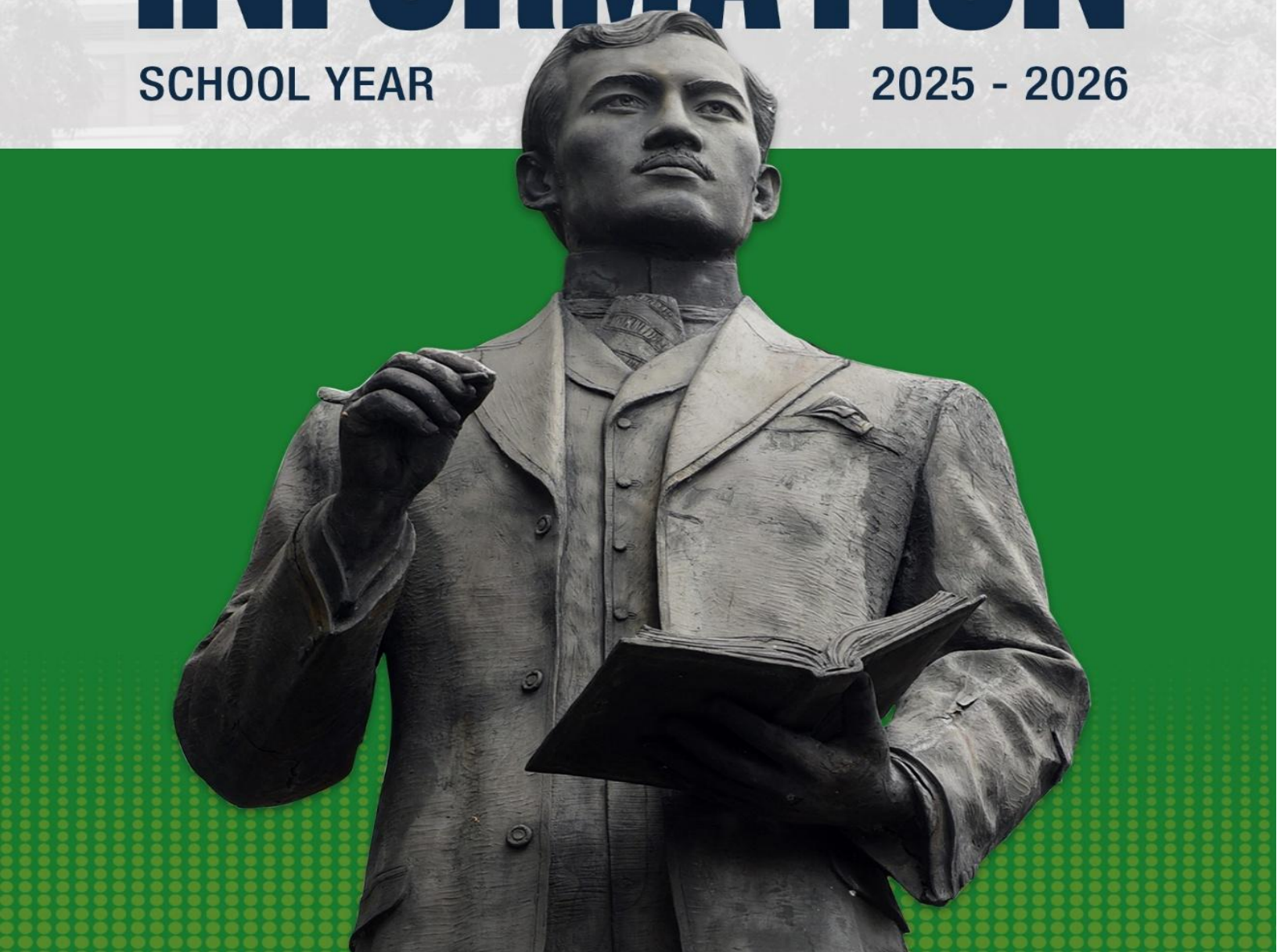
JOSÉ RIZAL UNIVERSITY

Find your Inner Hero

GRADUATE SCHOOL DIVISION

GENERAL INFORMATION

SCHOOL YEAR 2025 - 2026



Academic Calendar, SY 2025-2026

	1st Trimester	2nd Trimester	3rd Trimester
Registration	Jul. 28-Aug.9, 2025	Nov. 24-Dec.7, 2025	Mar. 30-Apr. 12, 2026
Classes begin	Aug. 11, 2025	Dec. 9, 2025	Apr. 13, 2026
Midterm exams	Sep. 22-27, 2025	Feb. 2-7, 2026	June 1-6, 2026
Final exams	Nov. 17-22, 2025	Mar. 23-28, 2026	July 20-25, 2026
Last day of the trimester	Nov. 22, 2025	Mar. 28, 2026	July 25, 2026
Christmas vacation begins		Dec. 22, 2025	
First day of class after Christmas		Jan. 5, 2026	

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OFFICERS OF THE ADMINISTRATION

VICENTE K. FABELLA
President

MIGUEL M. CARPIO
Vice President - Academic Affairs

AUGUSTO K. FABELLA
Vice President

EDNA C. CRUZ
Vice President - Information Systems

ROMEL C. NAVARRO
Integration Officer, Entrepreneurial Operating System

DEXTER M. BALAJADIA
Dean, Graduate School Division

LILIA R. BAUTISTA
Dean, Law School Division

MIGUEL M. CARPIO
OIC, Business Administration & Accountancy

MA. DULCE B. MANGIBIN
Dean, Criminal Justice Education

LIZA R. REYES
Dean, Computer Studies and Engineering

DON VICENTE C. REAL
Dean, Education, Arts, and Sciences

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Dean, Hospitality & Tourism Management

TESSIE R. DA JOSE
Dean, Nursing & Health Sciences

MARIA THERESA B. BONUS
Principal, Senior High School Division

GRACE MARIE B. MARTIN
Principal, Junior High School Division

MA. CLAIRE M. GUEVARA
Principal, Elementary School Division

LORRAINE R. PARANGUE
Director, Guidance & Testing Office

AUXENCIA A. LIMJAP
Director, Research Office

HIROMI M. LASCANO
Director, Student Development Office& Community Development Office

BILLY JAY B. ANGELES
Director, Institute of Technology-Based Learning

THEODORE U. CALAGUAS
Vice President - Financial Affairs

JEFFERSON S. AQUINO
Vice President - Administrative Affairs

JOSEPHINE B. CULALA
Function Head, Student Experience, Entrepreneurial Operating System

ELENITA G. SABA
University Registrar

RENANTE G. FERNANDEZ
Director, Accounting Office

ROSELA D. DEL MUNDO
University Librarian

EFREN JOSE Y. SUPAN
Director, Athletics Office

IVORY JOY C. MALINAO
Director, Marketing & Communications Office

MARIA KARENINA S. GUILLERMO
Director, Quality and Linkages Office

MARYBELL B. MATERUM
Director, Administrative &Human Resource Office

CAROLINA A. FERNANDEZ
Director, Budget & Payroll Office

BONIFACIO C. TALENS
Director, Engineering & Maintenance Office

CEZAR C. CABALLES
Director, Information Technology Office

EDITHA A. SANTOS
Assistant Dean, Law School Division

REA S. ALBUNA
Assistant Director, Treasury Office

JOSEPH S. DELA CRUZ
Assistant Director, Engineering & Maintenance Office

BENJIE A. EVANGELIO
Assistant University Registrar

The Graduate School Division

Miguel M. Carpio
Vice President for Academic Affairs

Dexter M. Balajadia
Dean, Graduate School

Isagani D. Valenzuela
Area Chair, Graduate Studies in Business Administration

Raul A. Aquino
Area Chair, Graduate Studies in Public Administration

Glaiza Delos Angeles
Area Chair, Graduate Studies in Educational Administration

FACULTY

Arthur S. Abulencia. PhD, Asian Social Institute; MA, Philippine Normal University; BS, Philippine Normal University

Gelyn R. Acar. MS, University of Batangas; BS, De La Salle Lipa

Sergio M. Andal. MS, University of Asia and the Pacific; AB, Ateneo de Manila University

Kathleen G. Apilado. *Dean, Hospitality and Tourism Management.* DHM, Philippine Women's University; MBA, University of Perpetual Help System; BSHRM, Lyceum of the Philippines

Jefferson S. Aquino. *Vice President for Administrative Affairs.* MBA, University of Sto. Tomas; BSCS, Colegio de San Juan de Letran

Raul A. Aquino. *Area Chair, Graduate Studies in Public Administration.* DPA, Polytechnic University of the Philippines; MPA, University of Makati; BSE, University of Makati

Marlon L. Atanacio. DIT, Philippine Normal University; MSIT, Rizal Technological University; BSIT, Laguna State Polytechnic University

Dexter M. Balajadia. *Dean, Graduate School Division.* PhD, Philippine Normal University; MAEd, University of the Assumption; BEEd, University of the Assumption

Joseph G. Baldomero. MD, Far Eastern University; MHA, St. Jude College; BS MedTech, Far Eastern University

Laarni S. Baluyot. MBM, Asian Institute of Management; BS, Ateneo de Manila University

Lilia R. Bautista. *Dean, Law School Division.* Master of Laws, University of Michigan (USA); MBA, University of the Philippines; LLB, University of the Philippines; AA, University of the Philippines

Ma. Rosario C. Bernado-Lazaro. MD, University of Santo Tomas; MBAH, Ateneo Graduate School of Business; BS, De La Salle University

Catly Bermudez. DPA, Trinity University of Asia; MBA, National College of Bus. And Arts; MA, Philippine Normal University; AB, Adamson University

Ronel J. Bilog. DIT, AMA University; MSIT, Rizal Technological University; BSIT, Laguna State Polytechnic University

Maria Theresa B. Bonus. *Principal, Senior High School.* MSTC, De La Salle University; BS Chemistry, Far Eastern University

Allan A. Burgos. EdD, Lyceum of the Philippines; MA, AMA Computer University; BS, AMA Computer University

Theodore U. Calaguas. *Vice President for Financial Affairs.* MAEd, Jose Rizal University; MBA, University of the Philippines; BCS, Jose Rizal University

Allan Calderon. DBA, San Juan De Letran, MBA, San Juan De Letran, BSBA, San Juan De Letran

Azucena P. Capul. DPM, Pamantasan ng Lungsod ng Maynila; MGM, Pamantasan ng Lungsod ng Maynila; BS Math, University of San Carlos

Avelino S. Caraan, Jr. DEM, Polytechnic University of the Philippines; MAEd, Jose Rizal University; BBTE, Polytechnic University of the Philippines

Miguel M. Carpio. *Vice President for Academic Affairs.* PhD in Development Studies, University of Santo Tomas; Master in Env. Mgt. and Dev., Australian National University (Australia); BS Arch., University of Santo Tomas

Edwin T. Casila. Executive Doctorate in Leadership, University of Makati; MA, School of Urban Mission and Theological Seminary; BSEd, Tanauan Institute

Jewelyn E. Ciocon. DBA, Rizal Technological University; MBA, Rizal Technological University; BSBA, Philippine Women's University

Susan L. Cobarrubias. EdD, Pamantasan ng Lungsod ng Maynila; MAEd, University of the Philippines; Bachelor in Tourism, Polytechnic University of the Philippines

Edna C. Cruz. *Vice President for Information Systems.* MSIM, Ateneo de Manila University; BSCS, Pamantasan ng Lungsod ng Maynila

Jose Adolfo B. Cruz. LLB, University of the East; BS, Centro Escolar University

Anthony L. Cuaycong. MBM, Asian Institute of Management; AB, Ateneo De Manila University

Josephine B. Culala. *Function Head – Student Services, Entrepreneurial Operating System.* MAEd, Philippine Normal University; BSEEd, Pamantasan ng Lungsod ng Maynila

Tessie R. Da Jose. *Dean, Nursing and Health Sciences.* EdD, Philippine Women's University, MAN, University of Sto. Tomas; BSN, Wesleyan University Philippines

Daniel D. Dasig, Jr. DBA, Lyceum Northwestern University; MS, Polytechnic University of the Philippines; BS, Samar State University

Joseph S. De La Cruz. *Assistant Director, Engineering and Maintenance Office.* MBA, Jose Rizal University; BS, Mariano Marcos State University

Rosela D. Del Mundo. *University Librarian*. MAEd, National Teachers College; BEEd, Rizal Polytechnic College

Michael L. de la Cruz. MBA, Pamantasan ng Lungsod ng Maynila; BSBA, Rizal Technological University

Lorili E. Dela Merced. EdD, Far Eastern University; MA, Far Eastern University; BS Bio, Far Eastern University

Glaiza Delos Angeles. *Area Chair, Graduate Studies in Education.* PhD, DeLa Salle University; MA, University of Caloocan; BS, University of Caloocan

Queenie R. Demillo. EdD, Jose Rizal University; MA, Ateneo De Manila University; BS, St. Paul University

Carolina Ditan. DBA, Philippine School of Business Administration; MBA, Philippine School of Business Administration; BS, University of the East

Mariphe M. Dusaran. DEM, Mindoro State University; Master in PE and Sports, Pamantasan ng Lungsod ng Maynila; BSEd, Divine Word College of San Jose

Regina C. Dy. PhD, University of Santo Tomas; MBA, De La Salle University; BS, De La Salle University

Augusto K. Fabella. *Member, Board of Trustees.* MS Computer Science, University of Bristol (United Kingdom); MBA, Northwestern University Kellogg Graduate School of Management (USA); AB, University of Pennsylvania (USA)

Ma. Paz K. Fabella. *Member, Board of Trustees.* MBA, Northwestern University (USA); AB, Mills College, (USA)

Marinela K. Fabella. *Chairman, Board of Trustees*. MS, Columbia University (USA); AB, University of the Philippines

Vicente K. Fabella. *President.* PhD in Business Administration, University of the Philippines; MPA, Columbia University (USA); MBA, Columbia University (USA); AB, Brown University (USA)

Maria Renita F. Fabic. DEM, Polytechnic University of the Philippines; MA, Eulogio "Amang" Rodriguez Institute of Science and Technology; BSE, Divine World College

Juan Paulo M. Fajardo. MA, Institute of Social Studies of Erasmus University; MPA, University of the Philippines; AB, University of the Philippines

Renante G. Fernandez. *Director, Accounting Office.* MBA, Jose Rizal University; BSA, University of Pangasinan

Emerson C. Flores. DIT, AMA Computer University; MAEd, Lyceum-Northwestern University; BSCS, Computronix College

Allan F. Galvez. *Dean, Business Administration, and Accountancy*. PhD, Centro Escolar University; MBA, Jose Rizal University; BS, National College of Business and Arts

Ma. Claire M. Guevara. *Principal, Elementary School Division, ESD*. MAEd, Jose Rizal University; AB, Polytechnic University of the Philippines

Maria Karenina S. Guillermo. *Director, Quality and Linkages Office*. MA, Assumption College; BS, Assumption College

Rosadel C. Jarmin. DBA, Polytechnic University of the Philippines; MBA, Polytechnic University of the Philippines; BSA, St. Vincent College

Hiromi M. Lascano. *Director, Student Development Office, and Community Development Office.* MAEd, De La Salle University; BSEd, University of the Assumption

Emelyn Libunao. DBA, Polytechnic University of the Philippines; Master in Communication, Polytechnic University of the Philippines; BS, Manuel L. Quezon University

Auxencia A. Limjap. *Director, Research Office.* PhD, Dela Salle University; MS, Ateneo de Manila University; MST, Ateneo de Manila University; BSE, University of Sto Tomas

Caroline Marie Q. Lising. MA, University of the Philippines; International Master in Quaternary & Prehistory, Museum National d'historie Naturelle, Paris (France); AB, Ateneo de Manila University

Arsenia T. Lozano. PhD, Miriam College; MA, St. Joseph's College; BS, Polytechnic University of the Philippines

Ronald Allan S. Mabunga. PhD, Nova Southeastern University (Florida); MEd, University of New England (Australia); BSE, Philippine Normal University

Tristan H. Macapanpan. MBM, Asian Institute of Management; BS, University of the Philippines

Lucila Magalong. DBA, Pamantasan ng Lungsod ng Maynila; MBA, International Management and Economics; BS, University of Makati

Jerrylyn B. Magbuo. PhD, Lyceum of the Philippines University; MAEd, Laguna College of Business and Arts; BSE, Saint John Colleges

Sharmaine Justyne R. Maglapuz. *OIC-Program Coordinator for Master in Information Technology.* DIT, AMA University; MSIT, Rizal Technology University; BSIT, Laguna State Polytechnic University

Ivory Joy C. Malinao. *Director, Marketing and Communications Office.* MBA, Polytechnic University of the Philippines; BBF, Polytechnic University of the Philippines

Narciso Immanuel Managuelod. Post Doctoral Program in Strategic Management and Leadership, Philippine Christian University; DBA, Philippine School of Business Administration; MBA, Philippine School of Business Administration; DBA, Lyceum Northwestern University; MBA, Lyceum

Ruby M. Manalo. LLB, San Beda College; AB, University of the Philippines

Ma. Dulce M. Mangibin. *Dean, Criminal Justice Education.* PhD, Greenville College; MS, Republican College; BS, Republican College

Frances Manto. MDes, Auckland University of Technology (New Zealand); MA, University of the Philippines; BA, University of the Philippines

Grace Marie B. Martin. *Principal, Junior High School Division.* MAEd, Jose Rizal University; BS, Bulacan State University

Marybell B. Materum. *Director, Administrative and Human Resource Office.* DBA, San Beda College; MBA, Rizal Technological University; BSBA, Rizal Technological University

Estrella P. Mercado. EdD, Manuel L. Quezon University; MAEd, Manuel L. Quezon University; MA, Philippine Normal University; BSEEd, Philippine Normal University

Mary Grace C. Morales. MBA, Polytechnic University of the Philippines; BSBA, La Consolacion College

Carmen F. Muller. *Member, Board of Trustees*. MBA, Columbia University (USA); AB, Mount Holyoke College (USA)

Andres D. Navarro. DPA, Polytechnic University of the Philippines; MPA, Polytechnic University of the Philippines; AB, Jose Rizal University

Romel C. Navarro. *Integration Officer, Entrepreneurial Operating System.* MAEd, Jose Rizal University; BSEd, Jose Rizal University

Lorraine R. Parangue. *Director, Guidance and Testing Office*. MAEd, St. Joseph College of Quezon City; BCP, Polytechnic University of the Philippines

Janet C. Pascual. EdD, Philippine Normal University; MAEd, Philippine Normal University; BSE, University of Makati

Ador G. Paulino. DPM, Pamantasan ng Lungsod ng Maynila; MGM, Pamantasan ng Lungsod ng Maynila; BSIE, Adamson University

Lolita O. Punzalan. PhD, Centro Escolar University; MAEd, Philippine Normal University; BSEd, St. Bridget Colleger

Rodolfo C. Raga, Jr. PhD, De La Salle University; MSCS, AMA Computer College; BSCS, Eulogio "Amang" Rodriguez Institute of Science and Technology

Raul Rafael M. Ramos. DBA, De La Salle University; MBA, University of the Philippines; BSBA, University of the Philippines

Liza R. Reyes. *Dean, Computer Studies and Engineering.* MEng'gCpE, Adamson University; MAEd, Adamson University; BS, Adamson University

Eleazar E. Ricote. MPA, University of the Philippines; AB, University of the Philippines

John Paolo R. Rivera. PhD, De La Salle University; MS, De La Salle University; BS, De La Salle University

Eduardo Roberto. *Ambassador Bienvenido R. Tantoco Sr. Professor of Marketing.* PhD, Kellogg Management School of Northwestern University (USA); MBA, Kellogg Management School of Northwestern University (USA)

Frederick P. Romero. DBA, De La Salle University; MBA, University of Santo Tomas, BSC, De La Salle University

Elenita G. Saba. *University Registrar.* MBA, Jose Rizal University; BSCS, Adamson University

Rajan Sadhwani. MBA, Ateneo Graduate School of Business; BSC, De La Salle University

Rubi Ana A. Saludario. Post Doctoral Program in Strategic Management and Leadership, Philippine Christian University; DBA, Polytechnic University of the Philippines; MBA, Eulogio "Amang" Rodriguez Institute of Science and Technology; BSBA

Auxilie Aurora D. Salvosa. EdD, Eulogio "Amang" Rodriguez Institute of Science and Technology; MAED, Eulogio "Amang" Rodriguez Institute of Science and Technology; BSE, Manuel L. Quezon University

Sharon F. Sanchez. DBA, Lyceum Northwestern University; MBA, University of Pangasinan; BSA, University of Dagupan

Angelina T. Sta. Elena. DPH, Polytechnic University of the Philippines; MBA, Jose Rizal University; MAN, Arellano University; BSN, De Ocampo Memorial College

Linda D. Tamesis. MD, FEU-NRMF Institute of Medicine; MHA, St. Jude College; MS, Rutgers University (USA); BA, Rutgers University (USA)

Vivian B. Titular. EdD, Jose Rizal University; PhD, Asian Social Institute; Med, De La Salle University; BEEd, Pamantasan ng Lungsod ng Muntinlupa

Porfirio B. Tizon. DPA, Our Lady of Fatima University; MGM, Pamantasan ng Lungsod ng Maynila; BSBA, Philippine School of Business Administration; Bachelor of Law, Manual L. Quezon University

Jacklyn Anne D. Toldoya. EdD, Pamantasan ng Lungsod ng Maynila; MA, Pamantasan ng Lungsod ng Maynila; BS, Bulacan State University

Milano O. Torres. PhD, Philippine Normal University; MA, Philippine Normal University; BS, Batangas State University

Maria Victoria S. Trinidad. DBA, Lyceum Northwesthern University; MBA, University of Pangasinan; BSC, University of Pangasinan

Timoteo Niel T. Trinidad. MD, Far Eastern University; MHA, St Jude College; BS, Far Eastern University

Arlene Mae C. Valderama. DIT, University of the East; MSIT, Ateneo de Manila University; BSC, Arellano University

Isagani D. Valenzuela. *Area Chair in Business Administration.* PhD, Pamantasan ng Lungsod ng Marikina; MPA, National College of Business and Arts; MBA, National College of Business and Arts; BSBA, Institute of Creative Computer Technology

Diony V. Varela. DPM, Pamantasan ng Lungsod ng Maynila; MAEd, Philippine Normal College; AB, Philippine Normal College

Philip Charles Zerrillo. *Senior Consultant to the President for Graduate Education.* Dr. Bienvenido R. Tantoco Sr. Professorial Chair Holder in Marketing. PhD, Northwestern University (USA); BBA, University of Texas Austin (USA)

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 a four-year bachelor's degree in Commerce as well as high school. 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, the Philippine Association of Collegiate Schools of Business (PACSB) in 1962, the Private Education Retirement Annuity Association (PERAA) in 1974, and the Philippine Association of Personnel Management in Private Schools (PAPMIPS) in 1997.

In its 106 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, 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.

EDUCATIONAL ORGANIZATION POLICY

Jose Rizal University is committed to provide quality education, research and extension programs through compliance with stakeholder requirements, promotion of social responsibility, respect to intellectual property, continuous improvement of its organizational system, and the development of competent and professional teaching and non-teaching personnel, all to ensure efficient transfer of relevant knowledge and desirable values.

QUALITY/EDUCATIONAL ORGANIZATION OBJECTIVES

1) Continuously provide academic intervention to its students;
2) Continuously provide feedback loops in satisfying its client through metrics;
3) Demonstrate a keen sense of social responsibility.
4) Demonstrate knowledge in producing research outputs while adhering to intellectual property.
5) Maintain and continuously develop a competent workforce through effective performance management systems; and
6) 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 is fully aware of others' 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 disciplinal 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

Jose Rizal University is located at 80 Shaw Boulevard, Mandaluyong City, occupying three city blocks. It is accessible through public transport passing directly in front of and all around the school. It is located on high commanding ground and is completely surrounded by a wall. Located inside the spacious campus are modern reinforced concrete and well-ventilated multi-story buildings.

The air-conditioned main library is a glass-enclosed structure that occupies the ground and second floor of a 5-storey building fronting Shaw Boulevard. It contains a collection of over 110,000 titles in electronic and print form and is fully Wi-Fi enabled and computerized. Students are encouraged to browse the collections on the shelves or by using library computer stations or laptops, their personal laptops, or their smartphone. A similarly-equipped library in the eight-story Tower Building is for the use of graduate and law students. Also located in this building is the auditorium, which was completed in 1995.

At the heart of the main campus is the new ten-storey Centennial Building that was built and completed in 2021 to commemorate the 100 years of the University. It houses modern and technology-supported classrooms, a spacious and well-ventilated cafeteria, big and spacious learning commons that are supported by internet connectivity, and learning areas that can host group discussions and meetings. The newly constructed building also houses the modern University Auditorium that can accommodate 500 persons for specific university-related events and activities.

The Guidance and Testing Office offers professional and academic services both for individual and group testing. Students may request an in-person or online appointment with the guidance counselor and may also avail the online request for Certificate of Good Moral Character under the Document Request through JRU SWIT

or email in support@jru.edu or call 8531-8031 local 32. The office is located in Building H room 212.

The Medical and Dental Clinic has a physician, dentist, and nurse on duty during school days and hours. Students may request an in-person or online consultation through JRUSWIT or send an email to support@jru.edu.

The University has an air-conditioned ecumenical prayer room where students are welcome to pray.

The Athletics and Physical Education facilities are located in the Gym Building, where students can enjoy playing basketball and other indoor sports.

The University Bookstore has a complete stock of the required textbooks, school uniforms, and school supplies offered at reasonable prices. However, students may, if they so prefer, obtain their textbooks and other school supplies elsewhere.

The International Student Services Office (ISS) is a project-based office that provides consolidated student services for enhanced support and guidance for international students, including registration, enrolment, document requests, visa assistance, and the like. This office is located in the Tower Building, Room T-12.

The Graduate School is completely housed in an eight-storey building, fully air-conditioned and equipped with multi-media classrooms, video conferencing system projectors, and internet access suitable for a Hyflex class setup. Also located in this building is the air-conditioned Law/Graduate School library, which contains a constantly increasing selection of supplementary reading materials and other appropriate books and periodicals. The school has a student lounge that serves as an area for consultation and meetings.

GRADUATE SCHOOL VISION

JRU Graduate School Division will be a market leader in technology-driven multidisciplinary studies and research, producing graduates of social importance locally and globally.

GRADUATE SCHOOL MISSION

The JRU Graduate School Division is committed to delivering technology-driven multidisciplinary studies and research, fostering critical thinking, collaboration, and innovation, and empowering students to become graduates of social importance who positively impact communities locally and globally.

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
Doctor of Education (EdDS) Major in Sports Management
Master of Business Administration (MBA)
Master in Business Administration
Major in Entrepreneurship, and Supply Chain Management
Master in Management (MIM)
Master in Public Administration (MPA)
Master in Public Administration Major in Public Health
Master of Arts in Education (MAEd)
Major in Educational Administration, Language Education, Mathematics, Special Education, Guidance and Counseling, and Physical Education
Master in Information Technology (MIT)

Diploma Course in Local Governance

In the school year 2017-2018, the Master in Hospital Management (MHM), in partnership with the Program Designers and Mentors Guild, was 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 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 has undergone ISO certification since 2014. Furthermore, in 2024, Jose Rizal University became one of the first universities to be certified under ISO 21001:2018, an international standard for educational organizations, highlighting its dedication to excellence in educational management systems. In the same year, the University also earned the Great Place to Work® certification. These milestones reflect JRU's commitment to upholding quality standards in its academic programs, services, and workplace culture.

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 graduates 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, and (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; (vii) continually evaluates teaching behavior and improves student learning, and (viii) 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 into the pedagogical process, the faculty requires students to share inputs gathered from research in class while preparing their 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 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 to the corporate or government setting to 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 educational technology integration at Jose Rizal University. This is accomplished through the offering of flexible and blended learning courses using a Learning Management System. Students have synchronous and asynchronous sessions within these learning courses 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.

Following the CHED memorandum order on the guidelines on the implementation of flexible learning arrangements, the University is implementing a Hyflex/Hybrid teaching and learning delivery model where faculty and students will experience face-to-face classroom and blended online teaching and learning set-up that is supported by video conferencing equipment and technology (Canvas, Zoom and digital learning tools). This way, students who prefer to learn and attend class online may still experience simultaneous learning interactions with their faculty and classmates attending the same class sessions.

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.

Transfer students may be admitted subject to initial evaluation and approval of their transfer credentials by the Dean and the University Registrar.

Foreign nationals seeking admission should present the following:

a. Authenticated/Original Student Records:
   - Transcript of Records
   - Diploma / Certificate of Graduation
   - Police Clearance / Certificate of no criminal records

b. Bachelor's Degree Certificate for Masteral / Master's Degree Certificates for Doctoral studies

c. Student Visa or Working visa issued by the Bureau of Immigration (BI)

d. Photocopy of passport (biometric data page)

e. ID photo, preferably 2x2 inches in size (with white background)

f. Once enrolled, a copy of their Alien Certificate of Registration Identity Card (ACR I-Card) as certified by the Bureau of Immigration and Student Visa.

Certificate of Eligibility to Pursue Graduate Studies - this is for international applicants whose Certificate of Graduation does not clearly indicate that they are university/college degree holders. The University can, likewise, require this added certificate from international applicants if and when needed.

Students with alien surnames or dual citizenship but claiming Filipino citizenship should comply with government requirements for the presentation of acceptable proof of citizenship or a Government Certificate of Recognition as a Filipino Citizen.

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 whether the student can proceed with the program.

English Proficiency

Coursework and research at the university are conducted in English, and all graduate students must demonstrate readiness to engage in their studies before proceeding to undertake thesis or dissertation. Students who have completed their academic studies in a non-English-speaking country are required to demonstrate English proficiency by taking a language proficiency examination officially recognized by the university. Additionally, these students are required to attend an English language enrichment program through the university or an accredited provider, in accordance with the policies in place in the university. This program must ideally be taken before the student makes an application to take the comprehensive examination.

Before taking the comprehensive examination, which is a requirement before enrollment to a thesis or dissertation, students must demonstrate that their English language proficiency in all four components of usage (speaking, reading, writing, and listening) is at the approved language level for their degree program. Students who have taken their Bachelor's degree fully in English are exempted from having to demonstrate their English proficiency, on the condition that their Bachelor's or equivalent was delivered and accomplished completely in the English language. Students may be considered provisionally enrolled at a lower level of proficiency, but may not take the comprehensive examination until they fulfill the required level of proficiency. The comprehensive examination is conducted purely in English for students who are enrolled, and, as such, students who pass the English proficiency criteria and subsequently also pass the comprehensive examination are provided with a passing score in the University's English Enhancement Program (EEP).

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.

ENROLMENT PROCEDURES

Registration is the process of formally assigning and recording the enrolment of a student in a course or courses required in a particular degree program.

The enrolment system can be accessed online. Students enrolling for the first time at Jose Rizal University should access the Admission Hub (AdHub), fill out the necessary information, and upload the required credentials for evaluation. For those enrolling onsite, the students submit the original copy of the admission credentials to the admission unit. The admission unit checks and verifies the applicant's information in the system and processes the application. After admission, the Graduate School Dean/Area Chair assigns the courses to be registered. For foreign students, the International Students Services Office (ISSO) staff registers the courses. For other students, the designated enroller registers sections/schedules and prints the Enrolment Permit. The student can pay at the JRU cashier. When payment is posted, the student will receive the login credentials using the alternate email specified in the profile. Enrolled courses will be reflected in Student Dashboard the next day after 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 courses and the sequence for the course chosen. If students enroll in a course for which they are not qualified, the University reserves the right to cancel their registration in that course 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 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, posted on bulletin boards, the JRU website, official social media accounts, the learning management system, and the student dashboard.

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. For proper processing, students should present a duly notarized Affidavit of Loss specifically stating the reason or circumstances that led to the loss of the student identification card.

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 in 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 7th calendar days after 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 in 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 15th 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 after the 15th day from the opening of classes shall automatically be considered as paying on an "installment basis" and shall be charged the installment rates.

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

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

A student is only considered enrolled if the tuition or the first installment payment has been paid, in addition to the other enrolment requirements.

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 subject to the approval of the concerned office head upon submission of the required documents. Details on the application or availment of discounts are available in 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 Academic Affairs 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)

After 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 have 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 courses, except when the withdrawal of the course is due to the failure of a 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)

After 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 have 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 courses, except when the withdrawal of the course is due to the failure of a 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 have 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.

Further details regarding withdrawals and refunds are available in the Student Accounts Section of the Accounting Office.

RULES OF DISCIPLINE

Student whose registration has been completed agrees to abide by the policies, rules, and regulations of JRU, accepts the program 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 the 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 crucial for all graduate students. It is expected that students attend at least 80% of their class sessions. Excessive tardiness may be considered an absence at the instructor's discretion. A graduate school student who arrives in class 20 minutes after the start of the class shall be marked "tardy," and three tardy marks shall be equivalent to one absence. If a graduate student misses more than 20% of the prescribed class periods during a term, the student will receive a failing grade or an NC (No Credit) for the course.

A Graduate School student needs to undertake research according to the conditions set by the education research body of their country. These conditions may include but are not limited to attendance and in-residence requirements stipulated in individual country guidelines. The Graduate School will do its best to cater to these guidelines, but international students must also be fully aware of the policies required by their country for degrees taken outside of their home country.

Whenever applicable to specific international students and in accordance with governmental regulations, the Research Leave Form or Absence Waiver must be submitted to the Graduate School Office. Any application for research leave requires approval from the Dean. Students are only allowed to undertake a research leave after successfully defending their proposal. Further details about this policy are communicated to students through official circulars and announcements

CLASS DAYS AND HOURS

Regular classes are offered during weeknights and whole Saturdays and are conducted in the most conducive atmosphere for three and a half (3 1/2) lecture hours per session for 15 meetings within a given trimester. All classes are under the tutelage and supervision of highly qualified faculty.

Flexible Classes for International Students

JRU offers flexible 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. Classes are conducted in an online and/or

onsite face-to-face learning setup as prescribed by the respective Education ministry where the international student is from. 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, virtual educational tours, and webinars. Handouts are provided both for instructional and learning purposes. To fully accommodate international students and their academic needs, a flexible schedule is arranged for them to optimize the potential 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 Doctoral 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 course is allowed only within a period of one (1) year. This shall be made by the faculty concerned with the approval of the Dean, stating among others, the reason for such correction. A Correction of Grades (CoG) form shall be accomplished for this purpose, subject to the approval of the Area Chair and the Dean. This includes the correction of a NC grade upon completion of requirements and confirmation of the faculty that such requirements have been fulfilled by the student. The CoG form shall be endorsed to the Registrar for appropriate documentation and correction of grade.

SCHOLARSHIPS

GRADUATE SCHOOL LATIN HONORS SCHOLARSHIP

This academic scholarship is given to incoming students in the GS MBA, MPA, and MAED programs who graduated with Latin Honors in their undergraduate degree programs.

As a general statement, the University reserves the right to review, discontinue, and adjust scholarship parameters at any time as it deems required for all scholarships and financial assistance mentioned above.

For additional inquiries on other scholarships, please contact the Guidance and Testing Office (GTO) at 8531-8031 local 32 or email support@jru.edu. You may also visit the office on the 2nd floor of Building H, Room 212.

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), depends upon the particular degree taken by the candidate. The academic requirements for graduation are subject to change if, in the opinion of JRU, a further improvement of the curriculum will result from the change/s.

Financial Requirements. A candidate for graduation must have settled all financial obligations with the University not later than the end of the terminal term 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 has been received by the Registrar's Office. In such case, the student should ensure that all required submissions, documents, and records, must be submitted earlier so as not to cause delay on the student's graduation.

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.

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

OTHER ADMINISTRATIVE MATTERS

Students are advised to familiarize themselves with the General Information Guide of JRU as the statements therein represent the general policies of the university. The General Information is available at the JRU website (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 offers short-term refresher courses in Mathematics, English Writing, and Basic Accounting. The courses run for approximately 3-4 meetings each and last approximately 1-2 weeks. These courses are graded on a pass/fail basis, and successful completion allows students to continue with their program of study.

New students are assessed upon enrolment to determine if they need to take the refresher courses. Students who have degrees related to the Graduate Program may be exempt from these courses, pending approval from the Graduate School Dean and the Registrar. All new students identified as needing to take refresher courses must enroll in and pass these before proceeding to relevant courses in their graduate program. The concerned Area Chair will assess the entry credentials of the new student applicant to determine the needed refresher or bridging courses.

Credit for Courses Taken Outside of JRU. A maximum of 12 units of credit is allowed for graduate courses taken outside of the JRU GS. The Dean makes the final decision on which courses can be credited with the recommendation of the Area Chair concerned. Credits are generally given for courses (i) that 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.

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 tests knowledge of basic concepts of graduate schools (statistics and research); knowledge of basic graduate

school concepts and theories of the candidate's discipline; and knowledge of the candidate's specific area of specialization.

The examination shall be given to the candidates over a period of no more than two days, with each test running for three (3) hours. The Area Chair shall appoint faculty to be part of the Comprehensive Examination and Evaluation Committee. The student may only take the comprehensive exams a maximum of two (2) times each to attain a passing score. If after two attempts to complete the comprehensive examination the student has still not passed all parts of the comprehensive examination, they will no longer be considered a candidate for a degree in their field of study unless the Dean provides allowances to the student on a case-by-case basis..

Leave of Absence. A student may notify the Graduate School Office if they would like to take a leave from their studies. However, a leave of absence does not automatically extend the residence rule within which a student must complete the 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 master's 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.

A student who is unable to complete his/her thesis/dissertation writing during the enrolled trimester is required to enroll in Continuing Thesis/Dissertation course in the following trimester within the allowable retention period. In the event a student goes beyond the allowable retention period, consideration for continuing enrollment is subject to the evaluation of the Review Committee to be formed by the respective GS Area Chair, and its recommendation submitted to the Dean for final decision. However, a student who returns after 10 years from his/her initial enrollment needs to retake the entire degree program.

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 full-unit requirement of the doctoral program.

B. Thesis/Dissertation Proposal

To effectively and efficiently carry out any graduate thesis or dissertation, proposed titles need to be carefully formulated first and then approved by a panel; hence, the Title Defense. In particular, the student shall prepare three titles of their research interest and field to be substantiated initially by the following: rationale or background of the study, research aim, statement of the problem, research design, and target population and sampling design.

The master's/doctoral student must have an assigned adviser to assist in writing and presenting thesis/dissertation proposal. The proposal includes the INTRODUCTION (Background and setting of the problem, review of related literature and studies, statement of the problem and research questions, hypothesis (if necessary), theoretical and conceptual foundations, scope and delimitation, significance of the study, and definition of terms) and METHODOLOGY (research design/approach, sampling, instrumentation and validation, ethical considerations, data gathering procedures, and data analysis). Approval of the proposal by a Faculty Thesis/Dissertation Committee/Panel constitutes formal advancement to its completion through gathering research data and writing the remaining parts of the thesis/dissertation.

C. Thesis/Dissertation Writing and Defense

The writing and successful defense of a master's thesis and 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 education, 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.

The final defense will be conducted at least one (1) academic term after the enrolled term when the proposal was approved. The candidate will present the RESULTS and DISCUSSION of the study in compliance with the approved proposal with the updated and enriched foregoing parts – INTRODUCTION and METHODOLOGY. The approval of a thesis/dissertation by the Committee/Panel after a final oral defense constitutes the final degree requirement, provided all suggested revisions are complied.

D. Policies on the Revision of the Thesis/Dissertation after the Final Defense

After the successful thesis/dissertation defense, whether accepted with recommended minor or major changes, the student has to make the necessary revisions and submit the final manuscript to the adviser for endorsement to the Area Chair for the approval of the defense panel. The endorsement of the final manuscript to the Area Chair should be made within three (3) weeks after the final defense. Otherwise, the student shall write a letter of appeal to the Area Chair, noted by the Adviser, explaining the reasons for late submission. The Area Chair will convene the defense panel to make the necessary decisions.

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. These are anchored based on 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 (with Minor) Program requires the completion of a total of fifty-five (55) units. The 55-unit program of study is broken down as follows:

A. English Enhancement Program	0 units
B. Core Courses	10 units
C. Major Courses	21 units
D. Cognates	12 units
E. Comprehensive Exam	0 units
F. Dissertation Writing	12 units
Total	**55 units**

DBA Program (With Minor) Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G604	Organization Theory	3
GSD G602	Research Methods and Statistics	3
GSD G101	Rizalian Philosophy of Education	1
GSD G603	Seminar in Dissertation Writing	3
	Subtotal	**10**

C. Major Courses

Course Code	Course Title	Units
BUS G701	Managerial Economics	3
BUS G702	Corporate and Investment Finance	3
BUS G707	Data and Management Information Systems	3
BUS G703	Managing Growth and Strategy	3
BUS G704	Talent Acquisition and Management	3
BUS G705	Marketing Management	3
BUS G706	Operations Management	3
	Subtotal	**21**

D. Cognates (Please choose 12 units or 4 courses)

Course Code	Course Title	Units
BUS G801	International Business and Economics	3
BUS G802	Corporate Social Responsibility and Good Governance	3
BUS G803	Investment Theory and Practice	3
BUS G804	Global Strategy and Growth	3
BUS G805	Big Data and Application	3
BUS G806	Digital Marketing	3
BUS G807	Leadership and Team Management	3
BUS G808	Interpersonal Negotiations	3
BUS G809	Project Management Application	3
	Subtotal	**12**

E. Comprehensive Examinations

Comprehensive examinations to be taken only after all core and major courses have been passed.

F. Dissertation Writing

Course Code	Course Title	Units
GSD G901	Dissertation Writing Part A – Title Defense	3
GSD G902	Dissertation Writing Part B – Proposal Defense	3
GSD G903	Dissertation Writing Part C – Final Defense	6
	Evidence of Submission to a Journal	0
	Subtotal	**12**
	Total	**55**

The minor component of the course will depend on the chosen cognate courses of the student.

Program of Study

The Doctor in Business Administration (No Minor) Program requires the completion of a total of forty-nine (49) units. The 49-unit program of study is broken down as follows:

A. English Enhancement Program	0 units
B. Core Courses	10 units
C. Major Courses	21 units
D. Cognates	6 units
E. Comprehensive Exam	0 units
F. Dissertation Writing	12 units
Total	**49 units**

DBA Program (No Minor) Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G604	Organization Theory	3
GSD G602	Research Methods and Statistics	3
GSD G101	Rizalian Philosophy of Education	1
GSD G603	Seminar in Dissertation Writing	3
	Subtotal	**10**

C. Major Courses

Course Code	Course Title	Units
BUS G701	Managerial Economics	3
BUS G702	Corporate and Investment Finance	3
BUS G707	Data and Management Information Systems	3
BUS G703	Managing Growth and Strategy	3
BUS G704	Talent Acquisition and Management	3
BUS G705	Marketing Management	3
BUS G706	Operations Management	3
	Subtotal	**21**

D. Cognates (Please choose 6 units or 2 courses)

Course Code	Course Title	Units
BUS G801	International Business and Economics	3
BUS G802	Corporate Social Responsibility and Good Governance	3
BUS G803	Investment Theory and Practice	3
BUS G804	Global Strategy and Growth	3
BUS G805	Big Data and Application	3
BUS G806	Digital Marketing	3
BUS G807	Leadership and Team Management	3
BUS G808	Interpersonal Negotiations	3
BUS G809	Project Management Application	3
	Subtotal	**6**

E. Comprehensive Examinations

Comprehensive examinations are to be taken only after all core and major courses have been passed.

F. Dissertation Writing

Course Code	Course Title	Units
GSD G901	Dissertation Writing Part A – Title Defense	3
GSD G902	Dissertation Writing Part B – Proposal Defense	3
GSD G903	Dissertation Writing Part C – Final Defense	6
	Evidence of Submission to a Journal	0
	Subtotal	**12**
	Total	**49**

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: 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 Doctor in Public Administration Program requires the completion of a total of forty-nine (49) units. The 49-unit program of study is broken down as follows:

A. English Enhancement Program	0 units
B. Core Courses	13 units
C. Major Courses	18 units
D. Comprehensive Exam	0 units
E. Cognates	6 units
F. Dissertation Writing	12 units
Total	**49 units**

DPA Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G602	Research Methods and Statistics	3
GSD G101	Rizalian Philosophy of Education	1
GSD G602	Research Methods and Statistics	3
GSD G601	Administrative Theory and Public Policy	3
GSD G603	Seminar in Dissertation Writing	3
	Subtotal	**13**

C. Major Courses

Course Code	Course Title	Units
GSD G604	Organization Theory	3
PAD G701	Advanced Fiscal Management	3
PAD G702	Political Theories and Processes	3
PAD G703	Project Planning and Management	3
PAD G704	Problems and Challenges in Public Administration and National Development	3
PAD G705	Talent Acquisition and Management	3
	Subtotal	**18**

D. Cognates (Please choose 6 units or 2 courses)

Course Code	Course Title	Units
PAD G801	Strategic Program and Project Management	3
PAD G802	Advanced Fiscal Administration, Public Enterprise Management, and Public-Private Partnership	3
PAD G803	Advanced Environmental Policy and Administration	3
	Subtotal	**6**

E. Comprehensive Examinations

Comprehensive examinations are to be taken only after all core and major courses have been passed.

F. Dissertation Writing

Course Code	Course Title	Units
GSD G901	Dissertation Writing Part A – Title Defense	3 (C/F)
GSD G902	Dissertation Writing Part B – Proposal Defense	3 (C/F)
GSD G903	Dissertation Writing Part C – Final Defense	6 (Final Grade)
	Evidence of Submission to a Journal	0
	Subtotal	**12**
	Total	**49**

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 forty-nine (49) units. The 49-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	13 units
C. Major Courses	18 units
D. Cognates	6 units
E. Comprehensive Exam	0 unit
F. Dissertation Writing	12 units
Total	**49 units**

EdD Major in Educational Management Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
EDU G601	Philosophical and Psychological Foundation of Educational Management	3
GSD G604	Organizational Theory	3
GSD G602	Research Methods and Statistics	3
GSD G101	Rizalian Philosophy of Education	1
GSD G603	Seminar in Dissertation Writing	3
	Subtotal	**13**

C. Major Courses

Course Code	Course Title	Units
EDU G701	Educational Trends in Policy and Advocacy	3
EDU G702	Advanced Financial Management	3
EDU G704	Education Technology and Innovations	3
EDU G706	Talent Acquisition and Management	3
EDU G707	Strategic Planning and Management in Education	3
EDU G708	International Relations in Educational Management	3
	Subtotal	**18**

D. Cognates (Please choose 6 units or 2 courses)

Course Code	Course Title	Units
GS 970	Advanced Environmental Policy and Admin.	3
EDU C801	Inclusive Education Management	3
EDU C802	Crisis and Emergency Management	3
EDU C803	Peace Education	3
EDU C804	Family and Community Engagement in Education	3
	Subtotal	**6**

E. Comprehensive Examinations

Comprehensive examinations are to be taken only after all core and major courses have been passed.

F. Dissertation Writing

Course Code	Course Title	Units
GSD G901	Dissertation Writing Part A – Title Defense	3 (C/F)
GSD G902	Dissertation Writing Part B – Proposal Defense	3 (C/F)
GSD G903	Dissertation Writing Part C – Final Defense	6 (Final Grade)
	Subtotal	**12**
	Total	**49**

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 the 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 forty-nine (49) units. The 49-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	13 units
C. Major Courses	18 units
D. Cognates	6 units
E. Comprehensive Exam	0 unit
F. Dissertation Writing	12 units
Total	**49 units**

EdD Major in Sports Management Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
EDU G601	Philosophical and Psychological Foundations of Educational Management	3
GSD G604	Organizational Theory	3
GSD G602	Research Methods and Statistics	3
GSD G101	Rizalian Philosophy of Education	1
GSD G603	Seminar in Dissertation Writing	3
	Subtotal	13

C. Major Courses

Course Code	Course Title	Units
EDU G709	Group Dynamics in Sports	3
EDU G714	Sports Marketing	3
EDU G711	Sports Finance	3
EDU G712	Advanced Studies in Sports Management	3
EDU G716	Sports Ethics	3
EDU G713	Executive Training on Sports Coaching and Officiating	3
	Subtotal	**18**

D. Cognates (Please choose 6 units or 2 courses)

Course Code	Course Title	Units
EDU G805	Sports Law	3
EDU G806	Practicum	3
EDU G710	Facilities Planning in Sports	3
EDU G711	Sports Event Management	3
EDU G807	Theories and Laws in International Relations	3
	Subtotal	**6**

E. Comprehensive Examinations

Comprehensive examinations are to be taken only after all core and major courses have been passed.

F. Dissertation Writing

Course Code	Course Title	Units
GSD G901	Dissertation Writing Part A – Title Defense	3 (C/F)
GSD G902	Dissertation Writing Part B – Proposal Defense	3 (C/F)
GSD G903	Dissertation Writing Part C – Final Defense	6 (Final Grade)
	Subtotal	**12**
	Total	**49**

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 intellectual knowledge in the major functional areas of business.
b. utilize computational and communications skills in making business decisions.
c. apply the framework of business, inclusive of the roles of different stakeholders, and the importance of business ethics;
d. adapt to the current trends in the field of technology and innovation;
e. analyze organizations and recommend optimal strategies and actions through the contextual framing of problems and the use of appropriate analytical and quantitative techniques; and
f. evaluate political, social, economic, legal, and cultural influences of strategic decisions in a global context.

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, and 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. Students in the non-thesis program has to get cognates (see below), and has to defend his/her Strategic Management (Strama) paper after passing the Comprehensive Examination.

Plan A Thesis
MBA Program of Study

The Master in Business Administration Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	3 units
C. Major Courses	18 units
D. Cognates	6 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	6 units
Total	**37 units**

MBA Thesis Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
GSD G102	Foundations in Research Methods and Statistics	3
BUS G101	Theory of the Firm	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
BUS G201	Principles of Accounting	3
BUS G202	Strategic Management and Information Systems	3
BUS G203	Managerial Economics	3
BUS G204	Modern Marketing Management	3
BUS G205	Operations Management and Production Science	3
BUS G206	Financial Analysis and Investment Theory	3
	Subtotal	**18**

D. Cognates

Course Code	Course Title	Units
BUS G301	Human Resource Management	3
GSD G301	Seminar in Thesis Writing	3
	Subtotal	**6**

E. Comprehensive Examinations

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

F. Thesis Writing

Course Code	Course Title	Units
GSD G501	Thesis Writing A – Proposal Defense	3
GSD G501	Thesis Writing B – Final Defense	3
	Evidence of Submission to a Journal	0
	Subtotal	**6**
	Total	**37**

Plan B (Non-Thesis) Program

The student will engage in a capstone project.

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.

The Master in Business Administration (MBA) Non-Thesis Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	1 units
C. Major Courses	24 units
D. Cognates	9 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	3 units
Total	**37 units**

MBA Non-Thesis Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
	Subtotal	**1**

C. Major Courses

Course Code	Course Title	Units
BUS G201	Principles of Accounting	3
BUS G207	Management and Information Systems and Performance Management	3
BUS G301	Human Resource Management	3
BUS G203	Managerial Economics	3
BUS G204	Modern Marketing Management	3
BUS G205	Operations Management and Production Science	3
BUS G206	Financial Analysis and Investment Theory	3
BUS G209	Strategic Management and Growth	3
	Subtotal	**24**

D. Cognates (Please choose 9 units or 3 courses)

Course Code	Course Title	Units
BUS G303	International Business and Economics	3
BUS G304	Corporate Responsibility and Governance	3
GSD 311	Investment Theory	3
BUS G209	Strategic Management and Growth	3
BUS G307	Big Data and Customer Insights	3
Proposed	Digital Marketing	3
Proposed	Leadership and Team Management	3
Proposed	Negotiation Theory	3
Proposed	Project Management	3
	Subtotal	**9**

E. Comprehensive Examinations

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

F. Thesis Writing

Course Code	Course Title	Units
GSD G503	Study in Prescriptive Applied Management	3
	Subtotal	**3**
	Total	**37**

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 frameworks on entrepreneurship;
2. formulate and execute plan for starting a business;
3. analyze, recommend and justify courses of action or possible solutions to existing challenges or issues in entrepreneurship;
4. demonstrate managerial and leadership skills;
5. keep abreast with entrepreneurial trends and issues;
6. identify and develop new ideas, processes, and systems for a business entity; and understand and integrate technology in the creation of business models.

Student Outcomes (SO)

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

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

MBA Major in Entrepreneurship
Program Curriculum

A. Core Courses

Course Code	Course Title	Units
GS 218	Entrepreneurial Management	3
GS 232	Research Statistics	3
GS 222	Research Methods	3
	Subtotal	**9**

B. Major Courses

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

C. Cognates

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

D. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

	Total	**39**

Master in Business Administration Major in Supply Chain Management (Non-Thesis)

Program Educational Objectives (PEO)

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

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

Student Outcomes (SO)

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

1. analyze the operations of the 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 Chain Management
Program Curriculum

A. Core Courses

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

B. Major Courses

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

C. Cognates

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

D. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

	Total	**39**

MASTER IN MANAGEMENT (MIM)
(NON-THESIS)

Program Description

The Master in Management (MIM) program is a non-thesis professional graduate degree program suits professionals advancing in organizational leadership and management positions. General knowledge in leadership and management is the primary focus of discussions and reflections for efficient and effective governance, decision-making, and problem-solving. Regardless of the undergraduate degree, every college graduate can pursue and study in this master's program. Emphasizing practical learning, the MIM program comprises ten courses covering core management subjects: governance, business research, finance, marketing, operations, innovations, general management, and global sustainability. Students will also take a one-credit Rizalian Philosophy of Education course, offering an original viewpoint on social responsibility and ethical leadership.

Program Educational Objectives (PEO)

After completing the Master in Management program, the graduates will:

1. exercise a high level of critical thinking and decision-making;
2. demonstrate meaningful strategies and techniques in managing and leading the organization;
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 Management program, the graduates shall be able to:

1. Demonstrate intellectual knowledge in the major functional areas of business.
2. Utilize computational and communications skills to make business decisions.
3. Apply the framework of business, including the roles of different stakeholders and the importance of business ethics;
4. Adapt to the current trends in the field of technology and innovation;

5. Analyze organizations and recommend optimal strategies and actions through the contextual framing of problems and the use of appropriate analytical and empirical techniques; and
6. Evaluate political, social, economic, legal, and cultural influences of strategic decisions in local and global contexts.

Program of Study

The Master in Management (MIM) Non-Thesis Program requires the completion of a total of thirty-one (31) units. The 31-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	7 units
C. Major Courses	15 units
D. Comprehensive Exam	0 unit
E. Cognates	6 units
F. Capstone Research	3 units
Total	**31 units**

MIM Non-Thesis Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
GSD G104	Social Responsibility and Good Governance	3
GSD G103	Business Research and Statistics	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
MGT G201	Marketing Management	3
MGT G202	Operations Management	3
MGT G203	Financial Management	3
MGT G204	Human Resource Management	3
MGT G205	Innovation Management	3
	Subtotal	**15**

D. Comprehensive Examination

Comprehensive examinations should be taken only after all core and major have been passed

E. Cognates. A student has to get 2 cognates or a total of 6 units.

Course Code	Course Title	Units
MGT G301	Business Analytics	3
MGT G302	Sustainable Business Practices	3
MGT G303	Financial Analysis & Investment Theories	3
MGT G304	Decision Analysis	3
MGT G305	Logistics & Sustainable Operations	3
MGT G306	Ventures & Investments	3
MGT G307	Conflict & Crisis Management	3
MGT G308	Organizational Change & Development	3
MGT G309	Data Science Analytics	3
MGT G310	Risk Assessment & Management	3
	Subtotal	**6**

F. Capstone Research

Course Code	Course Title	Units
	Strategic Management (Capstone Research)	3
	Subtotal	**3**
	Total	**31**

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.

Program of Study (MPA Thesis)

The Master in Public Administration (MPA) Thesis Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	7 units
C. Major Courses	18 units
D. Cognates	6 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	6 units
Total	**37 units**

MPA Thesis Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
GSD G102	Foundation in Research Methods and Statistics	3
GSD G301	Seminar in Thesis Writing	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
PAD G201	Theory and Practice of Public Administration and Governance	3
PAD G202	Philippine Administrative and Legal System	3
PAD G203	Financial Management and Administration	3
PAD G204	Microeconomics and Public Policy Analysis	3
PAD G205	Special Problems and Challenges in Public Administration and Governance	3
PAD G206	Public Policy Workshop (Capstone Course)	3
	Subtotal	**18**

D. Cognates (Please choose 6 units or 2 courses)

Course Code	Course Title	Units
PAD G301	Human Resource Management	3
PAD G302	Local Governance and Regional Administration	3
GS 230	Public Health Policy, Administration, and Governance	3
GS 231	Peach and Public Security Administration and Governance	3
GS 324	Development Economics	3
GS 258	Public Enterprise, Privatization, Development, and Governance	3
GS 328	Macroeconomics	3
GS 329	Environmental and Resource Policy	3
	Subtotal	**6**

E. Comprehensive Examinations

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

F. Thesis Writing

Course Code	Course Title	Units
GSD G501	Thesis Writing A – Proposal Defense	3
GSD G502	Thesis Writing B – Final Defense	3
	Evidence of Submission to a Journal	0
	Subtotal	**6**
	Total	**37**

Program of Study (MPA Non-Thesis)

The Master in Public Administration (MPA) Non-Thesis Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	4 units
C. Major Courses	18 units
D. Cognates	12 units
E. Comprehensive Exam	0 unit
F. Capstone Research	3 units
Total	**37 units**

MPA Non-Thesis Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
GSD G102	Foundation in Research Methods and Statistics	3
	Subtotal	**4**

C. Major Courses

Course Code	Course Title	Units
PAD G201	Theory and Practice of Public Administration and Governance	3
PAD G202	Philippine Administrative and Legal System	3
PAD G203	Financial Management and Administration	3
PAD G204	Microeconomics and Public Policy Analysis	3
PAD G205	Special Problems and Challenges in Public Administration and Governance	3
PAD G303	Organization, Management & Governance of the Public Sector	3
	Subtotal	**18**

D. Cognates (Please choose 12 units or 4 courses)

Course Code	Course Title	Units
PAD G301	Human Resource Management	3
PAD G302	Local Governance and Regional Administration	3

PAD G308	Environmental and Resource Policy	
PAD G207	Public Health Policy Administration and Governance	3
GS 324	Development Economics	3
GS 258	Public Enterprise, Privatization, Development, and Governance	3
GS 328	Macroeconomics	3
	Subtotal	**12**

E. Comprehensive Examinations

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

F. Capstone Research

Course Code	Course Title	Units
PAD G206	Public Policy Workshop	3
	Subtotal	**3**
	Total	**37**

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
	Subtotal	**12**

B. Major Courses

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

C. Cognates (Select 4 courses or 12 units)

Course Code	Course Title	Units
GS 230	Public Health Policy, Administration & Governance	3
GS 721	Health, Environment, and Nutrition	3
GS 722	Principles of Epidemiology	3
GS 723	Practice of Health Administration	3
GS 724	Health Trends and Issues	3
GS 725	Hospital Organization and Management	3
	Subtotal	**12**

D. Comprehensive Examinations

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

	Total	**36**

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
	Subtotal	**12**

B. Major Courses (2 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
	Subtotal	**6**

C. Cognates* (2 courses required)

Course Code	Course Title	Units
GS 324*	Development Economics	3
GS 329	Environmental and Resource Policy	3
GS 323*	Human Resource Development in the Public Sector	3
	Other MPA courses that may be relevant to the student's interest course to the MPA Area Chair and Dean's Approval	
	Subtotal	**6**
	Total	**24**

JOINT MBA-MPA PROGRAM

The Graduate School offers a joint MBA-MPA program. Students who successfully graduate in either the MBA or the MPA Program can enroll 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 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 Major 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.

Program of Study

The Master of Arts in Education Major in Educational Administration Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	7 units
C. Major Courses	15 units
D. Cognates	9 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	6 units
Total	**37 units**

MAEd Major in Educational Administration Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
EDU G101	Foundations of Education	3
GSD G102	Foundation in Research Methods and Statistics	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
EDU G201	Organizational Leadership in Education	3
EDU G202	Financial Management and Operations of Educational Institutions	3
EDU G203	Legal Insights and Contemporary Issues in Education	3
EDU G204	Strategic Program and Project Planning	3
EDU G205	School Personnel Management: Theory and Practice	3
	Subtotal	**15**

D. Cognates (Please choose 9 units or 3 courses)

Course Code	Course Title	Units
EDU G303	Design and Development of Alternative Delivery Systems	3
EDU G301	Curriculum Engineering	3
ED G304	Technology in Educational Learning Environments	3
ED G305	Data Driven Strategy	3
ED G306	Service Operations Management in Education	3
	Subtotal	**9**

E. Comprehensive Examinations

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

F. Thesis Writing

Course Code	Course Title	Units
GSD G501	Thesis Writing A – Proposal Defense	3
GSD G502	Thesis Writing B – Final Defense	3
	Evidence of Submission to a Journal	0
	Subtotal	**6**
	Total	**37**

MAEd 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.

Program of Study

The Master of Arts in Education Major in Language Education Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	7 units
C. Major Courses	15 units
D. Cognates	9 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	6 units
Total	**37 units**

MAED Major in Language Education Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
EDU G101	Foundations of Education	3
GSD G102	Foundation in Research Methods and Statistics	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
EDU G206	Applied Linguistics in the English Language Classroom	3
EDU G207	Language Acquisition	3
EDU G208	Assessment in Language Teaching	3
EDU G209	Teaching Contemporary Literature	3
EDU G210	Teaching English as a Second Language	3
	Subtotal	**15**

D. Cognates

Course Code	Course Title	Units
EDU G307	Language Policies and Management	3
EDU G301	Curriculum Engineering	3
GSD G301	Seminar in Thesis Writing	3
	Subtotal	**9**

E. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

F. Thesis Writing

Course Code	Course Title	Units
GSD G501	Thesis Writing A – Proposal Defense	3
GSD G502	Thesis Writing B – Final Defense	3
	Evidence of Submission to a Journal	0
	Subtotal	**6**
	Total	**37**

MAEd Major 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.

Program of Study

The Master of Arts in Education Major in Mathematics Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	7 units
C. Major Courses	15 units
D. Cognates	9 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	6 units
Total	**37 units**

MAEd Major in Mathematics Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
EDU G101	Foundations of Education	3
GSD G102	Foundation in Research Methods and Statistics	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
EDU G221	Theory of Numbers	3
EDU G222	Abstract Algebra for Teachers	3
EDU G223	Geometry for Teachers	3
EDU G224	Linear Algebra	3
EDU G225	Calculus for Teachers	3
	Subtotal	**15**

D. Cognates (Please choose 9 units or 3 courses)

Course Code	Course Title	Units
EDU G303	Design and Development of Alternative Delivery Systems	3
EDU G301	Curriculum Engineering	3
GSD G301	Seminar in Thesis Writing	3
	Subtotal	**9**

E. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

F. Thesis Writing

Course Code	Course Title	Units
GSD G501	Thesis Writing A – Proposal Defense	3
GSD G502	Thesis Writing B – Final Defense	3
	Evidence of Submission to a Journal	0
	Subtotal	**6**
	Total	**37**

MAEd Major 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.

Program of Study

The Master of Arts in Education Major in Special Education Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	7 units
C. Major Courses	15 units
D. Cognates	9 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	6 units
Total	**37 units**

MAED Specialization in Special Education Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
EDU G101	Foundations of Education	3
GSD G102	Foundation in Research Methods and Statistics	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
EDU G211	Behavior Management and Positive Behavior Support	3
EDU G212	Foundation and Principles of Teaching in SPED	3
EDU G213	Curriculum and Instructional Strategies for Special Needs Education	3
EDU G214	Psycho-Educational Assessment of Children with Disabilities	3
EDU G215	Practicum in Special Education	3
	Subtotal	**15**

D. Cognates

Course Code	Course Title	Units
EDU G308	Understanding Disabilities	3
EDU G309	Transition Planning and Services	3
GSD G301	Seminar in Thesis Writing	3
	Subtotal	**9**

E. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

F. Thesis Writing

Course Code	Course Title	Units
GSD G501	Thesis Writing A – Proposal Defense	3
GSD G502	Thesis Writing B – Final Defense	3
	Evidence of Submission to a Journal	0
	Subtotal	**6**
	Total	**37**

MAED MAJOR 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.

Program of Study

The Master of Arts in Education Major in Guidance and Counseling Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	7 units
C. Major Courses	15 units
D. Cognates	9 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	6 units
Total	**37 units**

MAED Major in Guidance and Counseling Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
EDU G101	Foundations of Education	3
GSD G102	Foundation in Research Methods and Statistics	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
EDU G226	Counseling Theories, Tools and Techniques	3
EDU G227	Career Counseling and Development	3
EDU G228	Group Process and Program Development	3
EDU G229	Psychological Assessment	3
EDU G230	Foundations of Guidance and Counseling	3
	Subtotal	**15**

D. Cognates (Please choose 9 units or 3 courses)

Course Code	Course Title	Units
EDU G313	School Based Program for Mental Health	3
EDU G316	Principles and Strategies in Teaching Guidance and Counseling	3
GSD G301	Seminar in Thesis Writing	3
	Subtotal	**9**

E. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

F. Thesis Writing

Course Code	Course Title	Units
GSD G501	Thesis Writing A – Proposal Defense	3
GSD G502	Thesis Writing B – Final Defense	3
	Evidence of Submission to a Journal	0
	Subtotal	**6**
	Total	**37**

MAED MAJOR 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

Program of Study

The Master of Arts in Education Major in Physical Education Program requires the completion of a total of thirty-seven (37) units. The 37-unit program of study is broken down as follows:

A. English Enhancement Program	0 unit
B. Core Courses	7 units
C. Major Courses	15 units
D. Cognates	9 units
E. Comprehensive Exam	0 unit
F. Thesis Writing	6 units
Total	**37 units**

MAEd Major in Physical Education Program Curriculum

A. English Enhancement Program

Course Code	Course Title	Units
EEP	English Enhancement Program	0
	Subtotal	**0**

B. Core Courses

Course Code	Course Title	Units
GSD G101	Rizalian Philosophy of Education	1
EDU G101	Foundations of Education	3
GSD G102	Foundation in Research Methods and Statistics	3
	Subtotal	**7**

C. Major Courses

Course Code	Course Title	Units
EDU G216	Organization, Administration, and Supervision in Physical Education	3
EDU G217	Measurement and Evaluation in Physical Education	3
EDU G218	School and Community Recreation Leadership	3
EDU G219	Trends in Teaching Fitness, Dance, and Sports	3
EDU G220	Leadership in Physical Education and Sports	3
	Subtotal	**15**

D. Cognates (Please choose 9 units or 3 courses)

Course Code	Course Title	Units
EDU G310	Pedagogical Approaches in Teaching PE and Sports	3
EDU G301	Curriculum Engineering	3
GSD G301	Seminar in Thesis Writing	3
	Subtotal	**9**

E. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

F. Thesis Writing

Course Code	Course Title	Units
GSD G501	Thesis Writing A – Proposal Defense	3
GSD G502	Thesis Writing B – Final Defense	3
	Evidence of Submission to a Journal	0
	Subtotal	**6**
	Total	**37**

MASTER IN INFORMATION TECHNOLOGY (MIT)

Program Educational Objectives (PEO)

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

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

Student Outcomes (SO)

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

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

MIT Program Curriculum

A. Core Courses

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

B. Major Courses

Track 1 - Enterprise Resource Planning

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

Track 2 - Business Analytics

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

C. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

D. Project Study

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

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

The students will learn the latest SAP modules and gain in-depth knowledge of Systems Applications and Products (SAP) software through hands-on experience. Topics include but 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 blends concepts from data science, computer science, statistics, business intelligence, and information theory geared toward 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, and 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 business performance based on data and statistical methods. In contrast, business intelligence traditionally focuses on using a consistent set of metrics to both measures past performance and guide business planning, which is also based on data and statistical methods. Business analytics can be used to leverage prescriptive analytics toward automation.

MASTER IN HOSPITAL MANAGEMENT (MHM)

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

Program Educational Objectives (PEO)

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

1. demonstrate managerial and leadership capability for hospital management;
2. communicate ideas effectively with superiors, peers, subordinates, and hospital clientele;
3. exhibit critical thinking and decision-making skills; and
4. make sound decisions based on professional ethics and human values.

Student Outcomes (SO)

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

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

MHM Program Curriculum

A. Foundation Courses

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

B. Major 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
	Subtotal	**21**

C. Cognates

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

D. Comprehensive Examinations

Comprehensive examinations should be taken only after all core and major have been passed.

E. Action Research Writing

Course Code	Course Title	Units
GS 261	Action Research Paper (Writing)	3
GS 262	Action Research Paper (Presentation)	3
	Subtotal	**6**
	Total	**45**

F. MBA Courses**

Course Code	Course Title	Units
GS 212	Managerial Economics	3
GS 203	Economic Analysis	3
GS 202	Managerial Accounting and Control	3
GS 211	Management Science	3
	Subtotal	**12**
	Total	**57**

**Added courses if student opts to continue/pursue the MBA degree program after completion of MHM program

COURSE DESCRIPTIONS

DOCTORAL PROGRAMS

BUS G701 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 decisions; short-range and long-term cost analysis; and capital budgeting. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G702 Corporate and Investment Finance

The attraction, use, and monitoring of financial resources and investment are a critical component of the modern-day firm. This course concentrates on the function of finance as both a control and a growth (investment) opportunity. The module will investigate best practices and recent research on investment and financial control practices. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G703 Managing Growth and Strategy

Strategy is an essential component of successful firms. Strategy is the outcome of purposeful choices around how the organization will organize and deploy its resources to win in a marketplace. This course deals with how the modern-day firm engages in the strategic planning process to deliver growth strategies. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G704 Talent Acquisition and Management Talent Acquisition and Management

The future of the firm is often determined by the talent in the organization. The firm's ability to attract, retain, develop, and harness their talent is a critical component to success. This module will concentrate on the best practices and cutting-edge research in the field of talent acquisition, development, and management. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G705 Marketing Management

Marketing Strategy is focused on the study of substantive problems in both B2B and B2C markets. As a field, marketing is inherently multi-disciplinary, thus the research topics may deal with consumer behavior and business topics. The course deals with prescriptive and research topics on both strategic (market selection) decisions and those that are tactical (what products to make, prices to charge, channels to distribute

through, or promotional activities to engage in). This module is designed to expose PhD students to the dominant theoretical perspectives (arising from psychology, decision theory, economics, law, sociology, and management) and the multiple methods (qualitative interviews, experiments, confirmatory analysis, and ethnographic observations). *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G706 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, quality circle, and statistical process control, among others. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G707 Data and Management Information Systems

Data Management is essential to a nimble and adaptive organization. Data management is the overarching concept referring to all we do with data. This course explores the cornerstone concepts and terminology of data management, including: why data management is essential to organizational success, how it is collected, organized, sorted, and used to create value, and some of the leading research inquiries in this field. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G801 International Business and Economics

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

BUS G802 Corporate Social Responsibility and Good Governance

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

BUS G803 Investment Theory and Practice

Sound investing is a critical activity in personal and corporate wealth creation. This course introduces students to various concepts relating to investment analysis and portfolio management. The intention of this course is to help students do a better job of analyzing macroeconomic environments, competitive dynamics, and geopolitical risk to make appropriate investment decisions. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G804 Global Strategy and Growth

The global strategy of a firm is the blueprint for how to internationalize their operation and grow beyond their borders. The focus of this course is on two key principles: 1) how to develop and maintain a sustainable competitive advantage and 2) how the firm can do this in differing international settings. The course is oriented toward developing international strategies that are rigorously developed, market fit, and vetted. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G805 Big Data and Application

Big Data Analytics is the study of how to extract actionable, non-trivial knowledge from large data sets. As the capability to collect and monitor data has become commonplace, the proper organization, sorting, and distilling of data is among the most useful skills and processes for the firm. This course serves as an introduction to large-scale data analytics and will cover the basic systems and techniques to store, access, and assess large volumes of data. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G806 Digital Marketing

Digital marketing is the intentional promotion and marketing of goods, services, and ideas to a market through digital technologies. This course will cover the potential digital outreach of an organization through channels such as the internet, mobile devices, social media platforms, webinars, search engines, and online customer communities to affect and activate customer markets. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G807 Leadership and Team Management

Leadership involves the ability to influence or guide followers of a team, organization, or society. This course will explore the theoretical foundations of the concept of leadership through a review of leadership theories and case studies on effective and ineffective leaders. The intention is to raise the awareness of participants about the importance of leadership in achieving goals and objectives in a positive manner. The course is focused on being able to lead organizations and teams effectively as a skill. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G808 Interpersonal Negotiations

Negotiation is the art and science of securing agreements between two or more parties who are interdependent. In all such negotiations, interdependent actors approach the negotiation process with goals, needs, and desired outcomes that they seek to

maximize. The central focus of this course is to enhance the students' understanding of the behavior of individuals, groups, and organizations in the context of such events. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G809 Project Management Application

The success or failure of an organization is often dependent on their ability to complete projects in a timely, low-cost, and high-quality manner. Project management involves initiating, planning, executing, controlling, monitoring, and closing the work of a team to achieve specific goals and meet specific success objectives within a specified time. Operating with time, resource, and scope constraints, project planning plays a major role in preparing and executing firm initiatives. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G710 Facilities Planning in Sports

This course engages students with strategic planning, design, and management of sports facilities in various venues and sports. Students will critically examine the principles site selection with a view of financial planning, sustainability, and regulatory compliance. Such considerations are essential for developing world-class sports facilities. The course puts emphasis on the use of cutting-edge technology, environmental sustainability, and accessibility to meet the demands of modern sports and entertainment venues. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G711 Sports Event Management

This course provides a comprehensive overview of sports event management, focusing on the planning, execution, and evaluation of athletic events. Students will learn essential concepts and practices, including venue selection, budgeting, logistics, marketing, and risk management. Through case studies and practical exercises, participants will develop the skills necessary to organize successful sports events while considering factors such as audience engagement, safety, and sustainability. Emphasis will be placed on applying theoretical knowledge to real-world scenarios, fostering critical thinking and problem-solving abilities. By the end of the course, students will be equipped to effectively manage sports events and contribute to the success of athletic programs within educational institutions. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G801 Inclusive Education Management

This course explores the principles and practices of managing inclusive educational environments that support the diverse needs of all students, including those with disabilities, learning differences, and from various cultural and socioeconomic backgrounds. Students will examine the legal, ethical, and practical aspects of

inclusive education, learning how to create and maintain educational settings where every student can thrive. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G802 Crisis and Emergency Management

This course will equip EdD students with the necessary knowledge and skills in the management of crises and emergencies in learning institutions. It covers risk assessment, where students learn to identify potential crises and develop strategies to minimize risks. Emphasis will also be given to leadership in crisis situations, decision-making, support system, collaboration, and coordination. Ethical, moral, and legal considerations will also be covered in this course. Recovery and resilience, emotional and psycho-social support systems will also be undertaken. Learning from natural and man-made crises is dealt with for future management efforts. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G803 Peace Education

Students will gain a deep understanding and appreciation of the role education vitally plays in peacebuilding efforts and social transformation. Students will be exploring curriculum development, instructional strategies, and pedagogical approaches that promote empathy, respect for human rights, and recognition of the value of life among societal stakeholders. This course will emphasize the importance of fostering critical thinking and constructive social dialogues as instruments in addressing societal issues and promoting social justice. The course will also cover various aspects of peacebuilding, including conflict and multifactor analysis, mediation, and arbitration. Inclusivity and safety in the workplace, schools, and community will take central discussion too in the course offering. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G804 Family and Community Engagement in Education

This course highlights the importance of engaging families and communities in the educational process. It explores strategies for building strong partnerships between schools, families, and community organizations to support student success. EdD students will cover in their learning the following: effective communication techniques family involvement programs community resources cultural competence in engaging diverse families and communities. Also, the course will offer opportunities and insights into the benefits of strong family and community partnership in the context of education. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G805 Sports Law

Explore the legal framework governing the sports industry, covering contracts, liability, intellectual property, doping regulations, and governance structures. Through case studies and discussions, participants analyze legal issues unique to sports organizations, athletes, and governing bodies. Emphasis is placed on understanding the legal rights and responsibilities of stakeholders in the sports ecosystem. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G806 Practicum

This provides hands-on experience in sports management, allowing students to apply theoretical knowledge to real-world settings. Under the guidance of industry professionals, participants will engage in practical projects, such as event planning, marketing campaigns, facility management, or athlete development programs. Through experiential learning and reflective analysis, students will enhance their skills in sports management and gain valuable insights into the complexities of the sports industry. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G807 Theories and Laws in International Relations

This course engages students in an in-depth consideration of theories relevant to the understanding of global conflicts and interactions, such as realism, liberalism, and constructivism critical theory. It covers the evolution of law within important legal principles, treaties and institutions that regulate relationships between nations and other global entities. Topics may include state sovereignty, the role of the United Nations and other organizations in international relations as well as the impact of agreements on global governance. By analyzing studies and current events students will learn how to connect these theories and legal frameworks to diplomatic strategies conflict resolution and cross border cooperation. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EEP English Enhancement Program

The EEP is a communicative English language course focusing on all four English communication skills – reading, writing, listening, and speaking. Its goal is to elevate students' English competency to meet the standards of the Graduate School required for students undertaking research and graduate scholarship. The content and delivery of the course is based on students' current capacity and level of proficiency. *Lecture: 0 units. Credit: 0 units. Prerequisite: None*

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, power, and politics. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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 economic parameters like the balance of payment, foreign debts, and foreign direct investments, among others. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 903 Advanced Management Science

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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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, and quality of life among others. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 946 Advanced Marketing Management

This course discusses the complexities of marketing management issues in local and international settings. *Lecture: 3 units. 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, and statistical process control, among others. *Lecture: 3 units. 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, and Rene Descartes, to Piaget and other contemporary philosophers. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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 to handling varied types of special children. *Lecture: 3 units. 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. *Lecture: 3 units. 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 a discussion on the sources of income, methods of finance, expenditures, and the optimum use of resources to achieve educational goals at the least cost. *Lecture: 3 units. 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 dissertations. *Lecture: 3 units. 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 research components and how these parts interrelate to produce an academic and scholarly paper. *Lecture: 3 units. 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. *Lecture: 3 units. 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 sports and exercise settings. Particular focus on interpersonal aspects such as cohesion and leadership. *Lecture: 3 units. 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. *Lecture: 3 units. 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 undergirds 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. *Lecture: 3 units. 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, cardio respiratory physiology, neuromuscular physiology, and endocrinology. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G101 Rizalian Philosophy of Education

Rizalian Philosophy of Education aims to engage students with the educational principles and philosophies of Jose Rizal, the Philippines' foremost national hero. The course explores Rizal's beliefs about the role of education in shaping individuals and societies, with a focus on ethical and moral development. Through an examination of Rizal's writings and teachings and relevant practical applications and activities, students gain a deeper understanding of his educational philosophy and its relationship with social and societal responsibility. Lecture: 1 units. Credit: 1 units. Prerequisite: None.

GSD G602 Research Methods and Statistics

Research Methods and Statistics is a comprehensive course focusing on research design, data collection, and statistical analysis techniques relevant to business research. The course covers both qualitative and quantitative research methods, providing students with the skills needed to conduct rigorous research in the field of business administration. Through hands-on exercises and real-world applications, students learn how to apply statistical tools and techniques to analyze data and draw

meaningful conclusions to inform managerial decision-making. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G603 Seminar in Dissertation Writing

Seminar in Dissertation Writing for is an advanced course designed to guide students through the process of writing a doctoral dissertation in business administration. The course covers various aspects of dissertation writing, including topic selection, literature review, research methodology, data analysis, and presentation of findings. Through workshops, individual consultations, and peer feedback, students develop the skills and knowledge needed to complete a high-quality dissertation that contributes to the field of business administration. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G604 Organizational Theory

Organizational Theory is a foundational course exploring key theories and concepts shaping modern organizations. The course examines organizational behavior, structure, culture, and leadership, emphasizing their practical applications in managerial decision-making and organizational effectiveness. Through case studies and discussions, students develop critical insights into complex organizational dynamics, preparing them to lead and manage effectively in diverse business environments. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G901 Dissertation Writing - Title Defense

This course guides students through the process of developing and defending their research title. Emphasis is placed on crafting a precise and relevant research title and presenting it to a committee for approval. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G902 Dissertation Writing - Proposal Defense

Students in this course will develop a detailed dissertation proposal, building on their approved title. Students will present their proposals to a committee for critique and approval. The aim is to finalize important aspects of the research including the methodology, relevant literature, and conceptual framework and demonstrate its scholarly value and feasibility. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G903 Dissertation Writing - Final Defense

Students will present their research findings to a committee, highlighting their contributions and significance. Completion of this course signifies the approval of the

dissertation and the fulfillment of degree requirements. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G701 Advanced Fiscal Management

This course focuses on strategies for the efficient management of school revenues and resources. It covers various topics, including sources of funding, financing methods, expenditure management, and the optimal allocation of resources to meet public administration objectives. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G702 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G703 Project Planning and Management

Students will establish a solid understanding of fundamental project management principles and techniques. They will acquire the ability to outline project goals, construct work breakdown structures, and formulate timelines and financial plans. The course focuses on comprehending the different stages of a project's life cycle, managing risks, and communicating with stakeholders. Through interactive tasks and real-world case studies, students will develop practical expertise in project planning approaches and software applications. Upon completion of the course, students will possess the necessary skills to proficiently strategize, implement, and supervise projects across diverse professional environments. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G704 Problems and Challenges in Public Administration and National Development

This course provides an in-depth exploration of the intricate challenges and complexities encountered in the fields of public administration and national development. Participants will engage in a thorough examination of the nuances surrounding governance, policy formulation, and the delivery of public services, all within the context of advancing national progress. Key focal points include the analysis of bureaucratic inefficiencies, strategies for combating corruption, effective management of public resources, and the promotion of sustainable development initiatives. Through a critical review of case studies and contemporary events, professionals will develop a comprehensive understanding of the barriers that impede

efficient public administration and hinder national development efforts. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G705 Talent Acquisition and Management

The future of the firm is often determined by the talent in the organization. The firm's ability to attract, retain, develop and harness their talent. Is a critical component to success. This module will concentrate on the best practices and cutting edge research in the field of talent acquisition, development and management. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G801 Strategic Program and Project Management

The course on Advanced Strategic Program and Project Management provides professionals with a comprehensive understanding of effectively overseeing complex projects and programs within organizational settings. By analyzing case studies and engaging in interactive simulations, professionals will improve their skills in risk assessment, implementing changes, and resolving conflicts. The course highlights strategic decision-making, leadership growth, and promoting an innovative organizational environment. Upon finishing the course, participants will be equipped with the knowledge and abilities to successfully lead strategic initiatives, contributing to organizational success in evolving business environments *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G802 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MASTERS PROGRAMS

BUS G101 Theory of the Firm

Foundations in Theory of the Firm introduces students to the fundamental theories and concepts related to the behavior and structure of firms. The course covers topics such as firm objectives, decision-making processes, organizational structure, and competitive strategies. Through theoretical frameworks and practical applications, students gain insights into how firms operate and compete in various market environments. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G201 Principles of Accounting

Accounting is an introduction to the principles of accounting. Emphasis is placed on the fundamentals of recording, organizing, adjusting, analyzing, and reporting the financial information of a firm in accordance with Generally Accepted Accounting Principles (GAAP). Among the objectives of this course are to introduce students to the theoretical foundations of financial accounting, and the financial statements of a for-profit seeking enterprise. The course prepares students to construct, read, and analyze corporate financial statements. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G202 Strategic Management and Information Systems

Strategic Management and Information Systems for MBA is a course that explores the role of information systems in supporting strategic decision-making within organizations. Students will examine how information systems can be used to gain a competitive advantage, improve organizational performance, and enable strategic innovation. The course will also cover topics such as strategic planning, digital transformation, and the ethical and social implications of information systems. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G203 Managerial Economics

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

BUS G203 Managerial Economics

This course examines the use of economic principles and theories in making strategic business decisions. Through practical case studies and real-world examples, students will develop the skills needed to apply economic reasoning effectively in different business situations. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G204 Modern Marketing Management

Modern Marketing Management concentrates on the management of marketing functions in modern profit and non-profit enterprises. It aims to help students critically analyze the task of marketing under contemporary conditions and to examine the major functions that comprise the marketing task. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G204 Modern Marketing Management

Modern Marketing Management concentrates on the management of marketing functions in modern profit and non-profit enterprises. It aims to help students critically analyze the task of marketing under contemporary conditions and to examine the major functions that comprise the marketing task. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G205 Operations Management and Production Science

This course serves as an introduction to the concepts of operations management in a for-profit organization. The course will introduce the principles, problems, and best practices of operations management as they apply to goods-producing and service-rendering organizations. The operational activities of the firm will be viewed in an integrated manner to enhance overall performance and efficiency. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G206 Financial Analysis and Investment Theory

Financial Analysis and Investment Theory. Finance serves as both the control and the investment arm of the firm. This course focuses on a) Corporate finance, which is the use of finance to monitor, assess, and control the use of resources and gauge performance. b) Investment Theory, which is to evaluate the risks, rewards, timing and prioritization of investments. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G206 Financial Analysis and Investment Theory

Financial Analysis and Investment Theory. Finance serves as both the control and the investment arm of the firm. This course focuses on a) Corporate finance, which is the use of finance to monitor, assess, and control the use of resources and gauge performance. b) Investment Theory, which is to evaluate the risks, rewards, timing and prioritization of investments. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G207 Management Information Systems and Performance Management

Management Information Systems and Performance: Management: Information systems are a critical contributor to the management team's ability to monitor performance. This course explores how the recent era of digitization has provided managers with the ability to quickly, effectively, and accurately assess firm performance and make faster and better decisions for improved firm performance. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G209 Strategic Management and Growth

Strategic Management and Growth. Strategy is an essential component of successful firms. Strategy is the outcome of purposeful choices around how the organization will organize and deploy its resources to win in a marketplace. This course deals with how the modern-day firm engages in the strategic planning process to deliver growth strategies. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G301 Human Resource Management

The Human resource function is responsible for the acquisition, evaluation, career development, and skill evaluation for the organization. This course will focus on the best talent management practices, how to set policies and processes to utilize talent fully and how to develop organizational culture, team building, performance and compensation. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G303 International Business and Economics: Advanced Introduction

This course deals with topics such as theory on international trade and policy analysis, their possible relationship with governmental institutions and national/regional trading policies and developments within world markets. It also focuses on international monetary topics as well as the interrelationships among international trade and economic stability. Students will look into current challenges in global trade such as the impact of digitalization and geopolitical shifts on international economic systems. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G304 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

BUS G307 Big Data and Customer Insights

Big Data and Customer insights is designed to help students learn to extract actionable and non-trivial knowledge from large data sets. Data is increasingly abundant in both structured and unstructured formats, and the capability to collect and monitor data has become commonplace. The proper organization, sorting, distilling and dissemination of data is among the most useful skills and processes for the firm. This course serves as an introduction to large-scale data analytics and will cover the critical processes and techniques recommended to store, access and assess large volumes of data and report or monitor findings. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G201 Organizational Leadership in Education

This course examines the theories, practices, and challenges of educational administration within the organizations. Students explore various leadership styles, strategies, and models relevant to the field of education, with a focus on promoting organizational effectiveness and fostering positive change. It provides a comprehensive overview of leadership principles and practices tailored to the unique context of the education sector, preparing students to assume leadership roles and make meaningful contributions to the improvement of educational institutions. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G202 Financial Management and Operations of Educational Institutions

This course provides an in-depth examination of the financial management principles and operational strategies specific to educational institutions. Students learn how to effectively manage budgets, allocate resources, and optimize operational processes to support the mission and goals of educational organizations. It equips students with the knowledge and skills needed to navigate the financial challenges and opportunities in handling an institution. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G203 Legal Insights and Contemporary Issues in Education

This course provides an overview of the legal framework governing education and explores current legal issues and challenges facing educational institutions. Students will examine relevant laws, regulations, and court decisions shaping educational policy and practice, with a focus on understanding the legal rights and responsibilities of educators, students, parents, and other stakeholders. It prepares students to address emerging legal issues and challenges in the rapidly evolving field of education. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G204 Strategic Program and Project Planning

This course focuses on the principles and practices of strategic program and project planning within organizational contexts. Students will explore methodologies and tools for effectively planning, executing, and evaluating programs and projects to achieve strategic objectives. It provides students with the knowledge and skills needed to lead and manage programs and projects effectively, ensuring alignment with organizational goals and objectives. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G205 School Personnel Management: Theory and Practice

This course focuses on the principles and practices of strategic program and project planning within organizational contexts. Students will explore methodologies and tools for effectively planning, executing, and evaluating programs and projects to achieve strategic objectives. It provides students with the knowledge and skills needed to lead and manage programs and projects effectively, ensuring alignment with organizational goals and objectives. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G206 Applied Linguistics in the English Language Classroom

This course provides an in-depth exploration of the principles and applications of linguistics in the context of English language teaching. Students will examine theoretical frameworks and practical approaches to language acquisition, linguistic analysis, and language teaching methodologies. Students will develop the knowledge and skills necessary to apply linguistic concepts effectively in English language teaching contexts. It provides students with a solid foundation in applied linguistics and equips them with practical skills and strategies to enhance their effectiveness as language teachers. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G207 Language Acquisition

This course serves as a general introduction to the study of language acquisition. The principles of language acquisition will be examined in light of such linguistic theory. We will focus on current theoretical notions of language acquisition while paying particular attention to how such notions might become relevant for institutional learning. The development of Pedagogies reflects theoretical considerations. Students through their subject matter will be made aware of aspects and issues pertaining to variation among people and diversity of the society, including socio-linguistic factors, ethnic backgrounds, and attitudes related to gender. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G208 Assessment in Language Teaching

This course provides an in-depth examination of assessment principles, practices, and techniques in the context of language teaching. Students will explore various approaches to language assessment, including formative and summative assessment, diagnostic assessment, and performance-based assessment. Through theoretical discussions, practical activities, and hands-on projects, students will develop the knowledge and skills necessary to design, implement, and evaluate effective language assessments for diverse learners. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G209 Teaching Contemporary Literature

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

EDU G210 Teaching English as a Second Language

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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G211 Behavior Management and Positive Behavior Support

This course explores strategies for managing and supporting the behavior of students with disabilities. Topics may include functional behavior assessment, behavior intervention plans, positive behavior support strategies, and classroom management techniques. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G212 Foundations and Principles in Teaching in SPED

This course provides a comprehensive overview of Special Education, grounding students in the essential knowledge and current practices for supporting students with exceptional needs. It introduces future Special Education practitioners to the various categories of exceptionality, including learning disabilities, developmental disorders, and behavioral challenges. Students will explore contemporary theories and principles underpinning special education, focusing on evidence-based instructional strategies and innovative approaches tailored to diverse learning needs. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G213 Curriculum and Instructional Strategies for Special Needs Education

Students learn about evidence-based instructional strategies and curriculum adaptations for teaching students with disabilities. Topics may include differentiated instruction, Universal Design for Learning (UDL), assistive technology, and modifying curriculum to meet individual needs. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G214 Psycho-Educational Assessment of Children with Disabilities

The course is an in-depth engagement with theoretical models and assessment methods utilized in diagnosing learning disabilities, developmental delays, emotional

and behavioral disorders, and other exceptionalities. It puts emphasis on the critical evaluation of contemporary research, the implementation of evidence-based policies, and the use of culturally responsive approaches in assessment for children with disabilities. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G215 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G216 Organization, Administration, and Supervision in Physical Education

This course provides a comprehensive introduction to the organization and management of physical education departments across various educational levels. Students will explore the structure and setup of physical education programs, including the distinct job functions, roles, and responsibilities of staff within the department. The course will also cover essential standard operating procedures required for effective departmental management. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G217 Measurement and Evaluation in Physical Education

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

EDU G218 School and Community Recreation Leadership

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

EDU G219 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G220 Leadership in Physical Education and Sports

This course develops students' skills in leadership within sports-relevant contexts. It will help them create effective and ethical team dynamics and relationships, in order to navigate the complex world of athletic administration, coaching, and leadership in physical education. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G221 Theory of Numbers

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

EDU G222 Abstract Algebra for Teachers

This course explains the concepts of sets and logic, functions and relations, integers, isomorphism of groups, rights, and fields, matrices, vector spaces, and linear transformations. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G223 Geometry for Teachers

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

EDU G224 Linear Algebra

Students will engage in developing instructional materials, designing assessments, and creating lesson plans that incorporate advanced linear algebra topics. Additionally, the course explores contemporary research on student learning and misconceptions in linear algebra to inform teaching practices. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G225 Calculus for Teachers

Students will explore advanced topics such as sequences, series, and applications of calculus in real-world contexts. The course emphasizes the development of instructional materials and methods that facilitate students' understanding of calculus, including the use of dynamic software tools and visual aids. In addition to theoretical knowledge, students will engage in practical exercises to design lesson plans, create assessments, and address common misconceptions in calculus. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G301 Curriculum Engineering

This program explores the concepts, procedures and approaches related to crafting, evolving and enhancing educational programs. Learners will examine curriculum design theories, evaluation techniques and teaching strategies to develop well rounded and impactful curriculum structures and content. They will be given the opportunity to look into real-world samples of curricula and create their own materials that reflect contemporary approaches that take into account current developments in education. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G303 Design and Development of Alternative Delivery Systems

This course allows students to learn the principles involved in the creation and use of alternative methods for delivering education and training. Learners will learn and develop technologies, teaching strategies and learning methods that can be used to build effective systems of learning that will respond to current educational challenges and environments. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G303 Design and Development of Alternative Delivery Systems

This course explores the design, development, and implementation of alternative delivery systems for education and training. Students will examine emerging technologies, instructional design principles, and pedagogical approaches to create innovative learning environments that meet the diverse needs of learners. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G304 Technology in Educational Learning Environments

This course deals with the blending of technology in educational learning environments and ways that digital tools and innovations promote teaching and learning practices. Students will engage in studying a variety of technologies such as Learning Management Systems (LMS), educational software, multimedia resources and interactive technologies used to facilitate and enhance traditional and online instruction. Major areas explored include how to design technology-enhanced learning experiences, how technology can be used to help students' diverse needs and what methods are there to evaluate the effectiveness of tech tools in education. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G305 Data Driven Strategy

The course puts emphasis on the impact of data analytics in influencing and implementing strategic choices within businesses. Participants will learn how to collect, examine and understand data to uncover valuable perspectives on an organizations performance, market dynamics and competitive environment.

Additionally the course will explore the utilization of techniques and approaches such as predictive modeling and data visualization to enhance decision making grounded in evidence. By studying real world scenarios students will have the chance to put these skills into practice. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G306 Service Operations Management in Education

This course explores the principles and practices of service operations management as applied to educational institutions. Students will examine strategies for optimizing the delivery of educational services, managing resources efficiently, and enhancing the overall quality of the educational experience. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G307 Language Policies and Management

This course provides an in-depth exploration of language policies, planning, and management in diverse linguistic contexts. Students will examine the socio-political, cultural, and economic factors influencing language policies and practices at local, national, and international levels. Students will develop the knowledge and skills necessary to analyze, develop, and evaluate language policies and management strategies to promote linguistic diversity, equity, and inclusion. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G308 Understanding Disabilities

This course explores various disabilities and exceptionalities, including learning disabilities, intellectual disabilities, autism spectrum disorders, emotional and behavioral disorders, sensory impairments, and physical disabilities. Emphasis is placed on understanding the characteristics, assessment, and educational implications of each disability. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

EDU G309 Transition Planning and Services

This course focuses on transition planning and services for students with disabilities as they prepare to transition from school to post-school settings. Topics may include transition assessment, vocational education, community-based instruction, post-secondary education options, employment supports, and independent living skills.

EDU G310 Pedagogical Approaches in Teaching PE and Sports

Through a blend of theoretical foundations and practical applications, students will examine diverse instructional strategies, including cooperative learning, game-based teaching, inquiry-based learning, and technology integration. Emphasis will be placed on promoting student engagement, skill development, and lifelong participation in

physical activity. Participants will also explore inclusive practices, differentiated instruction, and assessment strategies tailored to diverse learners in PE and sports settings. By the end of the course, students will be equipped with the knowledge and skills to design and implement dynamic and student-centered lessons that foster a love for physical activity and sportsmanship. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

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. Lecture: 3 units. Credit: 3 units. Prerequisite: Refresher course in Accounting. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 212 Managerial Economics

The course deals with the application of economic concepts in arriving at business decisions. *Lecture: 3 units. 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 address small business problems in a multicultural, ethical, legal, and competitive environment. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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, and hypothesis testing for parametric and non-parametric tests. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 245 Strategic Management

This course focuses on the formulation of the organization's vision-mission, its goals and objectives, and strategies that consider the functional operations of an

organization. *L*ecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: Refresher course in Math, if applicable*

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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

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

Students will analyze case studies from various countries to understand the potential impact of structural developments, modernization, and governance practices from an international context. The course exposes students to recent research and best practices in addressing organizational challenges and trends on a global scale. By the end of the course, students should have a deep understanding of public sector management issues and the skills necessary to tackle complex organizational problems effectively. *Lecture: 3 units. 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 goes beyond the theoretical and practical techniques/skills in policy making, The course also provides the student with a thorough understanding and appreciation of the political processes that influence and shape public decision-making at the national and local levels. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 304 e-Commerce

This course is about the intensive application of information, communication, and technology concepts to the business's internal and external operations related to the conduct of business-to-business and business-to-consumer 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 308 Global Business Management

The students encapsulate their knowledge through material knowledge of international trade and its management in 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. Lecture: 3 units. Credit: 3 units. Prerequisite: Organization and Management. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 309 Philippine Business Environment

The course takes up the intricacies of 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. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 316 Philippine Business Environment

The course takes up the intricacies of 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GS 317 Global Business Management (Equivalent to GS 308)

GSD 301 Seminar in Thesis Writing

The course covers advanced topics in research methodology, data analysis, and academic writing, with a focus on helping students produce high-quality, well-

researched theses. Students will also have the opportunity to present their work, receive feedback from peers and faculty, and refine their research. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD 311 Investment Theory

Sound investing is a critical activity in personal and corporate wealth creation. This course introduces students to various concepts relating to investment analysis and portfolio management. The intention of this course is to help students to do a better job of analyzing macroeconomic environments, competitive dynamics, and geopolitical risk to make appropriate investment decisions. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD 312 Leadership and Team Management

Leadership involves the ability to influence or guide followers of a team, organization or society. This course will explore the theoretical foundations of the concept of leadership through a review of leadership theories and case studies on effective and in-effective leaders. The intention is to raise the awareness of participants as to the importance of leadership in achieving goals and objectives in a positive manner. The course is focused on being able to lead organizations and teams effectively as a skill. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD 313 Negotiation Theory

The parties involved in negotiations each have different goals and intended outcomes. This course explores the dynamics inherent in negotiations by taking into consideration various factors that can influence agreements based on interactions. It presents theories and practices relevant to behavioral aspects of negotiation while taking into account the distinct needs and desired outcomes that each stakeholder brings into each interaction. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD 314 Project Management

The success or failure of an organization is often dependent on their ability to complete projects in a timely, low cost, and high quality manner. This course focuses on the project management process from the point of conception to the inevitable conclusion. How a firm goes about the planning process including initiating, executing, controlling, monitoring and closing the work of a team is the central focus of this course. The course is designed to help managers operating with time, resource and scope constraints to execute firm initiatives. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G101 Rizalian Philosophy of Education

The Rizalian Philosophy of Education aims to engage students with the educational principles and philosophies of Jose Rizal, the Philippines' foremost national hero. The course examines Rizal's views on the role of education in shaping individuals and societies, with a focus on ethical and moral development. By examining Rizal's writings, teachings, and relevant practical applications and activities, students gain a deeper understanding of his educational philosophy and its relationship to social and societal responsibility. *Lecture: 1 unit. Credit: 1 unit. Prerequisite: None*

GSD G102 Foundations in Research Methods and Statistics

Foundations in Research Methods and Statistics provides a comprehensive introduction to the principles and practices of research in business administration. The course covers essential topics such as research design, data collection methods, statistical analysis, and interpretation of research findings. Through hands-on exercises and real-world examples, students develop the skills and knowledge needed to conduct and evaluate research in the field of business administration by developing a research title. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G103 Business Research and Statistics

The course encompasses the entire spectrum of research writing, methods, and research design and implementation techniques, including practical applications that cover research outlines, surveys of related studies and literature, sampling, data collection, processing, evaluation, and the presentation of research findings. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G104 Social Responsibility and Good Governance

This core subject explores ethical leadership, corporate social responsibility, and good governance principles essential for management professionals. It equips students with frameworks to integrate sustainable practices, stakeholder engagement, and transparent decision-making into diverse organizational contexts, fostering responsible and effective leadership across all professions. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

GSD G301 Seminar in Thesis Writing

The program covers topics, such as approaches to understanding data and academic writing. It is designed to help students develop well-researched and high-quality theses. Moreover, learners will have the opportunity to present their work, receive feedback from peers and teachers and improve upon their research to help them

produce robust literature reviews, feasible methodology, and creative, critical thinking. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

HM 110 Principles of Hospital Organization and Management

The course provides the student with 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 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. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

HM 212 Legal Aspects of Hospital Administration

This course drills down the Philippine laws that regulate hospital operation medical practice, the rights of patients and healthcare institutions and workers, and recent court decisions related to these. *Lecture: 3 units. 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. *Lecture: 3 units. 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 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. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

HM 221 Marketing of Hospital and Ancillary Services

This course equips the students with the proper way of marketing 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. *Lecture: 3 units. 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, the 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 management's disregard for CSR and principles of good governance. *Lecture: 3 units. 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, and 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. *Lecture: 3 units. 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 hospital managers, clinicians, and staff can make sound ethical decisions. *Lecture: 3 units. 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 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, an 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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 implements 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. *Lecture: 3 units. 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 in a company, change management, and successes and failures in ERP. Students will use ERP software in basic business processes, including sales, procurement, asset management, and production. *Lecture: 3 units. 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. *Lecture: 3 units. 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, and creating value for the enterprise stakeholders. It includes an understanding of technology innovation, power relationships, and key factors of enterprise. *Lecture: 3 units. 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 companies and then test their companies by completing basic business processes. An added

dimension includes integrating companies to complete business processes. *Lecture: 3 units. 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. *Lecture: 3 units. 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. *Lecture: 3 units. 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 deploy these techniques. During the first part of the course, the course focuses on using 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. *Lecture: 3 units. 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 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. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

IT 210 Introduction to Data Mining

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

IT 211 Analytical Techniques and Tools

This course uses 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. *Lecture: 3 units. 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, and 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. *Lecture: 3 units. 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G201 Marketing Management

This course offers a comprehensive understanding of strategic marketing, highlighting its crucial role in achieving organizational objectives and securing a sustainable competitive advantage. Students will learn to analyze market dynamics, develop effective marketing plans, and implement strategies considering environmental and social impacts, preparing them for leadership roles. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G202 Operations Management

This subject provides an in-depth understanding of optimizing organizational processes, encompassing production, service delivery, and other related areas. It integrates sustainable practices, lean principles, and technology to enhance efficiency, quality, and resilience. Students will develop skills to lead operations, ensuring long-term value creation and environmental responsibility. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G203 Financial Management

This professional subject equips students with essential financial decision-making skills, covering investment analysis, capital budgeting, and risk management. It emphasizes sustainable financial practices and ethical considerations in maximizing shareholder wealth while considering broader societal and environmental impacts. Students will gain the expertise to lead financial strategies across all professions. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G204 Human Resource Management

This course engages students in an in-depth investigation of how organizational people think, respond, function, progress, and succeed. They will

explore methods and strategies for acquiring, evaluating, and advancing talents within a business that emphasize assessment and enhance competencies and career development. Best practices in people management, policy development, and the execution of efficient procedures to maximize employee potential, as well as troubleshooting, will be paramount to the program. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G205 Innovation Management

This professional course explores the dynamics of fostering and leading innovation within organizations. It covers strategies for ideating, developing, and implementing novel solutions, integrating change management and sustainability principles. Students will gain the expertise to drive transformative initiatives and navigate evolving landscapes in various disciplines. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G301 Business Analytics

Examining deeply with various scientific tools to interpret and analyze the various data about the company for effective decision-making. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G302 Sustainable Business Practices

This course explores integrating the UN's 17 SDGs into business strategy, fostering responsible leadership. Students learn to implement sustainable practices, driving management advancement and positive impact across social enterprises. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G303 Financial Analysis & Investment Theories

This course is a comprehensive study of the various concepts and theories in maintaining and protecting the sustainability of the financing of an organization and the viability of future projects for profitability, considering the many risks to organizational resources. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G304 Decision Analysis

This is how to make righteous and effective tough decisions in organizational management and social dealings. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G305 Logistics & Sustainable Operations

It is about ensuring the continuous supply of resources organizations need to maintain their operations despite the many risks in the process. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G306 Ventures & Investments

New ideas or projects for possible implementation. Money, time, energy, and various resources are involved to start a new craft. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G307 Conflict & Crisis Management

Application of the various ways and means to solve a problem due to disagreement and multiple factors that might lead to a disaster if not adequately addressed. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G308 Organizational Change & Development

Ideally, organizational efficiency and effectiveness are the primary goals of change and development of every organization to achieve its goals. Review the entire organization's structure, resources, policies, and practices for improvement or abolishment. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G309 Data Science Analytics

This course covers scientific data management, encompassing the collection, storage, protection, interpretation, and analysis of data as a basis for informed decision-making. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G310 Risk Assessment & Management

Allows students to explore and understand the significant threats to organizational management in all areas of operations, including leadership, planning, project development, human resource management, and others. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

MGT G501 Strategic Management (Capstone Research)

This course is the final requirement for earning the Master of Management degree, which enables students to apply various theories, skills, and competencies in leadership and management through scientific research. The student is required to publicly defend research to pass the minimum standards before a panel of faculty

experts. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PA G201 Special Problems and Challenges in Public Administration and Governance

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 goes beyond the theoretical and practical techniques/skills in policy making. The course also provides the student with a thorough understanding and appreciation of the political processes that influence and shape public decision-making at the national and local levels. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G201 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G202 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 and the Local Government Code (and their inherent constraints and issues), can and should approximate economic efficiency, improved delivery of services, and ultimately good governance. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G203 Financial Management and Administration

This course is designed to provide students with a comprehensive overview of financial management principles and their applications in organizational settings. It addresses the study of key financial concepts as budgeting, financial analysis, and resource allocation. The very essential practices for managing the financial operations of an organization effectively are also discussed widely in this course; these include financial planning, forecasting, and reporting. The course also covers modern issues

like innovations in financial technology and their impact on financial management of practices. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G204 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 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G205 Special Problems and Challenges in Public Administration and Governance

The curriculum pushes you to explore the problems of public administration in a global setting, covering subjects such as public policy, organizational studies, financial management and local governance. Students will explore and learn through guided exploration of new research frontiers as well as practices leading to global public administration. Students will experience interaction with an international faculty and classmates, new and relevant international case studies and recent cutting-edge developments in public administration; offering them insights of how other countries deal with similar problems/opportunities in the public sector. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G206 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G230 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. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G301 Human Resource Management

The Human resource function is responsible for the acquisition, evaluation, career development, and skill evaluation for the organization. This course will focus on the best talent management practices, how to set policies and processes to utilize talent fully and how to develop organizational culture, team building, performance and compensation. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*

PAD G306 Strategic Program and Project Planning

This course focuses on the principles and practices of strategic program and project planning within organizational contexts. Students will explore methodologies and tools for effectively planning, executing, and evaluating programs and projects to achieve strategic objectives. It provides students with the knowledge and skills needed to lead and manage programs and projects effectively, ensuring alignment with organizational goals and objectives. *Lecture: 3 units. Credit: 3 units. Prerequisite: None*