issues in health services. *Credit: 3 units. Prerequisite: NONE.*

GS 724 Health Trends and Issues

This course presents an overview of health issues through an examination of major determinants of health and key areas of disease burden. Students will be introduced to the complex tapestry of social, economic, and environmental factors that affect public health outcomes. Students will examine an intervention to understand features of successful programs. *Credit: 3 units. Prerequisite: NONE.*

GS 725 Hospital Organization and Management

This course provides the student ideas and concepts of the different organizational structures and the advantages and disadvantages of each. This course also focuses on the patterns of behavior of individuals and as part of a group in a hospital organization. The different stimuli and reactions of individuals under group influence under varying circumstances and conditions are analyzed. *Credit: 3 units. Prerequisite: NONE.*

GS 740 Instructional Analysis

This course leads to the development of skills in the use of certain tools in instructional analysis. *Credit: 3 units. Prerequisite: NONE.*

GS 741 Curriculum and Evaluation

It is a critical examination of the basic concepts underlying the determination of objectives, the selection, and organization of learning opportunities and evaluation process. *Credit: 3 units. Prerequisite: NONE.*

GS 752 Seminar in Thesis Writing

This course is designed to provide support and structure to students in the first phases of thesis development. Assignments will be geared toward teaching effective and sophisticated research practices as well as writing and argumentation skills. In this class, students will define and refine their topic, thesis, and points of evidence in order to produce a proposal and a detailed outline of the thesis. *Credit: 3 units. Prerequisite: NONE.*

IT 101 Advanced Database Management System

This course provides the students with the general overview of the nature and purpose of the database systems which includes concepts on how the database system has developed, common features of the database and what database does for the user. The course also covers basic concepts of relational models such as database structures, schemas, keys, relational query language, and relational operations. The theory of functional dependencies and normalizations is also covered with emphasis on the motivation and intuitive understanding of each normal form. The course also introduces the fundamentals of the transaction-processing system: atomicity, consistency, isolation, and durability. It provides an overview of the methods used to ensure these properties, such as locking and snapshot isolation. The course will discuss the concurrency control and presents several techniques for serializability that includes locking, time stamping, and optimistic (validation) technique and deadlock issues. Primary techniques for ensuring correct transaction execution despite system crashes and storage failures like logs, checkpoints, and database dumps are also covered. *Credit: 3 units. Prerequisite: NONE.*

IT 102 Advanced Data Structures

This course explores selected topics on fundamental data structures that may be multidimensional, metric, geometric, kinetic, self-adjusting, concurrent, distributed, and others. Students will analyze, design, modify and implement many of the advanced data structures used in computer science that are universal to most programming languages. Other topics include program design and implementation, algorithm analysis, and object-oriented programming design. *Credit: 3 units. Prerequisite: NONE.*

IT 103 Advanced Operating Systems and Networking

This course covers general issues of design and implementation of advanced modern operating systems. The focus is on issues that are critical to the

applications of distributed systems and computer networks, which include interprocess communication, distributed processing, sharing, and replication of data and files. Approximately two third of the course will be devoted to basic concepts and techniques, and the remaining third will be on assorted current topics in modern operating systems and distributed systems. *Credit: 3 units. Prerequisite: NONE.*

IT 104 Advanced Systems Design and Implementation

The main objective of this course is to provide students with an overall foundation of systems analysis and design to effectively and efficiently design and implement the system. Topics to be covered include system development tools, cost-benefit analysis, prototyping, alternate system design strategies, designing human interface, software development life cycle, rapid application development and CASE tools, systems planning and selection, system analysis, system design, and system implementation and operation. *Credit: 3 units. Prerequisite: NONE.*

IT 201 Fundamentals of Enterprise Resource

The course tackles the basic understanding of the business process through both discussion and hands-on activities in ERP software. Concepts they will be discussed include the importance of implementing an ERP to a company; change management, successes, and failures in ERP. Students will use ERP software in basic business processes, including sales, procurement, asset management, and production. *Credit: 3 units. Prerequisite: NONE.*

IT 202 Global IS

This course provides students with a basic understanding of how the global economy is influenced by information systems and technology. Topics include Introduction to global information systems management issues associated with culture, politics, and geo-economics, international IS standards and regulations, outsourcing, and off-shoring. *Credit: 3 units. Prerequisite: NONE.*

IT 203 Strategic Enterprise Management

The course prepares students to become familiar with strategic vision, strategic planning, strategic diagnosis, strategic choices strategy implementation, creating value for the enterprise stakeholders. It includes an understanding of technology innovation, power relationships, and key factors of enterprise. *Credit: 3 units. Prerequisite: NONE.*

IT 204 Configuration and Implementation of ERP

The course covers configuration using ERP software. Configuration is discussed in this course. Students set up their own organizational structures for their company and then test their companies by completing basic business processes. An added dimension includes integrating companies together to complete business processes. *Credit: 3 units. Prerequisite: NONE.*

IT 205 Technology and Project Management

The course covers key components of project management including project integration, project scope management, project time and cost management, quality management, human resource considerations, communications, risk management, and procurement management. *Credit: 3 units. Prerequisite: NONE.*

IT 206 Seminar in ERP Development

The course focuses on developing customized end-user reports, utilizing SAP Business Intelligence tools to make organizational decisions, and customizing the user interface to SAP R/3. First, this course will examine these techniques by starting with the exploration of SAP's Business Objects tools to examine organizational data, develop customized end-user reports, and create digital programs. *Credit: 3 units. Prerequisite: NONE.*

IT 207 Foundations of Business Intelligence and Analytics

In this course, the students will learn how to identify, evaluate, and capture business analytic opportunities that create value, learn basic analytic methods, and analyze case studies on organizations that successfully deployed these techniques. During the first part of the course, the course focuses on how to use data to develop insights and predictive capabilities using machine learning, data mining, and forecasting techniques. On the second part, the course focuses on the use of optimization to support decision-making in the presence of a large number of alternatives and business constraints. Finally, the course explores the challenges that can arise in implementing analytical approaches within an organization. *Credit: 3 units. Prerequisite: NONE.*

IT 208 Business Analytics for Business Intelligence

This course introduces students to the tools and techniques of data analytics with application to business intelligence. Students will be introduced to

the main tools of data analytics, both descriptive and predictive. Case studies will provide the links to intelligence that businesses, in the broadest sense of the term, can use. The unit is designed to be of interest to students in a range of disciplines including health, education, sport, and management. *Credit: 3 units. Prerequisite: NONE.*

IT 209 Enterprise Data Management

This course introduces the foundations of database systems, focusing on data modeling, query design, and applications. The course provides an understanding of the issues in designing and managing database systems as an essential organizational resource. It covers the components of enterprise data management and places a strong emphasis on data modeling as well as the DBLC (Data Base Life Cycle). Implementing a database using SQL is an art and a science and will be addressed in the course. Data warehousing and data mining issues will also be examined. *Credit: 3 units. Prerequisite: NONE.*

IT 210 Introduction to Data Mining

This course deals with Data Mining studies algorithms and computational paradigms that allow computers to find patterns and regularities in databases, perform prediction and forecasting, and generally improve their performance through interaction with data. It is currently regarded as the key elements of a more general process called Knowledge Discovery that deals with extracting useful knowledge from raw data. The knowledge discovery process includes data selection, cleaning, coding, using different statistical and machine learning techniques, and visualization of the generated structures. The course will cover all these issues and will illustrate the whole process by examples. Special emphasis will be given to the Machine. *Credit: 3 units. Prerequisite: NONE.*

IT 211 Analytical Techniques and Tools

This course focuses on using techniques and methods such as data mining, Bayesian analysis, remote sensing, network analysis, machine translation, and other decision-enabling tools to help analyze and solve international problems. During this course, the students will apply advanced tools against international problems such as but not limited to crime and terrorism, maritime piracy, infectious disease, sustainable agriculture, refugee movements, and more. This is an applied analysis and methods course where students not only learn about these tools but use them in their assignments. *Credit: 3 units. Prerequisite: NONE.*

IT 301 Project Study 1 (Project Proposal)

This course is a project-driven module for students built upon the concepts of Advanced Systems Design and Implementation. The students are expected to utilize their skills in requirement analysis, use case and object modeling, project management, programming, database design, written and oral communication skills in an active learning environment. The output of this course is a fully documented proposal where students have followed standards for the creation of an information systems project and program development. *Credit: 3 units. Prerequisite: NONE.*

IT 302 Project Study 2 (Project Implementation)

This course is the second phase of an IT Project where students are expected to present the information system study to ensure the model of the software development life cycles which includes documentation for requirement analysis, program specification, design, implementation, and integration. Students are monitored by a faculty member for supervision, consultation on the progress of the study, and the approval of the software development stage. The students are also expected to present the study in local and international conferences. *Credit: 3 units. Prerequisite: NONE.*

LIS 101 Research Design and Methods same as GS 232**LIS 102 Statistics same as GS 222****LIS 103 Foundations of Library and Information Science**

This course is an introduction to the history, philosophy, theory, processes, trends, and issues in of practice of library and information science as a profession. It provides an overview of the nature of information, the role of libraries, and the profession of librarianship in contemporary society. It incorporates historical developments, current trends, and the outlook for the future. The course will emphasize the values, principles, legal, and ethical responsibilities of the profession and builds a foundation for each student's ongoing professional development and leadership. *Credit: 3 units. Prerequisite: NONE.*

LIS 104 Special Topics in Library and Information Science I

The special topic in library and information science that is covered in this course is the public libraries, their role and purpose, legal and financial

framework and the varied context in which they operate that result in differences in the services they provide. *Credit: 3 units. Prerequisite: NONE.*

LIS 105 Special Topics in Library and Information Science II

It is the study and evaluation of information sources and services in the fields of anthropology, sociology, psychology, history, education, and political science. *Credit: 3 units. Prerequisite: NONE.*

LIS 201 Advanced Cataloging and Classification

This course deals with organizing library and information resources thru descriptive cataloging using AAR2R in MARC format, classification schemes, such as DDC, LC, and standard subject headings such as Sears List and LCSH. *Credit: 3 units. Prerequisite: NONE.*

LIS 202 Information Analysis

This course is an in-depth examination of macro and micro documents; conceptual aspects of classification, vocabulary control, thesaurus construction, abstracting, and indexing. *Credit: 3 units. Prerequisite: NONE.*

LIS 203 Advanced Library and Information Management

This course leads to the introduction to administration and management, the basic concepts and principles of management and its application to the library organizations, to the different types of libraries, the major administrative legislation, related practices, and trends. *Credit: 3 units. Prerequisite: NONE.*

LIS 205 Special Materials in Library and Information Center

This course deals with organization and management of government publications, serials, and non-book materials, including computer files. *Credit: 3 units. Prerequisite: NONE.*

LIS 206 Public Relations in Library and Information Center

This course deals with principles and practice of public relations as applied to libraries and information center, planning and designing a PR program for specific library and information center. *Credit: 3 units. Prerequisite: NONE.*

LIS 207 Library and Information Collection Management

The study topic focuses on the status of current issues and concerns in the collection management: systemic management of planning, composition, funding, evaluation, and use of library collection, an on-going program of collection maintenance-preservation, weeding, relegation and discard, written collection guidelines and policy, library cooperation and resource sharing. It is designed to equip/prepare the student to develop, administer, and evaluate libraries and information centers in their future practice. *Credit: 3 units. Prerequisite: NONE.*

LIS 208 Information Sources, System, and Networks (3 units)

This course is a study of information sources, information systems, and information networks in Science and Technology. Examines the multidisciplinary sources of information, expansion of research, and knowledge on information brought about the proliferation of information storage retrieval, transmission, and dissemination. *Credit: 3 units. Prerequisite: NONE.*

LIS 541a Advanced Information Sources and Services in Library and Information Center

This course covers a survey of information sources and information transfer processes and research patterns. A process-oriented examination of how information professionals answer reference questions. The interpersonal skills required for effective question negotiation and the sources with which questions are answered are stressed. *Credit: 3 units. Prerequisite: NONE.*

LIS 302 Legal and Ethical Issues

This course is designed to provide students with the relevant legal bases and ethical issues and considerations involved in the practice of librarianship. *Credit: 3 units. Prerequisite: NONE.*

CSEA 101 Principles and Philosophy of Extension Administration and Sustainable Development

Fundamental principles and philosophy of extension program administration and supervision and their importance to the general structure and operation of educational institutions, community organizations including the local government units, private sector, and agencies. *Credit: 3 units. Prerequisite: NONE.*

CSEA 102 Human Behavior in Organization with Social and Cultural Changes

Fundamental psychological, social, and management concepts relevant to Extension Administrators management with individual and group behavior, including supervisory behavior within organizational settings, multi-stakeholder and inter-agency engagements. The focus is on the change agents own behavior and the clientele system. *Credit: 3 units. Prerequisite: NONE.*

CSEA 103 Financial Management and Control

Financial Management and control, financial planning, and projections for extension and outreach programs and projects. *Credit: 3 units. Prerequisite: NONE.*

CSEA 104 Methods of Research and Development Planning

Understanding the methods of social researches with focus on the conduct of social and community-based researches from problem identification to analysis, interpretation, and writing of research report. Also included will be an introduction to basic natural sciences research methods useful in understanding ecological systems, and environmental studies. Emphasis will also be on research result utilization and use in extension program planning, advocacy, and policy formulation. *Credit: 3 units. Prerequisite: NONE.*

CSEA 201 Community Development/Community Organization with Disaster Risk Reduction and Climate Change Planning

Community development understood as a process, goal, method, program, and movement. Examined will be philosophy, principles, and problems of rural, urban, and the inclusion of DRR – CCP concerns, use of DRR-CCP data in sustainable community development in the Philippines. *Credit: 3 units. Prerequisite: NONE.*

CSEA 202 Extension Administration and Governance

Administrative orders, local government code, statutes, executive orders, memorandum circulars decrees, and other pertinent laws and policies related to extension work, public-private partnerships and engagements with an emphasis on local and regional settings. *Credit: 3 units. Prerequisite: NONE.*

CSEA 203 Extension Administration and Supervision with Community Immersion

Practicum in extension management based on conducted community study/ies by the graduate student. Research, planning, implementation, monitoring, and evaluation systems of extension programs/ projects implemented. *Credit: 6 units. Prerequisite: NONE.*

CSEA 204 Extension Program Planning for Sustainable Development

Seminar-workshop on Extension Program Design Documents (PDD), Research, and Project Proposals writing techniques for funding agencies, partner entities, partnership engagement strategies and agreements (MOAs, LOIs, Gas, FAs, and other implementation schemes). *Credit: 3 units. Prerequisite: NONE.*

CSEA 301 Issues and Trends in Community Development

Community Development Concepts and definitions; Historical approaches to community development; Community development in developing countries; Growth, Challenges, and Opportunities; Historical Approaches to Community Development in Northern America; Ecological, Interactional and Structural-Functional; Community development in Western Europe; Establishing sustainable community development; The future of community development. *Credit: 3 units. Prerequisite: NONE.*

CSEA 302 Strategic and Transformative Community Development

Concept and benefits of transformative community development; Definition of terms: Community, community development, strategic community development, transformative community development; Community development principles, Steps in designing and implementing community development intervention, when and why is transformative community development needed; Concept of strategic Community development; Foundations of strategic approach, Components of strategic community development, Source of capital in strategic Community Development; Strategic community development planning. *Credit: 3 units. Prerequisite: NONE.*

CSEA 303 Block field Practicum (Required)

This is a supervised field practicum experience in an approved social work agency which focuses on the development of beginning competency in the application of theory and skills acquired in the professional foundation courses to work with individuals, families, groups, and communities as a beginning

generalist. Professional behavior, demonstration of social work ethics, use of the problem-solving process, practical application of interviewing and recording skills, use of community resources and knowledge of the agency's fit in the human service delivery system are highlights of the course. *Credit: 3 units. Prerequisite: NONE.*

HM 110 Principles of Hospital Organization and Management

The course will provide the student ideas and insights into the different organizational structures and the advantages and disadvantages of each. The course will also focus on the patterns of behavior of individuals and as part of a group in a hospital organization. The different stimuli and reactions of individuals under group influence under varying circumstances and conditions shall be analyzed. *Credit: 3 units. Prerequisite: NONE.*

HM 211 Management of Human Capital

This course covers human resources functions such as, but not limited to, recruitment, selection, placement, compensation, rewards system, training and development of employees retention schemes such as stock option plans, profit sharing, etc. Using case studies, it will provide students the opportunity to apply concepts, theories, and best practices to the challenges they may face in more senior leadership positions. *Credit: 3 units. Prerequisite: NONE.*

HM 212 Legal Aspects of Hospital Administration

This subject drills down the Philippine laws that regulate hospital operations, the medical practice, the rights of patients and healthcare institutions and workers as well as recent court decisions related to these. *Credit: 3 units. Prerequisite: NONE.*

HM 213 Financial Sustainability in Hospital Operations

The course starts with the proper interpretation of financial reports even by non-accountants and proper costing of services to derive appropriate prices. The student will be expected to develop the decision-making skills in the acquisition of major hospital equipment considering hospital resources, e.g. using borrowings or retained earnings or additional capitalization, leasing, sale and leaseback arrangements, etc. proper working capital management, handling of receivables from promissory notes and proper settlement of payables without negatively affecting the hospital overall liquidity picture. *Credit: 3 units. Prerequisite: NONE.*

HM 214 Hospital Planning, Design and Operations Management

The course introduces graduate students to the technical aspects of hospital operations, starting with the choice of appropriate hospital location, building construction, layout of the various departments, and setting up of facilities and workflow. The course will likewise expose the student to current trends in hospital administration based on latest developments such as effective consignment arrangements with suppliers, determination of re-order points for critical supplies, etc. *Credit: 3 units. Prerequisite: NONE.*

HM 215 Hospital Policy and Quality Standards Management

The course exposes the students to the ramifications of policies that affect healthcare, patients, and other stakeholders. The course provides standards, guidelines, conditions, and actions to maintain and qualify for the grading standards of Philhealth and the Department of Health. *Credit: 3 units. Prerequisite: NONE.*

HM 221 Marketing of Hospital and Ancillary Services

This course will teach the students the proper way of marketing of hospital services to achieve the desired census. Major focus of the study is market identification and profile, marketing objectives and strategies, customer satisfaction and developing the needed marketing plan to create awareness, knowledge, attitude, and patronage of the hospital and its services. In this course, the student will be guided on how to make a marketing plan for his/her chosen healthcare institution. *Credit: 3 units. Prerequisite: NONE.*

HM 311 Corporate Social Responsibility and Sustainability Management

This course looks at the corporate soul beyond the bottom line: how organizational decisions affect the different stakeholders, the community, government, and organizational employees. The course investigates an organization's conduct of business, taking into consideration the economic, environmental, and social aspects, often referred to as the triple bottom line. The course will also give the students views of notable business failures resulting from managements' disregard of CSR and principles of good governance. *Credit: 3 units. Prerequisite: NONE.*

HM 321 Healthcare Informatics

The course imparts to the student the usefulness of an appropriate

Management Information System under the hospital setting in monitoring the expenses accruing to a patient, the inventory levels of all supplies, patient records. In this course, the student will also gain knowledge on currently available Information systems designed for hospital use. The student should be able to determine the management information system best suited for his/her hospital. *Credit: 3 units. Prerequisite: NONE.*

HM 322 Human Values and Professional Ethics in Healthcare Management

The course exposes the student to ethics in the management of healthcare institutions, how issues of ethics have developed in the recent past, and how ethics may be applied for the future. Ethics and basic conceptual and practical tools are defined so that the hospital managers, clinicians, and staff can make sound ethical decisions. *Credit: 3 units. Prerequisite: NONE.*

ENT 111 Foundation Skills

Purposeful, in its name, The “Boost” Camp is named as such as it will enhance the student’s insighting process for their enterprise goals and learning strategies. Innovation sparks sessions energize the students towards value creation. *Credit: 6 units. Prerequisite: NONE.*

ENT 112 Environmental Assessment: External Environment

Students will appreciate the external and internal landscape that is critical in enterprise innovation and solutions convergence. How customer, technology, political, and internal inflection growth trends affect the company is the theme for this environmental assessment sub-module. *Credit: 3 units. Prerequisite: NONE.*

ENT 113 Environmental Assessment: Internal Environment – same as ENT 112

ENT 114 Strategic Plan Integration 1

Although the students and the faculty will be busy with their strategic project plan throughout the program, the last two months will be spent on consolidating a concise, complete, and coherent strategic plan that shows the proposed scalable and sustainable approach to their enterprise. *Credit: 2 units. Prerequisite: NONE.*

ENT 115 Product and Service Marketing

Understanding the fundamental difference between Product and Service Marketing develops the student’s value chain into one that is purposeful and

deliberate. Strategy development is designed to be aligned with one's business type with customer retention and business expansion as goals. *Credit: 3 units. Prerequisite: NONE.*

ENT 116 Product/Service Delivery and Value Chain

A critical understanding of the customer and the market cross-analyzed with the delivery of value is imperative in the student's business development. The value chain is intrinsically designed according to the student's diligent analysis of their customer's current and emerging needs. *Credit: 5 units. Prerequisite: NONE.*

ENT 117 Strategic Plan Integration 2 same as ENT 114. *Credit: 1 unit. Prerequisite: NONE.*

ENT 118 Strategic Human Resource and Talent Development

The challenge of behavioral sciences – performance at work – is at the crux of the HR module. Talent management and development also becomes a focal point, as digitization nurtures knowledge workers that imbibe unique nuances in productivity. *Credit: 3 units. Prerequisite: NONE.*

ENT 119 Financing, Valuation, and Negotiations

Project financing, coupled with strategic negotiations, make this module exciting and unique in its approach to stewardship in Financial Management. The entrepreneurial approach to finance is discussed deeper, especially in the context of informed decision-making. *Credit: 3 units. Prerequisite: NONE.*

ENT 120 Strategic Plan Integration 3 same as ENT 114. *Credit: 1 unit. Prerequisite: NONE.*

ENT 121 Organizational Development and Leadership

Having gone through the functional aspects of the enterprise with Rockstar Entrepreneurs, the students prepare themselves for other topics that involve their leadership. These topics go beyond growth and business development albeit complementary: partnership development, replicating success, managing change in the era of information, and further topics in innovation. *Credit: 5 units. Prerequisite: NONE.*

ENT 122 Strategic Plan Integration 4 same as ENT 114. *Credit: 1 unit. Prerequisite: NONE.*

5. Location and Facilities

LOCATION

The JRU Graduate School is located in the Tower Building, Jose Rizal University, 80 Shaw Boulevard, Mandaluyong City. Jose Rizal University is accessible through many public transport lines passing directly in front of and around the school.

FACILITIES

Classrooms. All graduate school classes are held in the Tower Building (fronting Shaw Boulevard). All graduate school classrooms are fully air-conditioned and are either flat or amphitheater-type. Classes are held from 6:00 p.m. to 9:30 p.m. from Monday to Friday and the whole day of Saturday.

Research Office. For information and activities of the research concerns of the University, the Research Office is accessible to students at Room T-13.

Library. The University has among the most comprehensive library facilities in Metro Manila. The Graduate School library is located on the second floor of the Tower. It contains a reading room specifically for graduate students. A “magazine stand” complete with the latest journals is available. An additional reading room area is available on the top floor of the Tower.

Access to Information Technology. The computer room (room T-22) is located within the Tower and is fully operational with complete Internet access.

Athletic Facilities. The University has developed a range of athletic facilities and activities such as intramural events for basketball, volleyball and table tennis. Interested students can contact the Athletics Office for more information.

Parking. The University has ample parking area for its graduate students.

Security. The University prides itself in its security arrangements for its students. IDs are strictly checked to ensure that only students, faculty, JRU employees, and pre-identified guests are allowed inside the campus.