

## Academic Calendar, SY 2021-2022

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	1 <sup>st</sup> Trimester	2 <sup>nd</sup> Trimester	3 <sup>rd</sup> Trimester
Registration	Aug. 2-14	Nov. 29-Dec.11	Apr. 4-13
Classes begin	Aug. 16	Dec. 13	Apr. 18
Midterm exams	Sep. 27-Oct. 2	Feb. 7-12	May 30-Jun. 4
Final exams	Nov. 22-27	Mar. 28-Apr. 2	July 25-30
Last day of trimester	Nov. 27	Apr. 2	July 30
Christmas vacation begins		Dec. 19	
First day of class after Christmas		Jan. 3, 2022	

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## 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 the Philippine Association of Personnel Management in Private Schools (PAPMIPS) in 1997.

In its more than 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 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 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.

### **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 OUTCOMES

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.

## 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's website, which explains how the University collects, uses, retains, and discloses the 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.

## LOCATION AND FACILITIES

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.

<b>Accounting Office</b>	For school fees assessment and student accounts clearances. Located at the ground floor of Building A (Room A-13).
<b>Cashier</b>	For payment of accounts. Located at the ground floor of Building A (Room A-16).
<b>Community Development Office</b>	For community extension and outreach programs. Located at the ground floor of Building C (Room C-17).
<b>Dean's Office</b>	For study programs, academic matters, and communication to faculty and parents/ guardians. Located at the ground floor of Tower Bldg. (Room T-12)
<b>Graduate School Library</b>	Located on the second floor of the Tower
<b>Guidance and Testing Office</b>	For counseling (educational, social, career or personal), testing (IQ, Personality), request of Good Moral Character, and application for scholarships. Located at the 2 <sup>nd</sup> floor of Building H (Room H-212)
<b>ITBL Office</b>	For flexible/blended learning courses (Canvas). Located at the 2 <sup>nd</sup> floor of Building H (Room H-202).
<b>IT Office (Technical)</b>	For technical support, ID, and email concerns. Located at the 2 <sup>nd</sup> floor of Building H (Room H-211).
<b>Medical and Dental Clinic</b>	For first aid medical and dental services and benefits. Located at the ground floor of Building C (Room C-18).

<b>Registrar's Office</b>	For scholastic records, evaluation, diplomas, certificates, transfer credentials. Located at the ground floor of Building A (Room A-18).
<b>Student Accounts Office</b>	For student accounts, assessment, examination permits, periodical, and final grades. Located at the ground floor of Building A (Room A-15).
<b>Treasurer's Office</b>	For tuition fee adjustments and refunds. Located at the ground floor of Building A (Room A-13).
<b>Vice President for Academic Affairs</b>	Located at the ground floor of the Tower Building (Room T-13).

### PROGRAMS OFFERED

The Graduate School offers the following programs:

Doctor in Business Administration (DBA)  
Doctor in Public Administration (DPA)  
Doctor of Education (EdD)  
*Major in Educational Management, and Sports Management*  
Master of Business Administration (MBA)  
Master in Business Administration  
*Major in Entrepreneurship, Organizational Development, Retail Management, and Supply Management*  
Master in Public Administration (MPA)  
Master in Public Administration Major in Public Health  
Master of Arts in Education (MAEd)  
*Specialization in Educational Administration, Language Education, Mathematics, Special Education, and Guidance and Counseling*  
Diploma Course in Local Government

In partnership with Baliuag University, the Graduate School offers a Master in Business Education (MBE) and Master of Library and Information Science (MLIS).

Also offered at the 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) is in partnership with Olive Branch and the Master in Hospital Management (MHM) in partnership with Program Designers and Mentors Guild, Inc. were started.

The Graduate School's Master in Business Administration (MBA) and Master in Public Administration (MPA) were awarded the seal of excellence and distinction with the Level IV Accreditation, and the Master of Arts in Education (MAEd) program with Level III Accreditation 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 Graduate School Division earned its ISO 9001:2015 certification last May 2018.

Lastly, the University was awarded a Three Stars rating in the Quacquarelli Symonds (QS) Star Rating System. JRU is among the first private universities rated in the 2021 QS Stars Rating.

### **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.

### **PROGRAM ORIENTATION**

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:

**Course-specific competencies:** has an adequate understanding of content in each course (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 practical 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 their own research 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.

## **FLEXIBLE/BLENDED LEARNING**

The Institute of Technology-Based Learning (ITBL) aims to broaden the integration of educational technology at Jose Rizal University. This is accomplished through the offering of flexible and blended learning courses using a Learning Management System. Within these learning courses, students have synchronous and asynchronous sessions to accomplish activities such as experiments, group projects, discussions, and other learning experiences. Students participate within an online setting, assisted by virtual faculty presence, virtual laboratories, video, and other technology enhancements.

## **ADMISSION REQUIREMENTS**

To be eligible for admission to the graduate program, the applicant must possess at least a Bachelor's degree in Arts or Sciences. The online application form may be filled out using the link <http://aims.jru.edu/aims/applicants/>

During this time, the applicant should submit 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

#### International 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

### International 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

In cases where the admission credentials are deficient, incomplete, or cannot be substantiated at the moment, an Undertaking Form shall be executed by the applicant.

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 decide 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.

## ENROLLMENT PROCEDURES

In general, the enrolment process has three major stages: (a) filling out forms, (b) registration, and (c) payment of school fees. In addition, other procedures must be done even after the student has completed his/her enrolment.

For safety and convenience, students are enjoined to enroll remotely thru online registration. Students may enroll without stepping foot on campus following the online procedures for remote enrolment. In cases where a face-to-face transaction is preferred, the campus is open for onsite enrolment.

Students enrolling for the first time at Jose Rizal University should access the Online Applicant Access Module, fill-out the necessary/required information, and inform the enroller once done. The enroller 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 courses offered through the University's Online Registration System. Students should select courses 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), issued an Enrolment Permit (EP), and made an initial payment of school fees.

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

Students are responsible for knowing about prerequisites for subjects and the sequence for the course chosen. If students enroll in a subject for which they are not qualified, the University reserves the right to cancel their registration in that subject even after the enrolment period; if for any reason they obtain a passing grade, they will not be given credit.

Students whose registration has been completed have entered into a contractual agreement and will be considered students of the University during the term for which they are registered unless their connection with the University is officially severed by withdrawal, dismissal, or expulsion.

Upon admission, students are subject to the announcements, policies, rules, and regulations of the university and any amendments thereto through posting on bulletin boards, canvas, and JRU social media accounts.

### **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**

Students are responsible for the completeness and accuracy of their registration. They must ensure that there is no discrepancy between the program and course they are following and that which is recorded in the Registrar's Office and that all changes are reported promptly to the Registrar as students may receive credit for only the courses in which they are officially registered according to the records of 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 course(s), sections(s), dropping or adding of courses after enrolment shall be allowed only with 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 courses made without the approval of the Dean and the Registrar will not be given credit.

### **TUITION AND OTHER FEES**

The tuition 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 program and course 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 a credit card, the "prompt payment discount" is reduced to 7.5%.

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

Students who will pay tuition and miscellaneous fees after the "Prompt Payment Discount" period but on or before the 11<sup>th</sup> day from the opening of classes can no longer avail of 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 11<sup>th</sup> day from the opening of classes shall automatically be considered as paying on an "installment basis" and shall be charged the installment rates.

Students who pay on an 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 11<sup>th</sup> day from the opening of classes.

A "Non-Payment Fine" equivalent to Two Hundred Pesos (Php 200.00) 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 a fine is the first day of regular classes. Any student who is allowed to enroll 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 has 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 courses 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 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 case, the student shall not be charged any amount, and the University shall refund that portion of the tuition 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 case, the student shall not be charged any amount, and the University shall refund that portion of the tuition 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 case, the student shall not be charged any amount, and the University shall refund that portion of the tuition 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.

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 (Php2,800.00) as processing fee. If the student withdraws only a portion of his/her enrolment before 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 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 case, the student shall not be charged any amount, and the University shall refund that portion of the tuition 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 case, the student shall not be charged any amount, and the University shall refund that portion of the tuition 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 case, the student shall not be charged any amount, and the University shall refund that portion of the tuition and any directly corresponding miscellaneous fees of 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.

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**

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 professionally. 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 August, December, and April 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., multimedia projectors, laptops, writing boards, and a sound system when requested. Classes in Graduate School are under the tutelage and supervision of highly qualified faculty.

### Modular Classes for International Students

Jose Rizal University also offers modular Graduate School classes for international students. These are designed in a modular approach, thus giving students more access to quality education despite their work schedules. Under this modular class, which runs for 52 hours per course, international 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. To fully accommodate the international students and their academic needs, a flexible schedule is arranged for them to optimize the potentials of the modular platform. The faculty and the students organize regular online meetings apart from activities and tasks that are given and may be performed offline. Close progress monitoring is undertaken by the faculty to ensure course compliance and academic achievement of each modular student.

### 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 on 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 on the main campus.

## SYSTEM OF GRADING

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)	-

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)	-

#### **CORRECTION OF GRADES**

Correction of final grades in any subject is allowed only within a period of one (1) year.

#### **GRADUATION REQUIREMENTS**

A student is responsible for consulting with the Dean or the Registrar to ascertain eligibility for the degree or title for which he/she desires to qualify and to determine that all program requirements are met. An application for graduation should have been filed online with the Registrar's Office within a prescribed period

after the beginning of classes during the first semester or last semester of residence of the student at the University. Otherwise, the candidate may not be considered.

No candidate for a title or a degree will be permitted to graduate or participate in the commencement exercises unless the following requirements have been satisfactorily fulfilled.

**Academic Requirements.** A candidate is required to comply with specific requirements of the JRU and Commission on Higher Education (CHED). The academic requirements for graduation are subject to change if, in the opinion of JRU, a further improvement of the curriculum will result.

**Financial Requirements.** A candidate for graduation must have settled all financial obligations with the University not later than the end of the second semester of the school year.

**School Record Requirements.** No candidate for a title or a degree will be permitted to graduate or participate in the Commencement exercises unless his/her Official Transcript of Records from the previous school attended have been received by the Registrar's Office.

#### **GRADUATION WITH HONORS**

To graduate with honors, students in the Master's and doctoral programs should not be a transferee; not have received any grade of NC in any term; not have received any failing grade.

For a Master's degree, the student 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; and should have met the GPA requirements of the program.

<b>Honors</b>	<b>Master's Degree</b>	<b>Doctoral Degree</b>
Gold Medal (With High Academic Distinction)	1.126	1.060
Silver Medal (With Academic Distinction)	1.250	1.125

#### **OTHER ADMINISTRATIVE MATTERS**

Students are advised to familiarize themselves with the General Information Guide of JRU as the statements therein represent the general policies of JRU. The General Information is available at the JRU website ([www.jru.edu](http://www.jru.edu)).

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 GS Office.

Refresher Courses. At the beginning of each trimester, the Graduate School conducts short-term refresher courses in 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 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 School Dean/and the Registrar (Contact the Graduate School Office for the 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 course.

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 courses 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 enroll in these three areas subject to the provisions stated in the first sentence of this paragraph.

English as a Second Language (ESL) (For International Students). Enrolment in 60-hour English as a Second Language course for one trimester will be required of international students whose undergraduate degrees are not in English.

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

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).

**Guidelines on Comprehensive Examinations.** All graduate school students shall be required to take and pass the comprehensive examination before enrolling in thesis/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 (4) 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.

**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.

**Retention Requirements.** A candidate for graduation must fulfill 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 courses;
- For doctoral programs, a general average of not lower than 1.75 in all courses; and
- Must have successfully defended the theses/dissertation, when applicable.

## **CURRICULUM AND REQUIREMENTS**

### **A. Pre-Doctoral Courses**

Students whose Master's degrees are not related to the discipline will be required to enroll in selected pre-doctoral courses of the JRU Master's 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 six (6) unit Independent Research course, depending on the chosen area of specialization before admission to the doctoral program. The units earned in these prerequisite courses shall not be counted in the 60-unit requirement of the doctoral program.

### **B. Thesis/Dissertation Proposal**

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

### **C. Thesis/Dissertation Writing and Defense**

The writing and successful defense of a master's/doctoral dissertation are required for every candidate before he/she is awarded the master's/doctoral degree. The thesis/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 thesis within three (3) years and dissertation within five (5) years from the day he/she passed the required comprehensive examinations.

## **DOCTOR IN BUSINESS ADMINISTRATION (DBA)**

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 settings.

**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 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:

<b>Core Courses</b>	<b>9 units</b>
Major Courses	27 units
Cognates	12 units
Dissertation	12 units
<b>Total</b>	<b>60 units</b>

## 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
	<b>Subtotal</b>	<b>9</b>

### 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
	<b>Subtotal</b>	<b>27</b>

### 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	Advanced Environmental Policy and Administration	3
GS 813	Seminar in Dissertation Writing	3
	<b>Subtotal</b>	<b>12</b>

### D. Comprehensive Examinations

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

### E. Dissertation Writing

Course Code	Course Title	Units
GS 923	Dissertation Writing	12
	<b>Subtotal</b>	<b>12</b>
	<b>Total</b>	<b>60</b>

## **DOCTOR IN PUBLIC ADMINISTRATION (DPA)**

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:

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

**DPA Program Curriculum**

**A. Core Courses**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
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
	<b>Subtotal</b>	<b>12</b>

**B. Major Courses**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
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
	<b>Subtotal</b>	<b>24</b>

**C. Cognates**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
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
	<b>Subtotal</b>	<b>12</b>

#### D. Comprehensive Examinations

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

#### E. Dissertation Writing

Course Code	Course Title	Units
GS 923	Dissertation Writing	12
	<b>Subtotal</b>	<b>12</b>
	<b>Total</b>	<b>60</b>

### DOCTOR OF EDUCATION MAJOR IN EDUCATIONAL MANAGEMENT (EDD)

The Doctor of Education major in Educational Management 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:

<b>Core Courses</b>	<b>12 units</b>
Major Courses	24 units
Cognates	12 units
Dissertation	12 units
<b>Total</b>	<b>60 units</b>

**EdD Major in Educational Management  
Program Curriculum**

**A. Core Courses**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
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
	<b>Subtotal</b>	<b>12</b>

**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
	<b>Subtotal</b>	<b>24</b>

**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
	<b>Subtotal</b>	<b>12</b>

**D. Comprehensive Examination**

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

**E. Dissertation Writing**

Course Code	Course Title	Units
GS 923	Dissertation Writing	12
	<b>Subtotal</b>	<b>12</b>
	<b>Total</b>	<b>60</b>

**DOCTOR OF EDUCATION MAJOR IN SPORTS MANAGEMENT (EDDS)**

The Doctor of Education major in Sports Management aims to provide an educational experience that includes an effective blend of classroom, research, and field experiences in an effort to provide each student the opportunity to gain disciplinary knowledge and to develop the necessary skills to be successful in any area of the sports industry.

**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 from core and specialized areas of study;
- b. conduct pertinent and relevant research related to the sports industry;
- c. interpret and evaluate research studies in sport management;
- d. apply sport management knowledge to the solution of complex issues with a demonstration of sensitivity to crucial, controversial sports issues;
- e. analyze and apply sport management principles, approaches, and rationales to contemporary sport management cases;
- f. organize and plan programs of service designed to meet local, regional, national and international needs; and
- g. prepare research within the field of sport management for presentation and/or publication.

**Program of Study**

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

<b>Core Courses</b>	<b>12 units</b>
Major Courses	24 units
Cognates	12 units
Dissertation	12 units
<b>Total</b>	<b>60 units</b>

## EdDS Program Curriculum

## A. Core Courses

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

## B. Major Courses

Course Code	Course Title	Units
GS 980	Group Dynamics in Sports	3
GS 981	Facilities Planning in Sports	3
GS 946	Advanced Marketing Management	3
GS 910	Advanced Financial Management	3
GS 807	Advanced Strategic Management	3
GS 982	Advanced Studies in Sports Management	3
GS 806	Corporate Social Responsibility and Good Governance	3
GS 983	Advanced Exercise Physiology and Scientific Principles in Fitness and Health	3
	<b>Subtotal</b>	<b>24</b>

## C. Cognates

Course Code	Course Title	Units
GS 984	Labor Relations in Sports	3
GS 985	Problem Solving and Decision Making in Sports	3
GS 963	Theories and Laws in International Relations	3
GS 813	Seminar in Dissertation Writing	3
	<b>Subtotal</b>	<b>12</b>

## D. Comprehensive Examination

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

## E. Dissertation Writing

Course Code	Course Title	Units
GS 923	Dissertation Writing	12
	<b>Subtotal</b>	<b>12</b>
	<b>Total</b>	<b>60</b>

**TANTOCO GRADUATE SCHOOL OF BUSINESS  
MASTER IN BUSINESS ADMINISTRATION (TGSB-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.

### TGSB-MBA Program Curriculum

#### A. Core Courses

Course Code	Course Title	Units
GS 222	Research Methods	3
GS 232	Research Statistics	3
GS 211	Management Science	3
	<b>Subtotal</b>	<b>9</b>

#### 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
	<b>Subtotal</b>	<b>21</b>

**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 370	Design Thinking	3
GS 403	Retail Marketing	3
GS 501	Controllershship	3
GS 502	Corporate Finance	3

GS 604	Development Economics	3
	<b>Subtotal</b>	<b>6/12</b>

**D. Comprehensive Examinations****E. Thesis Writing****Plan A**

Course Code	Course Title	Units
GS 259	Independent Research/Thesis Writing	6
	<b>Subtotal</b>	<b>6</b>
		<b>42</b>

**Plan B**

The student must defend his/her strategic paper.

**The Accelerated Program**

The Tantoco Graduate School of Business-Master in Business Administration (TGSB-MBA) 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 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
	<b>Subtotal</b>	<b>12</b>

**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
	<b>Subtotal</b>	<b>15</b>

**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
	<b>Subtotal</b>	<b>15</b>

**D. Comprehensive Examinations**

	<b>Total</b>	<b>42</b>
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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 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, processes, 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**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
GS 218	Entrepreneurial Management	3
GS 232	Research Statistics	3
GS 222	Research Methods	3
	<b>Subtotal</b>	<b>9</b>

**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
	<b>Subtotal</b>	<b>21</b>

**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
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations**

	<b>Total</b>	<b>39</b>
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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 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, processes, 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
	<b>Subtotal</b>	<b>9</b>

**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
	<b>Subtotal</b>	<b>21</b>

**C. Cognates**

Course Code	Course Title	Units
GS 306	Conflict and Negotiation	3
GS 307	Personality Assessment for Work	3
GS 208	Financial Management	3
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations**

	<b>Total</b>	<b>39</b>
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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, processes, 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 identifies loss leaders in a product mix and uses 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
	<b>Subtotal</b>	<b>9</b>

#### 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
	<b>Subtotal</b>	<b>21</b>

**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
	<b>Subtotal</b>	<b>12</b>

**D. Comprehensive Examinations**

<b>Total</b>	<b>42</b>
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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 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, processes, 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
	<b>Subtotal</b>	<b>9</b>

**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
	<b>Subtotal</b>	<b>21</b>

**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
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations**

	<b>Total</b>	<b>39</b>
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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 courses.

**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
	<b>Subtotal</b>	<b>9</b>

**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 Paper	6
	<b>Subtotal</b>	<b>24</b>

**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
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations**

	<b>Total</b>	<b>42</b>
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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 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
	<b>Subtotal</b>	<b>12</b>

**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
	<b>Subtotal</b>	<b>12</b>

**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
	<b>Subtotal</b>	<b>6/12</b>

\* 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
	<b>Subtotal</b>	<b>6</b>
	<b>Total</b>	<b>36</b>

### 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 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
	<b>Subtotal</b>	<b>12</b>

##### 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
	<b>Subtotal</b>	<b>12</b>

**C. Cognates (Select four 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
	<b>Subtotal</b>	<b>12</b>

**D. Comprehensive Examinations**

	<b>Total</b>	<b>36</b>
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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 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
	<b>Subtotal</b>	<b>12</b>

**B. Major Courses (two courses required)**

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

**C. Cognates\* (two courses required)**

Course Code	Course Title	Units
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	
	<b>Subtotal</b>	<b>6</b>
	<b>Total</b>	<b>24</b>

**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 of 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 shorter period. 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 they allow 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:

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

**MAEd Specializing in Educational Administration  
Program Curriculum**

**A. Core Courses**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
GS 240	Foundations of Education	3
GS 232	Research Statistics	3

GS 222	Research Methods	3
	<b>Subtotal</b>	<b>9</b>

**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
	<b>Subtotal</b>	<b>15</b>

**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
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations****E. Thesis Writing**

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

**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**

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

**B. Major Courses**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
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
	<b>Subtotal</b>	<b>15</b>

**C. Cognates**

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

**D. Comprehensive Examination**

**E. Thesis Writing**

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

## 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
	<b>Subtotal</b>	<b>9</b>

#### 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
	<b>Subtotal</b>	<b>15</b>

#### 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
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations**

**E. Thesis Writing**

GS 259	Independent Research/Thesis Writing	6
	<b>Subtotal</b>	<b>6</b>
	<b>Total</b>	<b>39</b>

**MAEd Specialization in Special Education**

**Student Outcomes (SO)**

After the completion of the program, the graduates of the MAED-Special Education program shall be 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
	<b>Subtotal</b>	<b>9</b>

**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
	<b>Subtotal</b>	<b>15</b>

**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
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations****E. Thesis Writing**

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

**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
	<b>Subtotal</b>	<b>9</b>

**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
	<b>Subtotal</b>	<b>18</b>

**C. Cognates**

Course Code	Course Title	Units
GS 612	Career Counseling and Development	3
GS 545	Philosophy of Counseling	3
GS 752	Seminar in Thesis Writing	3
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations**

**E. Thesis Writing**

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

**MAED SPECIALIZATION IN PHYSICAL EDUCATION**

**Student Outcomes (SO)**

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

- a. enhance leadership, instructional, and research skills in Physical Education and Sport;

- b. provide advanced training in curriculum design, instructional material development, and techniques; and
- c. enhance competencies needed in community extension services

**MAED Specialization in Physical 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
	<b>Subtotal</b>	<b>9</b>

**B. Major Courses**

Course Code	Course Title	Units
GS 360	Organization, Administration and Supervision in Physical Education	3
GS 361	Measurement and Evaluation in Physical Education	3
GS 362	School and Community Recreation Leadership	3
GS 363	Trends in Teaching Fitness, Dance and Sports	3
GS 364	Leadership in Education	3
	<b>Subtotal</b>	<b>15</b>

**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
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations**

**E. Thesis Writing**

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

**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
	<b>Subtotal</b>	<b>12</b>

**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
	<b>Subtotal</b>	<b>18</b>

**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
	<b>Subtotal</b>	<b>6</b>
	<b>Total</b>	<b>36</b>

**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 are 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**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
LIS 101	Research Design and Methods	3
LIS 102	Statistics	3
LIS103	Foundations of Library and Information Science	3
	<b>Subtotal</b>	<b>9</b>

#### **B. Professional Courses**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
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
	<b>Subtotal</b>	<b>15</b>

**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
	<b>Subtotal</b>	<b>6</b>

**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
	<b>Subtotal</b>	<b>3</b>

**F. Thesis Writing**

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

**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
	<b>Subtotal</b>	<b>9</b>

**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
	<b>Subtotal</b>	<b>21</b>

**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
	<b>Subtotal</b>	<b>6</b>

**D. Cognates**

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

**E. Comprehensive Examinations**

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

	<b>Total</b>	<b>42</b>
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## MASTER IN COMMUNITY STUDIES AND EXTENSION ADMINISTRATION (MAComSEA)

**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.

**MAComSEA Program Curriculum****A. Core Courses**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
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
	<b>Subtotal</b>	<b>12</b>

**B. Major Courses**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
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
	<b>Subtotal</b>	<b>15</b>

**C. Cognates/Electives**

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

**D. Comprehensive Examinations**

	<b>Total</b>	<b>36</b>
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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
	<b>Subtotal</b>	<b>9</b>

**B. Major Courses**

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 Management	3

HM 215	Hospital Policy and Quality Standards Management	3
HM 213	Financial Sustainability in Hospital Operations	3
GS 245	Strategic Management	3
	<b>Subtotal</b>	<b>21</b>

**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
	<b>Subtotal</b>	<b>9</b>

**D. Comprehensive Examinations****E. Action Research Writing**

Course Code	Course Title	Units
GS 260	Action Research Paper	6
	<b>Subtotal</b>	<b>6</b>
	<b>Total</b>	<b>45</b>

**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 entrepreneurs 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
	<b>Subtotal</b>	<b>12</b>

#### 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
	<b>Subtotal</b>	<b>14</b>

#### 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
	<b>Subtotal</b>	<b>10</b>

#### D. Thesis Writing (Strategic Plan)

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

## 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 the 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 a 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, and 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**

This course covers the selection of topics and presentation of outlines before the class, discussion on the format and content of the dissertation, and explanation and justification of the methods of research to be used. The students present the probable outcome of the research work and review 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 deals with 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 is identified by the student already in GS 813 (Seminar in Dissertation Writing), whereby the student drafted at least the outlines of Chapters 1 to 3 of his/her study. Ideally, when the student reaches this point, he/she should work on Chapters 4 and 5 of his/her dissertation and prepare 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 covers 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 takes 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 involves 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 requires 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 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 local and international settings. *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, Pluto, Aristotle, Confucius, Rene Descartes, to Piaget and other contemporary philosophers. *Credit: 3 units. Prerequisite: NONE.*

**GS 957 Educational Innovations and Technology**

This course aims 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 the 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 course 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 also discusses and evaluates trends and legal issues involving international relations. *Credit: 3 units. Prerequisite: NONE.*

**GS 964 Management of Special/Gifted Children**

This course aims 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 the 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 studies statistical analysis that includes the Bayesian approach, the use of multivariate, and time series analysis. It aims 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 also looks at the major policy processes being followed in the setting of standards and ensuring compliance with pollution control measures. *Credit: 3 units. Prerequisite: NONE.*

**GS 980 Group Dynamics in Sports**

In-depth study of the influence of teams on individual performance and the influence of individuals on team performance in sport and exercise settings. Particular focus on interpersonal aspects such as cohesion and leadership. *Credit: 3 units. Prerequisite: NONE*

**GS 981 Facilities Planning in Sports**

This course examines the principles, guidelines, and recommendations for the planning, construction, maintenance, and management of sports facilities. It is designed to provide students with an awareness of the facilities appropriate

to sports programs, ranging from colleges to ultramodern fitness centers. *Credit: 3 units. Prerequisite: NONE*

**GS 982 Advanced Studies in Sports Management**

The integration of concepts in the major disciplines of business, management, marketing, finance, information technology, accounting, ethics, and law as they are applied to sport is at the core of course management and undergird the structure of this course. Understanding the specific and theoretical applications of these concepts in the contemporary environments of the multi-billion dollar sports industry is the primary focus of this advanced-level course. *Credit: 3 units. Prerequisite: NONE*

**GS 983 Advanced Exercise Physiology and Scientific Principles in Fitness and Health**

This course is designed to develop a comprehensive understanding of exercise physiology and the scientific principles used to evaluate physiological components. Through selected readings, the past and current research will be evaluated and considered for future research and application in the health and fitness industry. Topics include nutrition, bioenergetics, cardiorespiratory physiology, neuromuscular physiology, and endocrinology. *Credit: 3 units. Prerequisite: NONE*

**GS 984 Labor Relations in Sports**

This course provides an in-depth examination of areas of labor relations that are particularly relevant to sports. The growth and development of unions within the sports industry are explored, with an emphasis on labor-management agreements currently utilized in professional sports. *Credit: 3 units. Prerequisite: NONE*

**GS 985 Problem Solving and Decision Making in Sports**

This course review 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 in sports. *Credit: 3 units. Prerequisite: NONE*

**MASTER'S 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 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 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. It also gears to analyze the different stimuli and reactions of individuals under group influence under varying circumstances and conditions. *Credit: 3 units. Prerequisite: NONE.*

**GS 208 Financial Management**

This course 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 has the interplay and impact of the marketing mix on the development of plans of action of companies its focal concern. *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 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 218 Entrepreneurial Management**

The course explores the creation and management of start-up businesses. It concentrates on initial strategy, location, financing, staffing, daily activities, controls, and taxes. It describes the basic forms of small business ownership and identifies the necessary financial competencies needed by the entrepreneur. It further utilizes information, financial estimates and projections, logic, and critical thinking needed to recognize opportunities and to address small business

problems in a multicultural, ethical, legal, and competitive environment: *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**

This course gives 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 focuses on the management of organizational change/ interventions from a system perspective. The scope covers 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. Prerequisite: 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 is a comprehensive discussion of the 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. It provides a critical analysis as to how selected administrative and legal frameworks, e.g., the Civil Service System, the Local Government Code (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 is 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 intends 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, created and defended before a panel of MPA Faculty. The public policies covered by these policy papers are 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 country's administration and governance of peace and public security. The course particularly highlights 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 deals 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 product 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, the relationship of the current and past educational experiences for comparative analysis, and 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 consider 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. It also includes supply chain management and just-in-time concepts. It covers the applications of management science principles as 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. It also emphasizes the management of people in business and educational concerns. The students are exposed to practical problems in business and educational relations. The course then digs 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. It also emphasizes the applications of basic marketing concepts to the international environment. *Credit: 3 units. Prerequisite: NONE.*

**GS 249 Supply Chain Management**

This course deals with 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. It also includes the discussions on 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 chronicles 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 involves 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.

It also tackles thoroughly 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. *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 also extensively tackles the institutions – local, national, and international – that govern or have mandates over the public sector fiscal management. Further, it undertakes 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 how 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 is 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 also provides the student with 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 focuses on the development of a marketing strategy for profit, whether public and non-profit organizations. The course also concerns the interplay and impact of the marketing mix on the development of plans of action for companies. *Credit: 3 units. Prerequisite: NONE.*

### **GS 258 Public Enterprise, Privatization, Development and Governance**

The course generally tackles public enterprises and the 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 undertakes 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 are 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 student and his or her research adviser jointly determine the content of this course. In addition, the course covers the application of research methods. These include 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 researches 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 involves 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 the 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's internal and external operations related to the conduct of business to business and business to consumers' transactions. It emphasizes 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 also involves 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 are also discussed. Some conflicts require negotiations between parties for these to be resolved. How to use negotiations to resolve conflicts is also taken up in the course. *Credit: 3 units. Prerequisite: NONE.*

**GS 307 Personality Assessment for Work**

This course identifies and deals with certain types of personalities and explains how to match personality types with work requirements properly. *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. It covers international trade policies, restrictions, agreements, counter-trade, tariffs, foreign exchange, and the balance of payments. The course equips the students 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 regularly. *Credit: 3 units. Prerequisite: NONE.*

**GS 310 Sales Management**

This course deals with the management of a sales force to maximize overall sales performance in terms of 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 regularly. *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 is 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 a 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 course matters are discussed. *Credit: 3 units. Prerequisite: NONE.*

**GS 324 Development Economics (for MPA students)**

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 highlights urban planning and regional development as critical inputs to the 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 are 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: NONE.*

**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 tackles 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, are given to help the students 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 essentially allows 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 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 principles; 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. *Credit: 3 units. Prerequisite: NONE.*

**GS 343 Geometry for Teachers**

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

**GS 345 Calculus for Teachers (formerly GS 342)**

The course discusses the 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 fully grasp the scientific approach to decision-making when solving problems. It also determines the most efficient use of limited resources in maximizing some measure of benefits by using the graphical method or algebraic method. *Credit: 3 units. Prerequisite: NONE.*

**GS 360 Organization, Administration and Supervision in Physical Education**

This course will introduce the graduate school students to the set-up of the PE department for all levels. It also includes the discussion of the different job functions of each, the roles, and responsibility. In the same manner, the students will be introduced to the different standard operational procedures that have to be available in the department. How a curriculum manager will supervise, evaluate, and monitor the department's performance will be part of the course. *Credit: 3 units. Prerequisite: NONE.*

**GS 361 Measurement and Evaluation in Physical Education**

This course will introduce the graduate school students to the different assessment or evaluation techniques in the students' performance. They will also be guided on how to do such evaluation instruments. *Credit: 3 units. Prerequisite: NONE.*

**GS 362 School and Community Recreation Leadership**

This course will introduce the graduate school students to the different possible ways on how they can serve as sports leaders in their respective communities. *Credit: 3 units. Prerequisite: NONE.*

### **GS 363 Trends in Teaching Fitness, Dance and Sports**

This course will introduce the students to the latest, different trends in teaching fitness programs, dances, and sports. The methods of scoring in sports will also be introduced. The different dances are either modern or traditional, or Filipino. *Credit: 3 units. Prerequisite: NONE.*

### **GS 364 Leadership in Education**

This course explores the importance, roles, and functions of leadership as it exists in the education system parallel to an organizational structure that stands in the foundation beneficial to stakeholders and is based on community models. Likewise, it also focuses on proper decision-making, instructional designs, student services, and multi-cultural education. Emphasis is also given to Ethics and its changes, Moral and Rules of Behavior. This gives importance to the depth of Disciplinary Knowledge and the promotion of individual recognition of the obligation to self and others for their decision and action. Through the involvement of these students in communities of practice appropriate to the work of discipline and providing a culminating experience that integrates the knowledge attained during the graduate study, the students will be able to synthesize and act effectively in this knowledge as they prepare a term paper.

The vital part of this syllabus is on the matter of the overall leadership development program, which will provide the graduate students with critical and analytical elements as well as intellectual and reflective examination of certain core issues in the practices of leadership.

Moreover, it will provide a working understanding of the changing milieu in which they are expected to work and live. *Credit: 3 units. Prerequisite: NONE.*

### **GS 370 Design Thinking**

This course introduces students to Design Thinking. Design Thinking is a method of applying creativity to come up with novel solutions to tough problems. It is a process of immersing oneself in a problem space, thinking creatively then iteratively prototyping new solutions. Design Thinking (DT) focuses on listening, user empathy, whole-brain thinking, collaboration, and experimentation. The DT framework is applied within any team and in any field—from design from education to product development. The techniques and tools of Design Thinking are also applied to problems in the nonprofit and public sectors. *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. It also covers important topics such as

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 stocking 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 course 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 are provided with the opportunity to develop a definition of curriculum and instruction that reflects their own personal philosophy of education. Various curriculum development models are explored so students can compare models to their own personal philosophies of education. It is expected that students 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 course reviews the core or foundation courses in the MBA program. It is 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 course reviews the functional areas in the MBA program. It is 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 for the students to develop and write business cases as tools for teaching business courses. This starts 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 also involves the preparation of teaching notes for the cases developed. *Credit: 3 units. Prerequisite: NONE.*

### **GS 509 Education and Technology I**

This course involves teaching the student to use multi-media in conducting lectures, starting with the use of software like PowerPoint and Prezi. The students are also taught how to develop online modules. *Credit: 3 units. Prerequisite: NONE.*

### **GS 510 Development of Online Modules**

This course introduces the student to 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 the internet in delivering the course matter to students. *Credit: 3 units. Prerequisite: NONE.*

**GS 540 Foundations and Principles of Teaching in Special Education**

This course equips students with fundamental knowledge and understanding of Special Education. It introduces prospective SPED practitioners to the various categories of exceptionality as well as the dynamic process of teaching children with exceptional needs. Specifically, it equips students with underlying principles and theories in teaching exceptional children as well as with innovative and effective instructional approaches in handling varied types of special children. *Credit: 3 units. Prerequisite: NONE.*

**GS 541 Guidance and Counseling in Special Education**

This course introduces students to the principles, theories, and techniques in providing guidance and counseling services to children with special educational needs. It also discusses the role of guidance and counseling in various educational programs. *Credit: 3 units. Prerequisite: NONE.*

**GS 542 Principles and Strategies in Teaching Children with Mental Retardation**

This course exposes the students to the application of the principles and theories learned in the education of children with mental retardation. It provides the students with the opportunity to plan teaching activities and to prepare instructional designs and materials that will facilitate the learning process that enhances the development of the cognitive, psychomotor, adaptive, communication, and social skills of children with mental retardation. *Credit: 3 units. Prerequisite: NONE.*

**GS 543 Learning Disabilities (3 units)**

This course is a comprehensive study of nature, causal factors, and characteristics of an individual with learning disabilities. It aims to provide information on the appropriate assessment procedures in identifying and diagnosing children with learning disabilities. *Credit: 3 units. Prerequisite: NONE.*

**GS 544 Psycho-Educational Assessment of Children with Special Needs**

This course explores areas and different types of assessment, whether Psychological or educational, to use them in making decisions and interventions. *Credit: 3 units. Prerequisite: NONE.*

**GS 545 Philosophy of Counseling**

This course deals with philosophy as the foundation in Guidance and Counseling to promote the knowledge, attitudes, and skills in three content areas: academic achievement, career development, and personal/social growth. The lessons include classroom guidance, group activities and workshops, and instruction. *Credit: 3 units. Prerequisite: NONE.*

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

This course 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, to develop/increase guidance and counseling skills. Service learning is 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 (for MBA-TGSB students)**

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: NONE.*

**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. It also covers the 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. Students are required to formulate a personal counseling theory. *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 individuals or groups the future counselor will lead. The 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. It also explores vocational planning and career development in interventions. *Credit: 3 units. Prerequisite: NONE.*

**GS 641 Fiscal Management of Educational Institution**

This course covers the theory and technology of the 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, orders, issuances, and letters of instruction, as well as legal issues affecting education and the 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. It also includes planning and implementing in-service training for development and enhances wholesome public human relations towards the attainment of institutional objectives and national goals.

It also highlights the 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 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 learn and apply basic concepts of epidemiology to multiple domains of public health. The course includes basic research designs, estimating outcome measures, 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. It covers topics such as 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. It introduces students to the complex tapestry of social, economic, and environmental factors that affect public health outcomes. Students examine an intervention to understand the 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**

This course deals with the critical examination of the basic concepts underlying the determination of objectives, the selection and organization of learning opportunities, and the evaluation process. *Credit: 3 units. Prerequisite: NONE.*

**GS 750 Practicum in Special Education**

This course provides students with opportunities to apply the principles and strategies used in teaching exceptional children. It consists of 150 hours of field experience, observation, and involvement in the actual teaching-learning situation in a SPED setting. *Credit: 3 units. Prerequisite: NONE.*

**GS 752 Seminar in Thesis Writing**

This course provides support and structure to students in the first phases of thesis development. Assignments are geared toward teaching effective and sophisticated research practices as well as writing and argumentation skills. In this class, students define and refine their topics, 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 a 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 the 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 discusses concurrency control and presents several techniques for serializability that include locking, time stamping, and optimistic (validation) technique, and deadlock issues. It also covers the primary techniques for ensuring correct transaction execution despite system crashes and storage failures like logs, checkpoints, and database dumps. *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 analyze, design, modify and implement many 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 the 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-thirds of the course are devoted to basic concepts and techniques, and the remaining third focuses on assorted current topics in modern operating systems and distributed systems. *Credit: 3 units. Prerequisite: NONE.*

**IT 104 Advanced Systems Design and Implementation**

This course provides students with an overall foundation of systems analysis and design to effectively and efficiently design and implement the system. It covers topics such as system development tools, cost-benefit analysis, prototyping, alternate system design strategies, designing the 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. It also discusses concepts including 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. It also discusses configuration in this course. Students set up their organizational structures for their company and then test their companies by completing basic business processes. An added dimension includes integrating companies 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. This course examines 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 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. In 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, both descriptive and predictive. Case studies provide the links to intelligence that businesses can use in the broadest sense of the term. 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 (Database Life Cycle). It also addresses implementing a database using SQL as an art and a science. Data warehousing and data mining issues are also 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 element 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 covers all these issues and illustrates the whole process by examples. Special emphasis is 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 apply advanced tools against global 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. The faculty monitors students 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 at 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 introduces students to the history, philosophy, theory, processes, trends, and issues in the 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 emphasizes 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**

This course covers special topics in library and information science such as the public libraries, their role and purpose, legal and financial frameworks, 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**

This course studies and evaluates the 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

through descriptive cataloging using AAR2R in MARC format, classification schemes, such as DDC, LC, and standard course 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 the 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 the principles and practice of public relations as applied to libraries and information centers, planning and designing a PR program for a specific library and information center. *Credit: 3 units. Prerequisite: NONE.*

**LIS 207 Library and Information Collection Management**

This course 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. It examines the multidisciplinary sources of information, expansion of research, and knowledge on information brought about by the proliferation of information storage retrieval, transmission, and dissemination. *Credit: 3 units. Prerequisite: NONE.*

**LIS 302 Legal and Ethical Issues**

This course provides students with the relevant legal bases and ethical issues and considerations involved in the practice of librarianship. *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. It also deals with 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.*

**CSEA 101 Principles and Philosophy of Extension Administration and Sustainable Development**

This course covers the 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**

This course covers the 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**

This course covers 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**

This course covers the understanding of the methods of social researches with a focus on the conduct of social and community-based researches, from problem identification to analysis, interpretation, and writing of research reports. It also includes an introduction to basic natural sciences research methods useful in understanding ecological systems and environmental studies. It also emphasizes research result utilization and uses 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**

This course includes community development, understood as a process, goal, method, program, and movement. It also examines the 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**

This course studies the 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**

This course gives students practicum in extension management based on conducted community studies by the graduate student. It covers 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**

This course includes seminar workshops 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**

This course covers 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; and the future of community development. *Credit: 3 units. Prerequisite: NONE.*

**CSEA 302 Strategic and Transformative Community Development**

This course discusses concepts 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 a 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 course is a supervised field practicum experience in an approved social work agency that 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, and 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 provides the student ideas and insights into the different organizational structures and the advantages and disadvantages of each. The course also focuses on the patterns of behavior of individuals and as part of a group in a hospital organization. It also analyzes the different stimuli and reactions of individuals under group influence under varying circumstances and conditions. *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 employee retention schemes such as stock option plans, profit sharing, etc. Using case studies, it provides 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 course 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 is 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 likewise exposes the student to current trends in hospital administration based on the 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 equips the students with the proper way of marketing of hospital services to achieve the desired census. It focuses on the study of 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 students are 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 also gives 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 students 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 also gains knowledge of currently available Information systems designed for hospital use. The faculty member guides the students in determining the management information system best suited for their hospitals. *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 in 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**

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

### **ENT 112 Environmental Assessment: External Environment**

This course leads students to appreciate the external and internal landscape that is critical in enterprise innovation and solutions convergence. It focuses on how customer, technology, political, and internal inflection growth trends affect the company as 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**

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

### **ENT 115 Product and Service Marketing**

This course leads to the understanding of the fundamental difference between Product and Service Marketing, which 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**

This course provides a critical understanding of the customer and the market cross analyzed with the delivery of value as 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**

This course explains the challenge of behavioral sciences – performance at work –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**

This course discusses project financing, coupled with strategic negotiations, which 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**

In this course, 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.***