

## WELCOME TO THE JOSE RIZAL UNIVERSITY GRADUATE SCHOOL!

What exactly will be demanded in the new millennium and beyond by the Philippines and the world? We foresee a strong demand for individuals who (i) know how to implement quality management, (ii) are unafraid to introduce innovation into their companies, (iii) have a strong ethical foundation, and (iv) possess a thorough grounding in the basics of management functions. We foresee a strong demand for generalists - people who can take an organization anywhere they want to - as opposed to specialists, which has been the trend of the 1970s to 1990s.

Jose Rizal University (JRU), as the Philippines' oldest business educational institution, attempts to meet this demand through the Graduate School's well-structured academic programs, which do not only develop strong competencies in business and public policy analyses, research, management, communication and information technology but also inculcate a strong sense of professionalism, appreciation for hard work, honesty, the importance of individual and team efforts, the centrality of risk-taking in the pursuit of innovation and most importantly, service.

These academic programs are Doctor in Business Administration (DBA), Doctor in Public Administration (DPA), Master in Business Administration (MBA), Master in Public Administration (MPA) and Master of Arts in Education (MAED). Under the MPA Program, the GS also has a Diploma Course in Local Governance, and MPA Major in Public Health.

These programs are small and flexible, and offer excellent value for money. Students can enroll on a part-time or full-time basis, often without any reduction in their workloads. Faculty members are all established practitioners in their fields and/or with impeccable academic credentials, bringing their expertise and experience into the classroom.

Facilities are constantly upgraded, for the benefit of the students. We have put up the Tower Building, to house the Graduate and Law Schools. The building, among others, hosts the Graduate and Law Libraries, and has a dedicated computer room with Internet facilities.

PROQUEST, the most up-to-date online reference resource is available in the JRU Library. PROQUEST Academic Research Library is an on-line general reference database that provides the students, faculty and staff with instant access to high quality journals covering a wide range of subject areas, with over 8,000 titles in full text, dissertations, abstract, and citations on Accounting, Business, Education, Law, Nursing, Management,

Technology and latest science breakthrough. It is an Internet base search tool that can facilitate the research need of the academic community. JRU also has among the most comprehensive library systems in Metro Manila that will adequately support the reading and research requirements of each course.

During the school year 2007-2008, the MBA and MPA Programs garnered the seal of excellence and distinction with the grant of Level II Re Accreditation by the Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA). This seal of excellence acknowledges Jose Rizal University's MBA and MPA Programs as among the most credible and the best in the country. The MPA Program in particular, is probably the only one so far in the country that has been granted PACUCOA Level II Re Accreditation.

Likewise, the MAEd Program was granted Level I Re Accreditation by the same accrediting body, the PACUCOA last April 2-3, 2009.

This and the JRU Graduate School's continuing efforts towards excellence in graduate school instruction, research and extension services will surely give its graduates the decisive edge, not only in meeting the challenges of the new workplace but also in turning them into events of national and local development.

FELINA C. YOUNG  
Dean

## Table of Contents

### Page

### Welcome Remarks

### 1. Mission and Objectives

The Mission of JRU .....	5
JRU Core Values .....	5
The General Objectives of JRU.....	5
The General Objectives of the Graduate School.....	5
PACUCOA Accredited Programs .....	5

### 2. Program Orientation and the JRU Graduate Student

Program Orientation.....	7
The JRU Graduate Student: the Expected Result.....	7
Research Visibility.....	8
Graduate School Student Life.....	8
Community Services.....	8

### 3. Programs

Master in Business Administration (MBA) .	9
Master in Public Administration (MPA) .....	10
Diploma Course in Local Governance (DLG) .....	11
Master of Arts in Education (MAED) .....	11
The Joint MBA-MPA Program .....	14
The On-Site/Off-Campus Program .....	14
The PMAP Diploma in Human Resource Management.....	14
Master in Public Administration Major in Public Health	15
Doctor in Business Administration (DBA) .....	15
Doctor in Public Administration (DPA) .....	17

### 4. Administrative Matters

Admission Requirements .....	19
Registration Procedures.. ..	19
Identification and Library Cards. ....	20
Changes in Registration .....	20
Graduation Requirements .....	20

Schedule of Fees .....	21
Withdrawals and Refunds .....	22
Rules of Discipline .....	22
Attendance in Class .....	23
Class Days and Hours .....	23
Grades and Scholastic Performance .....	23
Other Administrative Matters .....	24
5. Location and Facilities	
Location .....	26
Facilities .....	26
6. Academic Calendar, SY 2010-2011 .....	27
7. Course Descriptions	
Doctor in Business Administration .....	28
Doctor in Public Administration .....	29
Master in Business Administration .....	32
Master in Public Administration .....	35
Diploma Course in Local Governance .....	38
Master of Arts in Education .....	39
8. Administration and Faculty .....	43
9. Campus Map .....	49

# 1. Mission and Objectives

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## THE MISSION OF JOSE RIZAL UNIVERSITY

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

## JRU CORE VALUES

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

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

## THE GENERAL OBJECTIVES OF JOSE RIZAL UNIVERSITY

The Constitutional mandate defines the aims of education as the inculcation of love of country, the teaching of the duties of citizenship, the development of moral character and personal discipline, and scientific, technological, and vocational efficiency.

Given the national objectives, the objectives of the University is to train young men and women to become responsible and useful citizens of the nation, (1) by providing balanced instruction in general education and technical knowledge, (2) by stressing the principles of representative government in a free society, (3) by inculcating respect for truth, (4) by teaching the art of the utilization of knowledge, and (5) by encouraging active participation in the process of national development.

## THE GENERAL OBJECTIVES OF THE GRADUATE SCHOOL

The Graduate School (GS) aims to meet the objectives of Jose Rizal University of developing responsible and useful citizens, by contributing to the growing need for people who can add value by leading, managing, thinking, creating, building and innovating. It aims to do this by developing managers and leaders who can introduce and develop quality management and innovation into their companies, non-profit organizations, government agencies and educational institutions, to allow these organizations to effectively meet the changing challenges of the marketplace, both globally and in the Philippines.

ACCREDITATION FROM THE PHILIPPINE ASSOCIATION OF COLLEGES AND UNIVERSITIES COMMISSION ON ACCREDITATION (PACUCOA) .

The Graduate School's Master in Business Administration (MBA) and Master in Public Administration (MPA) Programs have been awarded the seal of excellence and distinction with the Level II Re Accreditation by the Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA) in 2008. This recognition acknowledges the MBA and MPA Programs as among the most credible and the best in the country in terms of faculty, curriculum and instruction, research, student services, library, administration and other resources. The MPA Program in particular, is probably the only one so far in the country that has been granted Level II Re Accreditation. The MBA Program, on the other hand, is one of the less than ten (10) with this distinction.

The Master of Arts in Education has been awarded the Level I Re Accreditation by the same accrediting body, PACUCOA last April, 2009.

## 2. Program Orientation and the JRU Graduate Student

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### PROGRAM ORIENTATION

In recent times, the pursuit of graduate studies has become very difficult, when coupled with the demands of employment and family. The JRU GS programs are therefore for the person who is already gainfully employed and who cannot afford full-time graduate work at the expense of his or her employment. The program has been designed to permit the student to continue working and at the same time obtain a graduate degree within two school years.

### THE JRU GRADUATE STUDENT: THE EXPECTED RESULT

The student who successfully completes his graduate studies at Jose Rizal University and earns a graduate degree can expect to have obtained a "body of knowledge" and habits that will stay with him for the rest of his life, and will characterize the work he does from that point onward. This body can be decomposed into a set of competencies (sets of skills and habits), and a set of values.

Competencies. The JRU GS graduate is expected to have strong competencies in business and policy analysis, management, communication and the use of information technology as a strategic tool. More precisely, the GS student is expected to have the following competencies, upon graduation:

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

Analytical and research competencies: (i) is comfortable with qualitative analysis, (ii) is comfortable with quantitative analysis, especially ratio and time series analysis, (iii) is guided in conducting an 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, when relevant.

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 to 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, as appropriate to the age, learning style, developmental stage and 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 community sources; (vii) uses various evaluative procedures to assess student learning; (viii) continually evaluates his or her own teaching behavior, and uses the results to improve student learning, and (ix) deals equitably and responsibly with all learners.

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

Communication competencies: exhibits verbal and written effective communication skills. This is measured by the student's (i) comfort 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 his 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, a strong awareness and appreciation for hard work, honesty, the importance of individual and team efforts, the centrality of risk-taking in the pursuit of innovation, and equally important, the role of a graduate student in assisting the less fortunate.

#### RESEARCH VISIBILITY

Since it has been a procedure to integrate research in the pedagogical process, the faculty requires students to share inputs gathered from research to the class while another is to prepare the paper itself as in Research Methods and Thesis Writing in Master in Public Administration (MPA) thesis program and Marketing Research and Independent Research in the 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 interaction. This is however often difficult to achieve, given that most graduate students are working. The GS has addressed this by creating a system wherein such interactions can occur more frequently. Specifically, it has restructured the top floor of the Tower Building as a study/social area, where graduate students can relax and hold case discussions in a more informal/different surroundings.

The GS also has started a faculty-student hour, held once a month. This is an informal social hour, wherein the faculty and students can meet to discuss problems and cases or perhaps, to just talk in non-academic settings.

#### COMMUNITY SERVICES

The Graduate School places importance in its students' abilities to contribute not just in the formal corporate or government setting, but also outside of this setting, to the less fortunate individuals and communities. It believes that students without such an orientation cannot hope to obtain the set of values the GS expects of all its graduates. It attempts to instill this in its students through the inclusion of such issues in its courses. Specifically, in addition to the social orientation inherent in public administration courses, certain courses in the business administration program are balanced to include not-for-profit and public policy discussions. Thus, for example, a business student in Marketing Management should not be surprised to find classes and discussions dedicated to not-for-profit marketing.

### 3. Programs

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

#### MASTER IN BUSINESS ADMINISTRATION (MBA)

The Graduate School offers two ways to obtain an MBA degree; Plan A (Thesis Program) and Plan B (Non-Thesis Program). To graduate, a student under Plan A must complete the nine core courses, one elective, and submit a thesis. Under Plan B, a student must complete the nine core courses and three electives.

The curriculum consists of the following subjects:

#### The Core Curriculum (All required for a total of 27 units)

1. Human Behavior in Business Organizations
2. Economic Analysis
3. Probability and Statistics (formerly Quantitative Methods in Business II)
4. Operations Management
5. Managerial Accounting and Control
6. Financial Management
7. Marketing Management
8. Business Research
9. Business Policy and Strategy (capstone course)

#### Electives (Pick 3 courses to earn 9 units)

1. Management
  - Personnel Management
  - Entrepreneurship (formerly Management of New Enterprises)
  - Human Resource Development (in conjunction with PMAP)
  - Training and Development (in conjunction with PMAP)
  - Compensation Management (in conjunction with PMAP)
  - Human Resource Planning and Acquisition (in conjunction with PMAP)
2. Marketing
  - Foreign Marketing
  - Marketing Research
3. Finance and Accounting
  - Corporate Finance

- Controllership
- 4. Economics and Public Policy
  - Macroeconomics
  - Development Economics
  - Industrial Organizations
  - Public Enterprises, Privatization and Development
- 5. Information Technology
  - Management Information Systems
  - E-Commerce (new course)
- 6. Production Management
  - Materials Management
- 7. Independent Research/Thesis (6 units; electives reduced to 3 units-Plan A only)

#### MASTER IN PUBLIC ADMINISTRATION (MPA)

The Graduate School offers two ways to obtain an MPA degree: Plan A (Thesis Program) and Plan B (Non-Thesis Program). To graduate, a student under Plan A must complete the basic courses, the major courses, two cognates and submit a thesis. Under Plan B, a student must complete the basic and major courses and four cognates. The curriculum consists of the following subjects:

##### Core Courses (All required for a total of 12 units)

- |  |         |
|--|---------|
| ▪ Theory in Public Administration                                | 3 units |
| ▪ Microeconomics and Policy Analysis                             | 3 units |
| ▪ Research Methods   | 3 units |
| ▪ Statistics and Quantitative Analysis for Public Administration | 3 units |

##### Major Courses (All required for a total of 12 units)

- |  |         |
|--|---------|
| ▪ Organization and Management in the Public Sector | 3 units |
| ▪ Public Fiscal Administration                     | 3 units |
| ▪ Philippine Administrative and Legal System       | 3 units |
| ▪ Public Policy Workshop (Capstone)                | 3 units |

##### Cognates (Pick 4 to earn 12 units)

- Urban and Regional Planning
- Public Enterprises, Privatization and Development
- Project Development and Evaluation
- Macroeconomics
- Development Economics
- Industrial Organizations

- Environmental and Resource Policy
- Special Problems and Challenges in Public Administration
- Management Information Systems
- Marketing Management
- Human Resource Development in the Public Sector
- Managerial Accounting and Control
- Financial Management
- Other MBA courses that may be relevant to student's interests (Dean's approval required)

Thesis (6 units; cognates reduced to 6 units - Plan A only)

#### 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 need of local government executives, officials and employees to have the adequate theoretical and practical competencies in local governance and policymaking as well as the necessary appreciation of the 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 of all academic requirements, also earns the MPA Degree.

#### Core Courses (4 subjects required)

- Theory in Public Administration
- Local Governance and Regional Administration
- Philippine Administrative and Legal System
- Public Fiscal Administration

#### Major Courses (2 subjects required)

- Urban and Regional Planning
- Statistics and Quantitative Analysis for Public Administration
- Project Development and Evaluation

#### Cognate Courses (2 subjects required)

- Public Enterprise, Privatization and Development
- Development Economics
- Environmental and Resource Policy
- Management Information Systems
- Human Resource Development in the Public Sector
- Other MPA courses that may be relevant to the student's interest subject to the MPA Area Head and Dean's Approval

## MASTER OF ARTS IN EDUCATION (MAEd)

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

- Care about 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/or handicapping 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 in order to make effective and extricable decisions.
- Teach content and critical thinking skills through a student-centered approach.
- Work in a cooperative, collaborative manner.
- Are committed to life-long learning. We expect our graduates to be committed to scholarly responsibilities such as continued academic growth, professional membership, as well as developing their certification fields.

The MAEd curriculum is composed of 36 units, broken down into 10 subjects (3 units per subject) and a thesis (6 units). A student can choose from four areas of specialization: Language, Mathematics, Educational Administration or Special Education. Professional Orientation Courses (POCs) represent the core of the MA in Education program. POCs are required of all graduate education students, representing a base of educational knowledge. The specialization courses per major are based on careful selection, including choices of key areas of knowledge based on discussion with the faculty, and interests of prospective graduate students.

Professional Orientation Courses	
GS-240	Foundation of Education
GS-241	General Education
GS-242	Statistical Analysis
GS-243	Methods of Educational
Research	
Specialization	
GS-340	Mathematics Education
GS-440	Language Education
GS-540	Special Education
GS-640	Educational
Administration	
Thesis	

#### PROGRAMS OF STUDY

I. Core Courses 12 units  
 Graduation Requirement: 4 subjects, or 12 units (3 units each)

- Foundation of Education 3 units
- General Education 3 units
- Methods of Educational Research 3 units
- Statistical Analysis 3 units

II. Specialization Courses  
 12 units

Graduation Requirement: 4 subjects, or 12 units (3 units each)

##### Mathematics Education

- Theory of Numbers 3 units
- Abstract Algebra for Teachers 3 units
- Calculus of Variation 3 units
- Geometry for Teachers 3 units

##### Language Education

- Applied Linguistics for Communication Arts 3 units
- Language Acquisition Theories, Principles and Research 3 units
- Teaching, Reading, Literary Appreciation and Writing 3 units
- Production, Adaptation, Presentation and Evaluation of Learning and Testing Materials 3 units

##### Special Education

- Foundations and Principles of Teaching Special Education 3 units

- Guidance and Counseling in Special Education 3 units
- Principles and Strategies in Teaching Children with Mental Retardation 3 units
- Learning Disabilities 3 units

Educational Administration

- Organization and Management in the Educational Institution 3 units
- Fiscal Management of Educational Institution 3 units
- Education and Law 3 units
- Program Evaluation and Project Planning 3 units

Thesis 6 units

III. Cognate 3  
units

Graduation Requirement: 1 cognate, or 3 units

Mathematics Education

- Linear Programming
- Instructional Analysis
- Curriculum and Evaluation

Language Education

- Oral and Written Discourse in Language Education
- Instructional Analysis
- Curriculum and Evaluation

Special Education

- Total Communication
- Instructional Analysis
- Curriculum and Evaluation

Educational Administration

- Supervision of Instruction
- Instructional Analysis
- Curriculum and Evaluation

IV. Elective  
3 units

Graduation Requirement: 1 elective, or 3 units

- Asian Literature
- Aesthetic and Literary Criticism
- Comparative Education
- Job Evaluation and Salary Administration
- Practicum in Special Education
- Adopted Physical Education
- Managerial Accounting and Control
- Microeconomics and Policy Analysis

- Non-profit and Public Sector Marketing
- Human Behavior in Business Organization
- Philippine Administrative and Legal System

#### 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 credit (as long as the courses being credited are relevant to the other program). This allows the student to be able to get the second degree in as little as an extra year's time. Interested students should see the Graduate Office for more details.

#### THE ON-SITE/OFF-CAMPUS PROGRAM

The Graduate School offers an on-site program, wherein its professors and instructors teach at the company, rather than have the students come to the school. These programs are very flexible, and can be started 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 on-site program is that it allows the students to save on valuable travel time, and concentrate more fully on their learning. Interested students should contact the Graduate School Office for more details.

#### THE PEOPLE MANAGEMENT ASSOCIATION OF THE PHILIPPINES DIPLOMA IN HUMAN RESOURCE MANAGEMENT

JRU and the People Management Association of the Philippines (PMAP) have jointly developed a diploma course in Human Resource Management, offered through the JRU GS.

The series is divided into 4 certificate programs, each addressing a major aspect of human resource management: (i) Labor Relations, (ii) Human Resource Development, (iii) Compensation Management, and (iv) Human Resource Planning and Acquisition.

Each certificate program is broken down into eight full-day Saturday sessions. Upon completion of an eight-session period, a student is awarded a Certificate. Each Certificate is also credited for one elective course (3 units) at the Graduate Program in Business.

Completion of the entire series (4 certificate programs) results in a Diploma in Human Resource Management.

The PMAP Diploma in Human Resources is offered three times a year. Contact the Graduate School for more information.



## MASTER IN PUBLIC ADMINISTRATION (MPA) MAJOR IN PUBLIC HEALTH

Public health is an emerging field in the instruction and research of Philippine public administration and governance. Its study and practice is already evident in the key areas of public, fiscal administration and local governance.

The MPA-Major in Public Health Program was developed to cater 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, and the Institute of Community and Family Health Inc.'s (ICFHI) graduate degree courses on public health.

The ICFHI is a duly incorporated and registered institute authorized by the Commission on Higher Education (CHED) and recognized by the Department of Health (DOH) to offer graduate courses on public health. Located at 11 Banawe corner Cadiz Streets, Quezon City, the ICFHI has a proven track record of competence and credibility in the instruction and research on public health.

The curriculum essentially combines the MPA Program's core and major courses and ICFHI's graduate courses on public health as cognates. Its capstone course, Public Policy Workshop, will be on a specific public policy related to public health. All other requisite requirements of the MPA Program apply.

### I. Core Courses (all required for a total of 12 units)

Theory in Public Administration	3 units
Microeconomics and Policy Analysis	3 units
Research Methods	3 units
Statistics and Quantitative Analysis for Public Admin	3

units

### II. Major Courses (all required for a total of 12 units)

Organization and Management in the Public Sector	3 units
Public Fiscal Administration	3 units
Philippine Administrative and Legal System	3 units
Public Policy Workshop (must be a policy related to health)	3 units

### III. Cognates\* (Select Courses to earn 12 units, as required)

BIO 200 (Biostatistics)	3 units
HEN 200 (Health, Environment and Nutrition)	3 units
EPI 200 (Principles of Epidemiology)	3 units
HSM 202 (Practice of Health Administration)	2 units
SEM 200 (Health Trends and Issues)	1 unit
HSM 203 (Hospital Organization and Management)	2 units
Total Units Required	(36 units)

## DOCTOR IN BUSINESS ADMINISTRATION (DBA)

### Introduction

Jose Rizal University's Doctor in Business Administration is flexibly structured, comprehensively covering a very wide scope of management's basic/core and highly specialized fields and/or areas of study and interest, all properly anchored on the basic foundations of economics, mathematics, accounting, finance, statistics, social & behavioral sciences, education and technology.

Business Administration practitioners and academic faculty will be trained and developed 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 yet properly founded on practical and/or "hands-on" application of the discipline in actual industrial/ business setting.

### Objectives

The Doctor in Business Administration Program is designed to train professionals from industry, business, government and the academe as they pursue higher academic and practical learning of their respective fields of interest.

Having equipped them with the basic/core principles of the discipline as well as the practical, current and emerging applications of their specialized fields/areas of concentration, these professionals are made competent, value-driven and ready to innovate, lead and excel in their respective organizations in the industry, business, government or academe.

### Program of Study

The Doctor in Business Administration Program requires, the completion of twenty (20) heavily research-based courses for a total of sixty (60) units beyond the prerequisite (a relevant master's degree) including the 12 units dissertation. The 60-unit program of study is broken down as follows:

Core Courses	15 units
Major Courses	24 units
Electives/Cognates	9 units
Dissertation	12 units
Total	60 units

#### A. Pre-Doctoral Courses

Students whose master's degrees were not on business administration will be required to enroll in selected pre-doctoral courses of the JRU-GS MBA Program, subject to the evaluation/assessment and recommendation of the GS Dean in coordination with the MBA Area Head. Further, students whose master's degrees were non-thesis will be required to complete the requirements of the six-unit MBA Independent Research course, depending on the chosen area of specialization, before admission to the doctoral program. The units earned in these pre-requisite courses shall not be counted in the 60-unit requirement of the doctoral program.

#### B. Residency

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

#### C. Comprehensive Examination

The passing of a comprehensive examination will be required prior to the writing of the dissertation. The comprehensive examination shall be structured into three (3) fields: General Management, Research Methods and the Specific Area of Specialization (Business Administration or Public Administration and Governance). While any or all of the fields can be re-taken twice, an average of at least 1.75 for the three fields is required.

#### D. Dissertation Writing and Defense

The writing and successful defense of a doctoral dissertation is required of every candidate before he/she is awarded the doctoral degree. The doctoral dissertation must be an original contribution to the existing scope of knowledge management and business administration. A candidate must defend his/her doctoral dissertation within five (5) years from the day he/she passed the required comprehensive examination.

#### E. Dissertation Proposal

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

DOCTOR IN PUBLIC ADMINISTRATION (DPA)

Both as a field of study and as an actual/practical conduct of governance and/or public management, in the Philippines, Public Administration continues to evolve as a multidisciplinary discipline that cuts across the social sciences, economics, management and practically any other areas of study that concern public sector management.

Public administration practitioners (policymakers, public sector executives and public administration teachers and researchers) have therefore been tasked to grapple with this encompassing 'beyond-the-state' nature and character of public administration, now properly termed as governance.

### Objectives

The Doctor in Public Administration (DPA) Program aims to prepare highly qualified students for managerial positions in the public sector and public-service oriented institutions as well as for teaching, research and consultancy in public administration and governance.

Specifically, the program will train them and provide critical competencies in the conduct, instruction and research in public administration's major areas of study: public policy, fiscal administration and public enterprise, local governance and organizational studies.

### Program of Study

The DPA Program will be a higher level of study and research of public administration and governance following the JRU-Graduate School's Master in Public Administration (MPA) Program, a Level II-Re Accredited Advanced Learning Program for distinguished careers in the local and national government and/or in non-profit organizations.

The Program requires, the completion of around twenty (20) research-based courses for a total of sixty (60) units including the dissertation but excluding units earned for pre-doctoral courses that may be required depending on the students' qualifications. The 60-unit program of study is broken down as follows:

Core Courses	15 units
Major Courses	24 units
Electives/Cognates	9 units
Dissertation Writing & Defense	12 units
Total	60 units

#### A. Pre-Doctoral Courses

Students whose master's degrees were not on public administration will be required to enroll in selected pre-DPA courses of the JRU-GS' MPA Program, subject to the evaluation/assessment and recommendation of the GS Dean in coordination with the MPA Program's Area Head. Further, students whose master's degrees were non-thesis will be required to complete the requirements of the six-unit MPA Independent Research course, depending on the chosen area of specialization, before admission to the doctoral program. The units earned in these pre-requisite courses shall not be counted in the 60-units requirement of the doctoral program.

#### B. Residency

A candidate for the DPA Degree must be in residence for at least one year provided that he/she has earned not less than 24 units in the course. A minimum grade of 1.75 in all doctoral courses is required for the purpose of accreditation in the doctoral program. A candidate must pass the written comprehensive examination covering all the core courses.

#### C. Comprehensive Examination

The passing of a comprehensive examination will be required prior to the writing of the dissertation. The comprehensive examination shall be structured into three (3) fields: General Management, Research Methods and the specific area of specialization. While any or all of the fields can be re-taken twice, an average of at least 1.75 for the three fields is required.

#### D. Dissertation Writing and Defense

The writing and successful defense of a doctoral dissertation is required of every candidate before he/she is awarded the DPA Degree. The doctoral dissertation must be an original contribution to the existing scope of knowledge on public administration, public policy, governance any of its major areas of study. A candidate must defend his/her doctoral dissertation within five (5) years from the day he/she passed the required comprehensive examination.

#### E. Dissertation Proposal

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

## 4. Administrative Matters

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### ADMISSION REQUIREMENTS

To be eligible for admission to the graduate program, specifically the masteral program, the applicant must possess at least a bachelor's degree in arts or sciences. Application for admission should be filed with the Dean of the Graduate School. During this time, applicants should present the following:

- Evidence of completion of a bachelor's degree course should be presented at the time of enrolment.
- Two 1-1/2" x 1-1/2" size ID pictures of the applicant
- An original transcript of record valid for transfer should be subsequently submitted.

To be eligible for admission to the Doctoral Programs, applicants should present the following:

- Present copy of thesis writing presented and approved previously.
- Official Transcript of Record of Masteral Degree earned.
- Please see the Dean's Office for other requirements.

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. Otherwise, he is to immediately set up a meeting with the Area Head, to discuss how to improve his performance and determine if he should continue with the program.

### REGISTRATION PROCEDURES

Registration is the process of formally assigning and recording the enrollment of a student in a course or courses. Students enrolling for the first time at JRU should accomplish the following forms, which are available at the Office of the Registrar (Room A-15) or at the Graduate School Office (Room T-13):

- JRU Form 1 - Application for Admission
- JRU Form 103 - Registration Card (Note: the enrolling students should obtain a copy of the schedule of subjects which lists the days and hours during which particular subjects are offered before proceeding to fill out this form.)
- Information Sheet and Waiver
- Refresher Course Assessment Form (from T-13)

The student registering (or registrant) is considered officially enrolled upon payment and acceptance of the initial tuition and miscellaneous fees.

If a student deliberately makes a false statement or conceals material information on any University document, his registration may be cancelled and he will be ineligible for subsequent registration.

Students are responsible for knowing about pre-requisites for subjects and sequence for the course he has chosen. If a student enrolls in a subject for which he is not qualified, the University reserves the right to cancel his registration in that subject even after the enrollment period (in such a case, if for any reason he obtains a passing grade, he will not be given any credit).

Every student whose registration has been completed has entered into a contractual agreement with JRU and will be considered a student of the school during the term for which he is registered unless his connection with JRU is officially severed by withdrawal, dismissal or expulsion.

Upon submission, graduate students are subject to the announcements, policies, rules and regulations of JRU on student conduct and discipline, and any amendments thereto. These are available at the Graduate School Office (Room T-13) and/or posted on bulletin boards.

#### 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 Office of the Registrar upon payment of the appropriate fee.

#### CHANGES IN REGISTRATION

Each graduate student is responsible for the completeness and accuracy of his registration. He must therefore ensure that there is no discrepancy between the program and course he is following and that which is recorded in the Office of the Registrar, and that all changes be promptly reported to the Registrar. A student may only receive credit for the courses in which he is officially registered, based on the records of the Registrar.

A student may not take courses for which he has not registered and may not drop a course without permission from the Dean of the Graduate School.

Changes in registration are allowed only under circumstances indicated in policies of the Graduate School, and must be made within two weeks after the beginning of classes by applying and duly filling up JRU Form 106, and submitting the same to the Registrar. No further changes may be made after that

period unless approved by the President, and changes in subjects made without the approval of the Registrar will not be given credit.

#### GRADUATION REQUIREMENTS

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

- Completion of all requirements (including refresher courses, if any) within a period of five school-year from the date of initial enrolment;
- A general average of not lower than 2.00 in all subjects/36 units, or the completion of a quality research paper/project study in GS 801 if the student's grade point average after 36 units is below 2.00; and
- Settlement of all unpaid accounts.

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



## SCHEDULE OF FEES

The JRU GS charges two sets of fees: a tuition fee, and miscellaneous fees. These are presented below:

(1) TUITION FEES	
Units Taken	Tuition Fee per Trimester*
3	₱5,929.00
6	10,354.00
9	15,438.00
12	18,348.00
15	20,280.00

\*Installment basis allowed. Cash basis with discount. See next page.

(2) MISCELLANEOUS FEES	
ID, Research and testing fee	₱ 340.00
Library fee	820.00
Graduation fee	1,150.00
Late Enrolment fee	700.00
Development fee	1,450.00
Library deposit (Refundable)♣	850.00
Energy fee	1,020.00
Comprehensive examination fee (per subject, per exam)	200.00
Thesis Continuation Fee	700.00
FSA (Foreign students only)	6,000.00
Computer lab fee	780.00
Doctoral program fee	2,750.00
ID revalidation	100.00
MM Off-campus fee	500.00
Visayas Off-campus fee	6,000.00

♣Returned to the student after graduation or upon full withdrawal.

Installment Payment of Tuition Fees. Tuition fees can be paid in two equal installments plus a down payment. The down payment is given upon registration, the first installment during midterms, and the second upon final examinations.

Cash Discounts. A cash discount privilege of 10% of the tuition fee is available for full payment of the tuition fees for the entire trimester at the beginning of the trimester. This privilege is available only for a limited period of time and under certain conditions. Interested students should immediately see the GS Office for details.

Please note that effective SY 09-10, students with delinquent accounts shall be subject to penalties. These include those students who do not settle their financial obligations to the university on time, including those student with financial delinquencies who do not secure their examination permits.

Case Material Fee. Case materials required for a course will be made available to students at cost, from time to time.

#### WITHDRAWALS AND REFUNDS

Tuition fees may be refunded to students who withdraw under certain circumstances, as described below. However, all pertinent miscellaneous fees, except the diploma fee, are always charged in full and are not refundable under any circumstances.

There is a distinction between students who withdraw and students who drop. Withdrawals are permitted within 30 days after the beginning of classes, provided that JRU is notified promptly in writing (JRU Form 106), and the request is approved by the Registrar and the Vice President for Finance. When no written notification is made, the student is considered dropped, and charged in full for the entire trimester, regardless of actual attendance.

When tuition fees have been paid in full for the whole trimester, refunds will be allowed under the following conditions:

- The whole tuition fee less P50.00, if the student withdraws before the beginning of classes;
- Eighty percent (80%) of the total cash tuition fee, if the student withdraws within seven (7) calendar days after the beginning of classes; or
- Fifty percent (50%) of the total cash tuition fee, if the student withdraws within thirty (30) days after the beginning of classes.

The entire cash tuition fee is charged for the trimester, if the student withdraws more than 30 calendar days after the beginning of classes, regardless of actual attendance.

When tuition fees have been paid on the installment basis, the following conditions will govern refunds:

- The whole tuition fee less P50.00, if the student withdraws before the beginning of classes;

- Twenty percent (20%) of the total tuition fee on the installment basis will be charged, if the student withdraws within seven calendar days after the beginning of classes, regardless of actual attendance;
- Fifty percent (50%) of the total installment tuition fee will be charged, if the student withdraws within 30 calendar days after the beginning of classes, regardless of actual attendance.

The entire installment tuition fee for the trimester will be charged if the request is made more than 30 days after the beginning of classes, regardless of actual attendance.

In no case will tuition fee be refunded or reduced because of absences from or suspension of classes for any reason whatever.

#### RULES OF DISCIPLINE

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

In order to safeguard and conserve the objectives of JRU and those ideals of scholarship and moral atmosphere which are the very purpose of its founding and maintenance, the school reserves the right, and the student concedes to JRU the right to dismiss, exclude or require the withdrawal of any student from the school or from any class or classes, whenever, in the interest of the student, the student body or JRU, the Dean deems it advisable to do so under the policies, rules, and regulations and/or traditional practices of JRU.

#### ATTENDANCE IN CLASS

Punctual attendance is expected of all graduate students, as this is a reflection of the graduate student's ability to conduct himself in a professional manner. Excessive tardiness may be considered as absences, upon the discretion of the instructor.

#### CLASS DAYS AND HOURS

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

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

#### GRADES AND SCHOLASTIC PERFORMANCE

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

Grade	Explanation
1.00	Excellent
1.25 to 1.50	Very Good
1.75 to 2.00	Above Average
2.25	Average
2.50 to 2.75	Below Average
3.00	Passing
5.00	Failing

The receipt of a final grade of 2.25 or lower for a few subjects, however, should not be any cause for concern to a student, as students are expected on average to perform differently in various courses. Such performance is easily offset by above average performance in other subjects (e.g., getting 1.50 or 1.75). However, students who persistently underperform in their subjects (e.g. consistently get grades of 2.25 and below) should immediately set up meetings with the Area Heads to discuss their performance, as continued underperformance will mean that they will not be able to graduate.

Honors. Students with a general average of 1.125 will be eligible for graduation with highest distinction. Students with a general average of 1.25 will be eligible for graduation with high distinction. Students with a general average of 1.50 will be eligible for graduation with distinction. Graduation with any honors also depends on the student who has settled his/ her accounts.

## OTHER ADMINISTRATIVE MATTERS

JRU General Information Guide. Students are advised to familiarize themselves with the General Information Guide of JRU (as distinct from this Bulletin of Information) as the statements therein represent the general policies of JRU, and are applicable to the Graduate School. The General Information Guide is available at the JRU GS Office (Room T-13).

JRU GS Student Manual. A more detailed discussion of the role of the graduate student in JRU is discussed in the GS Student Manual. The manual is given to all enrolled graduate students, and is available at the JRU GS Office (Room T-13).

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

All new students as of SY 1999-2000 who were assessed to take refresher courses will need to pass these courses, in order to graduate. These requirements hold even if the student concerned has already passed all the other subjects required for graduation.

Students whose major courses fall under any of these three areas, are exempted to enroll in said area/areas, as the case maybe. Off-campus classes in Metro Manila are required to enroll in these three areas subject to the provisions stated in the first sentence of this paragraph.

Changing of Classes. Changes of classes are allowed only for valid reasons and with the prior approval of the Dean. No change will be allowed after three meetings have already been held. For this purpose, JRU Form 106 will have to be accomplished.

Dropping of Subjects. The dropping of subjects after four meetings will be allowed only for valid reasons and with the prior approval of the Dean. JRU Form 106 will have to be accomplished for this purpose. If a student drops a subject without filing the necessary form, the dropping is not official, the student gets a grade of 5.0 (failing), and is liable for tuition fees for the entire term. If after the mid-term examinations, the student stops attending classes, he is liable for all tuition fees and will be given a failing grade.

Time Limitation. All requirements of the degree pursued must be completed within five school years from the date the student began his graduate study, unless otherwise approved by the Dean.

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

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

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

## 5. Location and Facilities

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### LOCATION

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

### FACILITIES

Classrooms. All graduate classes are held in the Tower Building (fronting Shaw Boulevard). All graduate school classrooms are fully air-conditioned, and are either flat or amphitheater-type construction. Classes are held from 5:30 p.m. to 9:00 p.m., from Monday to Friday, and the whole day of Saturday.

Research Office. For information and activities of the Research concerns of the University, the Research Office is accessible to students at Room T-12.

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

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

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

Parking. JRU has ample parking area for its graduate students.

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

## 6. Academic Calendar, SY 2010-2011

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	1 <sup>st</sup> Trimester	2 <sup>nd</sup> Trimester	3 <sup>rd</sup> Trimester
Registration	May 24-June 7	Sept 20-Oct 4	Jan 24-Feb 7
Classes begin	June 7	Oct 4	Feb 7
Last day for late registration	June 20	Oct 16	Feb 19
Last day for late dropping (without a grade of 5.0)	July 17	Nov 13	March 19
Midterm exams	July 26-31	Nov 22-27	Apr 4-9
Final exams	Sept 13-18	Jan 17-22	May 16-21
Last day of trimester	Sept 18	Jan 22	May 21
Christmas vacation begins		Dec 23	
First day of class after Christmas		Jan 3	



## 7. Course Descriptions

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### DOCTOR IN BUSINESS ADMINISTRATION

#### A. Core Courses - All required (5 subjects or 15 units)

GS-901 Professional Management: Emerging and proven Principles, Theories and Systems (3 units)

This course is an introduction to higher-level study and research of the classical, contemporary and emerging principles, theories and systems in management, administration and governance both in the business and public sector settings.

GS-903 Advanced Management Science (3 units)

This course deals with critical analysis and synthesis of concepts, theories, and approaches in management science, organization, and development of business strategies.

GS-904 Philosophy of Business (3 units)

This course deals with the identification and analysis of universal business principles, practices, thoughts, and strategies.

GS-906 Advanced Managerial Economics (3 units)

Application of economic concepts and tools of analysis to business situations with emphasis on business forecasting, demand analysis, pricing decision, and policy, capital budgeting process and competition.

GS-907 Advanced Statistical Research (3 units)

This course is a study of statistical analysis that includes the Bayesian approach as well as multivariate and time series analysis. The objective of the course is to sufficiently expose students to these tools to enable them to work on their dissertation research. The school's computer facilities are used extensively in the course.

#### B. Major Courses - All required (8 subjects or 24 units)

GS-909 Advanced Statistics and Quantitative Techniques in Management (3 units)

This course is an intensive study of the use of statistics and other quantitative techniques in management decision-making.

GS-910 Advanced Financial Management (3 units)

This course is an intensive study of the management of working capital, capital investment decisions and financial management issues.

GS-911 International Economics (3 units)

This course focuses on international trade theory and policy analysis. International economic institutions, national and regional trade policies and development, trends in foreign markets, international monetary problems, interrelationships between international trade and economic growth, the impact on economic stability.

GS-912 Legal Aspects of Business (3 units)

This course examines relevant laws and government policies affecting labor and industrial relations, capital investment, taxation and other legal issues.

GS-913 Corporate Social Responsibility, Good Governance and Executive Management (3 units)

Decision making function of top-level executives influences on the executive mood of adjustment and environment, "M's" of management.

GS-914 Advanced Strategic Business Issues and Decisions (3 units)

This course tackles contemporary business problems involving economic, sociological, political, technological, and related environmental issues. Review, assessment, and realignment of company's strategies towards survival and growth.

GS-915 Advanced Business Research Methods (3 units)

This course is an intensive study of the different methods of business research.

GS-916 Dissertation Seminar (3 units)

Selection of topics and presentation of outlines before the class. Discussion on the format and content of dissertation. Explanation and justification of the methods of research to be used. Presentation of the probable outcome of the research work. Review of research methods and applications, problems and issues in research work.

C. Cognates/Electives (Select 3 subjects or 9 units required)

GS-917 Comparative Banking Systems (3 units)

This course deals with internal banking regulations, regional banking policies and banking models in different countries.

GS-918 Organizational Development (3 units)

This course deals with human behavior and organization dynamics, theory and assumptions, organizational analysis and planning.

GS-919 Money, Capital Markets and Securities (3 units)

This course deals with money and capital markets, and financial institutions operations. Different securities such as options and derivatives, are thoroughly discussed.

GS-920 Current Issues and Problems in Business (3 units)

This course deals with various methods and approaches to issues in business using the consultant viewpoint. It tackles the current issues of the day in the context of business administration. Issues such as outsourcing, lean production and right sizing of both operations and services.

GS-922 Planning Program in Budgeting (3 units)

This course deals with a top manager's view of program planning and control in the context of financial translation of both strategic and operational plans. It discusses current approaches to budgeting with the advent of increasing emphasis on services rather than manufacturing.

GS-923 Dissertation Writing  
(12 units required)

#### DOCTOR IN PUBLIC ADMINISTRATION

##### A. Core Courses - All Required (5 subjects or 15 units)

GS-924 Theories of Administrative Systems (3 units)

Analysis and research of outstanding theories of administrative system, organization, behavior and action with applicable concentration on developing economies and "young democracies" such as the Philippines.

GS-925 Administrative Theory and Public Policy (3 units)

Analysis and research of public policy as a core field in public administration and governance with emphasis on its applicability to contemporary administrative theories and systems.

GS-926 Public Management Enterprise (3 units)

Evaluation of productive enterprise in business, industry and the government with critical review and study of best practices and policy frameworks in developing economies.

GS-928 Comparative Development Administration (3 units)

Comparative analysis of the development policy/framework of public administration in selected countries

GS-929 Special Problems in Public Administration and National Development (3 units)

Analyses and research of national development issues and challenges in the context of public administration and governance' development administration area, with the developing countries as case studies.

##### B. Major Courses - All required (8 subjects or 24 units)

GS-932 Advanced Fiscal Management and Public Enterprise (3 units)

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. Will cover fiscal issues and challenges as well as policy and institutional considerations critical in managing the fiscal resources of a developing economy such as the Philippines.

GS-933 Advanced Organization Studies and Development (3 units)

Theories, processes and techniques involved in the management of public sector organizations. Will also look at the economy as an organization with both the public and non-public sectors as actors/participants in the governance of development.

GS-934 Advanced Local Planning, Development and Governance (3 units)

Study and research of local governance principles (devolution, decentralization, etc.) and its various aspects (development planning, finance, urban/rural planning, policymaking, project development and implementation, etc.) with practical applications of the necessary techniques, tools and strategies in Philippine local government units.

GS-935        Advanced Research Methods, Statistics and Quantitative Techniques in Public Administration (3 units)

Application of advanced research methods as well as statistics, qualitative and quantitative research techniques, methodologies, tools and softwares in public administration, public policy and governance.

GS-936        Advanced Economic Anthropology (3 units)

Study of the human, cultural and social aspects of economic development in the context of governance's participative and developmental principles. Will have the Philippine setting as locus and focus highlighting the issues and challenges that beset the administration of economic and social development in the country.

GS-937 Advanced Political Theories and Processes (3 units)

Review of the political theories and processes that characterize the study and practice of public administration, governance and public policy. Will take a critical look at the country's political history as it impinges on the evolution of public administration in the Philippines.

GS-938 Advanced Management Theory and Development Administration (3 units)

Macroeconomic perspectives in the administration of development with a critical look at relevant management theories, models, principles and strategies applicable to a developing economy. Will involve a review of said management theories, models and principles following good governance parameters and criteria.

GS-939 Dissertation Seminar (3 units)

Review of public administration, public policy, governance and development administration research problems, methods and applications in preparation for the writing of a doctoral dissertation. Will require the completion and submission of an acceptable dissertation proposal.

C. Cognates/Electives (Select 3 subjects or 9 units required)

GS-940 Advanced Project Planning and Development (3 units)

Systematic analysis, planning, implementation and evaluation of an actual development project of a national agency or local government unit with practical application of the necessary techniques in project structuring, financing, evaluation and implementation.

GS-941 Advanced Local Governance and Urban Affairs (3 units)

Theoretical and empirical perspectives of local governance and urban/ rural administration and planning highlighting a critical look at issues on central-local relations, institutional

development, area management, community organizations, citizen participation, etc.

GS-942        Advanced Fiscal Administration, Public Enterprise  
                 Management and Public-Private Partnerships (3 units)

Review and analysis of specific fiscal management issues affecting the Philippine economy highlighting the critical role of the private sector. Will require a case study on a specific project/case complete with the necessary recommendations on the country's fiscal management policies and strategies.

GS-943 Special Problems and Challenges in Philippine Public  
                 Administration and Governance (3 units)

Will cover special topics of interest on the study and practice of PA and Governance in the Philippines and its specific research areas on development administration, public policy, local governance and organizational studies.

GS-944 Seminar on Public Policy and Implementation (3 units)

Analysis and research of the policy science as well as concepts, issues and challenges of policy formulation, analysis, review and implementation. Will require a policy study of a critical policy problem in the Philippines.

GS-923 Dissertation Writing (12 units)

#### MASTER IN BUSINESS ADMINISTRATION

##### Required Courses

GS-201        Business Research

The course deals with the preparation of a major research in the different fields of business using standard methods applicable to the chosen topic. It includes research strategy, sources of information, organization of materials and tools and techniques of business research. It provides comprehensive coverage of the research process which will serve as a source of reference for business managers to enable them to arrive at a plausible decision-making based on the research information gathered. Pre-requisite: None

GS-202        Managerial Accounting and Control

This course provides an intensive introduction to the student on the basic principles and actual practices of managing financial resources and accounting for profit and non-profit corporations, and in government agencies. The course provides the student with adequate knowledge of accounting and desirable analytical tools that are utilized to assist management in operating a business. Pre-requisite: Refresher course in Basic Accounting (unless exempted.)

GS-203        Economic Analysis

The course deals with the use of Economics as a tool for managerial decision-making. It will consider different forms of competitive behavior, various uses of cost analysis, business forecasting, demand analysis, pricing decisions, the economics of location and capital budgeting. Discussions on broad macroeconomic concepts will also be included. Such concepts include national income analysis, and the impact of monetary and fiscal policy on businesses. Pre-requisite: None.

GS-204 Human Behavior in Business Organization

The pattern of individual group behavior in organizations under varying circumstances and conditions is studied and analyzed. Pre-requisite: None.

GS-206 Probability and Statistics (Formerly Quantitative Methods II)

This course deals on a intensive study of the use of statistics and probability in management and decision-making. It will develop the graduate student's ability to handle core statistical tools such as population descriptions, measures of variance, ANOVA and hypothesis testing, and multiple regression. Probability concepts shall include sampling and survey development, and the use of expectations and probability distributions in decision-making. Pre-requisite: Refresher course in Math, unless exemption obtained.

GS-207 Business Policy and Strategy (Formerly Business Policy)

The course focuses on the development of sound management decisions and strategy arrived at by integrating the various qualitative and quantitative tools previously taken up into a unified whole. Pre-requisite: All core courses with the exception of GS 203 (Economic Analysis), which can be taken as co-requisite.

GS-208 Financial Management

This course involves the study and analysis of short-and-long-term financial planning and management of the assets of a business. Emphasis is given to the understanding of key concepts in finance, such as the time value of money, capital budgeting, financial statement analysis, cash and inventory management, and capital structure. Pre-requisite: Refresher course in Math, unless exemption obtained.

GS-209 Marketing Management

Examines the development of marketing strategy, in for-profit, public and non-profit organizations, focusing on skills development in recognizing the framing problems in different organizational environments, in identifying reasonable options and developing plans of action. Pre-requisite: None.

GS-210 Operations Management

The course deals with the management of the transformation processes in both manufacturing and services. It includes basic tools of Operations Management like decision models, project management (PERT/CPM), inventory management, value analysis, learning curves, simulation and others. Pre-requisite: Refresher course in Math, unless exemption obtained.

### Electives

#### 1. Management

##### GS-302 Personnel Management

The course acquaints the students with human resources management and covers personnel functions such as, but not limited to, recruitment, selection, placement, compensation, rewards system, training and development of employees.

Emphasis is made on the management of men in industrial concerns. The student is introduced to practical problems in industrial relations. The end view of this exposure is the development of the ability to recognize such problems, evolve possible solutions and provide precautionary measures to forestall or minimize industrial unrest which in turn should be beneficial both to the employee and employer. Pre-requisite: None.

##### GS-303 Entrepreneurship (Formerly Management of New Enterprises)

This course deals with the process of starting up a new venture: opportunity screening and selection, business plan/proposal development, and the raising of the required financing. It is done through a trimester-long simulation, wherein the instructor plays the role of a venture capital angel. Students then have the entire trimester to convince the angel to invest in their business start-ups. Co-requisites: Financial Management, Marketing Management, unless waived by the instructor.

##### GS-311 Labor Relations (In Conjunction with PMAP)

The course is aimed at providing students with a thorough appreciation and understanding of various labor laws that affect the employee's pre-employment, employment and post-employment states and it also includes teaching them how to handle labor relations issues. Pre-requisite: None.

##### GS-312 Human Resource Development (In Conjunction with PMAP)

This course is designed to help students meet the training challenges of today and the training expectations of tomorrow. Pre-requisite: None.

##### GS-313 Compensation Management (In Conjunction with PMAP)

The course teaches the students how to develop job standards, improve employee performance, conduct performance



interviews, and how to develop and implement sound compensation administration policies. Pre-requisite: None.

GS-314 Human Resource Planning and Acquisition (In  
Conjunction with PMAP)

The course is designed to give students wide exposure to the cost effective and successfully tested methods in recruitment, selection and placement. It will teach the students the effective ways of coordinating job interviews. Pre-requisite: None.

## 2. Marketing

GS-401 Foreign Marketing

Analysis of the development of foreign marketing programs from the determination of objectives and methods of organization through the implementation activities. Emphasis will be given on the application of basic marketing concepts to the foreign environment. Pre-requisite: GS-209 Marketing Management.

GS-402 Marketing Research

The course aims to develop mastery in marketing research methods, for a variety of marketing applications, such as consumer behavior, price sensitivity, brand preference, and advertising effectiveness.

## 3. Finance and Accounting

GS-501 Controllership

The course will touch on theory of organization behavior, the controller and the management team, the controller and the finance function, controversial areas in organization and function, operational planning and control, long range and short range planning, information handling, communication and advanced techniques. Pre-requisite: GS-202 Managerial Accounting and Control.

GS-502 Corporate Finance

Corporate finance deals with problems tackled by top management. The primary objective is to assist in decisions concerning company strategy at the top. It will touch on the following topics: Operating/Financial Leverage, Management of Working Capital, Techniques of Financial Planning and Budgeting, Capital Budgeting/Cost of Capital, Long and Short Term, Capital Structure of the company in its totality and how to achieve these objectives. Pre-requisite: GS-208 Financial Management.

## 4. Economics and Public Policy

GS-602 Industrial Organizations

This course deals with the study of imperfect markets (i.e., most of our industries), and how these imperfections

affect a firm's strategy, compared to a situation of perfect competition. Concepts such as game theory, collusion, and industry concentration will be studied. Pre-requisite: GS-203 Economic Analysis.

GS-603      Macroeconomics

Refer to GS-328, Macroeconomics. Co-requisite: Refresher course in Math, unless exemption obtained.

GS-604      Development Economics

Refer to GS-324, Development Economics. Pre-requisite: GS-203, Economic Analysis or equivalent.

GS-605      Public Enterprises, Privatization and Development

Refer to GS-326 Public Enterprises, Privatization and Development. Pre-requisite: None.

## 5. Information Technology

GS-301      Management Information Systems

The course emphasizes the benefits of information technology systems (including Internet technologies) to all levels of management. It concentrates on management issues rather than on the technology itself. Pre-requisite: None.

GS-304      E-Commerce

Intensive exposure to e-commerce, and the impact of the Internet (and Intranets) on a business's internal and external operations, cultures and strategies. Students will have extensive access to the Internet.

## 6. Production Management

GS-702      Materials Management

Materials Management is the grouping of management functions related to the complete cycle of Materials Flow from the checking of the supplier of raw materials up to the time end-users get hold of the finished product. The activities involved are sourcing, purchasing, receiving and inspection, physical inventories and distribution of the finished product.

## 7. Independent Research/Thesis

GS-801      Independent Research/Thesis

The course content is to be determined jointly between the student and his or her research adviser (one of the faculty). In addition, the course will cover the application of research methods in business. This includes the formulation of research design methods of interviews, collecting, analyzing and interpreting data, and deriving hypotheses and conclusions to prepare the student in writing his or her research paper. Pre-

requisite: Depends on the area of interest, as determined in conjunction with the instructor.

## MASTER IN PUBLIC ADMINISTRATION

### Core Courses

#### GS-221 Theory in Public Administration

Introduction to fundamental theoretical and practical concepts, issues and processes that define the theory and practice of development administration and public policy analysis/formulation both at the national and local levels. The subject will also chronicle the evolution of public administration research and the conduct of governance from the traditional public administration theme to development administration highlighted by the concepts of decentralization, devolution and empowerment. Pre-requisite: None.

#### GS-227 Microeconomics and Policy Analysis

Introduction of economic concepts used in policy analysis and program evaluation. Analytical methods examined include cost-benefit analysis and its place in the public sector, determination of public policy using market allocation and price mechanism instruments, and the classic trade-off between efficiency versus equity. Pre-requisite: Refresher course in Math, unless exemption obtained.

#### GS-222 Research Methods

Methods and techniques in research design and implementation. Practical application includes research design measurement, data collection, data processing and presentation of research findings. Pre-requisite: None.

#### GS-223 Statistics and Quantitative Analysis for Public Administration

Use of statistics and other mathematical/quantitative tools/software in public sector (development) research, data processing, policy formulation, analysis and review. Pre-requisite: Refresher course in Math, unless exemption obtained.

### Major Courses

#### GS-224 Organization and Management in the Public Sector

Theoretical, conceptual, legal and practical concepts, techniques and strategies in public organizations (national and local) with emphasis on management strategies, organizational structure and behavior, and human resource management. Pre-requisite: None.

#### GS-225 Philippine Administrative and Legal System

An in-depth review of the administrative framework and legal bases for government's functions and the scope of its

authority and machinery. To be highlighted by a thorough discussion of the Civil Service Law, the Local Government Code of 1991 as well as an evaluation of the effectiveness and constraints of the current administrative system both at the national and local levels. Pre-requisite: GS-221.

#### GS-226 Public Fiscal Administration

Intensive study of national and local public sector finance using the case-study approach in resource allocation, budgeting, public sector accounting, taxation, public securities and debt management, intergovernmental aid, as well as other non-traditional sources of national and local public revenues. Pre-requisite: None.

#### GS-228 Public Policy Workshop (Applied Public Management and Policy Analysis)

This is a capstone course, to synthesize learning from the other courses. This involves the application of skills in public management and policy analysis to special projects or case studies. The expected output is in the form of a comprehensive group paper analyzing a critical public policy/administrative issue, and providing recommendations. Pre-requisite: All core and major courses, except GS-226 Fiscal Management.

#### Cognates

##### GS-321 Management Information Systems

Refer to GS-301, Management Information System.

##### GS-322 Marketing Management

Refer to GS-209 Marketing Management

##### GS-323 Human Resource Development in the Public Sector

Analysis and management of human resources in the enterprise and public and non-profit organizations. Includes functions of strategic human resource planning, recruiting, selecting and building a work force, employee development promotion, and performance appraisal; compensation system design; job design and analysis, and quality of work life. The course will also include a discussion of government requirements for hiring and promoting personnel. Pre-requisite: None.

##### GS-324 Development Economics

This course deals with the application of economics to the study of developing economies. Such concepts as poverty, economic development, income equality and growth will be examined. Pre-requisite: GS-227 Microeconomics and Public Policy Analysis, or equivalent.

##### GS-325 Urban and Regional Planning

Theoretical and practical review of problems, issues and concerns that beset urban growth and regional development.

Highlighted by a case-study-based analyses of current policies, strategies, tools and techniques on urban and regional development planning, financing, implementation and evaluation. Pre-requisite: None.

#### GS-326 Public Enterprise, Privatization and Development

The course will generally tackle the nature, scope and status of public enterprise in the country as well as the theory and practice of privatization in the context of the principles of public ownership, competition and regulation. It will provide the student a technical and practical knowledge in understanding the basic competencies in structuring specific national and local projects for private sector financing. Pre-requisite: None.

#### GS-327 Project Development and Evaluation

A practical conduct of developing and structuring development project(s) of national implementing agencies and/or LGUs. It will allow the student to actually go through the process of project identification, preparation, appraisal, implementation and post evaluation in the context of the government's policies on project prioritization, approvals, financing and monitoring. Pre-requisite: GS-226.

#### GS-328 Macroeconomics

Introduces students to macroeconomics concepts and data, e.g., national income accounts, price and quantity indices, economic models, aggregate consumption and investment behavior, and relates these concepts to review policy issues and options. The course also provides an analysis of contemporary macroeconomic problem of the country and policy directions geared to address these problems. Pre-requisite: Refresher course in Math, unless exemption obtained.

#### GS-329 Environmental and Resource Policy

A thorough review of national and local policies on environmental and natural resource. In the context of sustainable development economics, the course will be highlighted by a series of lectures and examinations on conceptual topics and methodological topics as well as practical techniques on specific environmental and natural resource issues/concerns. Pre-requisite: GS-225.

#### GS-330 Special Problems and Challenges in Public Administration

This course will cover special topics, of current interest, from policy concentration areas, e.g., economic policy, planning, environment, development administration. Pre-requisite: Depends on topic.

#### GS-331 Managerial Accounting and Control

Refer to GS-202 Managerial Accounting and Control

#### GS-801 Thesis/Independent Research

Provides advisory assistance to students who will do their thesis. Periodic meetings will be conducted to guide the students at each stage of the research/thesis writing. Pre-requisite: Depends on topic and adviser.

#### DIPLOMA COURSE IN LOCAL GOVERNANCE

##### Core Courses

#### GS-221 Theory in Public Administration

Refer to GS-221 under the MPA program

#### GS-229 Local Governance and Regional Administration

Principles and Concepts of public administration and governance at the local level with emphasis on development strategies/techniques consistent with local conditions. Pre-requisite: None

#### GS-225 Philippine Administrative and Legal System

Refer to GS-225 under the MPA program

#### GS-226 Public Fiscal Administration

Refer to GS-226 under the MPA program

##### Major Courses

#### GS-325 Urban and Regional Planning

Refer to GS-325 under the MPA program

#### GS-223 Statistics and Quantitative Analysis for Public Administration

Refer to GS-223 under the MPA program

#### GS-327 Project Development and Evaluation

Refer to GS-327 under the MPA program

##### Cognate Courses

#### GS-321 Management Information System

Refer to GS-321 under the MPA program

#### GS-323 Human Resource Development in Public Sector

Refer to GS-323 under the MPA program

#### GS-324 Development Economics

Refer to GS-324 under the MPA program

#### GS-326 Public Enterprise, Privatization and Development

Refer to GS-326 under the MPA program

#### GS-329 Environmental and Resource Policy

Refer to GS-329 under the MPA program

## MASTER OF ARTS IN EDUCATION

### Professional Orientation Courses (Core Courses)

#### GS-240 Foundation of Education

Deals with the philosophy, history and development of educational theories and practices in relation to national goals and ideals of education; relationship of the current and past educational experiences for comparative analysis; educational laws and system of education as references for assessment.

#### GS-241 General Education

A survey course designed to familiarize the graduate student with the major areas of classical knowledge composed of the humanities, social sciences, natural sciences and fine arts.

#### GS-242 Statistical Analysis

Use of statistical methods and computer/electronic information system for educational research and evaluation. Optimization under uncertainty, statistical estimation, regression, inference and statistical decision theory are dealt with. Introduction to probability.

#### GS-243 Methods of Educational Research

Deals with different research methods; designs and tools of research; preparation of research designs and actual research techniques of thesis writing.

### Specialization Courses

#### Major in Mathematics Education

#### GS-340 Theory of Numbers

Well-ordering principle; Fundamental theorem of Algebra; divisibility; primes, canonical form; consequences; Euler's functions; Diophantine equations, Fermat's Theorem; Wilson's theorem, Chinese Remainders Theorem.

#### GS-341 Abstract Algebra for Teachers

Sets and logic, functions and relations, integers, isomorphism of groups, rings and fields, matrices, vector spaces, linear transformations.

#### GS-342 Calculus of Variation

Euler's equation, Legendre conditions, Jacobi's conditions, Isoperimetric problems, Long-ranges methods, Dirichlet's principle.

#### GS-343 Geometry for Teachers

Modern elementary geometry, Elementary transformation, Projective geometry, non-Euclidean geometry, Foundation of geometry.

#### Major in Language Education

##### GS-440 Applied Linguistics for Communication Arts

Basic language theories; principles and approaches to language analysis as they apply to communication arts.

##### GS-441 Language Acquisition, Theories, Principles and Research

Psychological and sociological forces in second language acquisition, techniques of analysis, developmental studies including error analysis.

##### GS-442 Teaching Reading, Literary Appreciation and Writing

Methods of teaching; literary appreciation and various levels of institution in second language situations.

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

Preparation of materials of instruction for classes in English.

#### Major in Special Education

##### GS-540 Foundations and Principles of Teaching in Special Education

This course equips students with fundamental knowledge and understanding of Special Education. It introduces prospective SPED practitioners to the various categories of exceptionality as well as the dynamic process of teaching children with exceptional needs. Specifically, it equips students with underlying principles and theories in teaching exceptional children as well as with innovative and effective instructional approaches in handling varied types of special children.

##### GS-541 Guidance and Counseling in Special Education

It introduces students to the principles, theories and techniques in providing guidance and counseling services to children with special educational needs. It discusses also the role of guidance and counseling in various educational programs.

##### GS-542 Principles and Strategies in Teaching Children with Mental Retardation

This course exposes the students to the application of the principles and theories learned in the education of children with mental retardation. It provides the students with opportunity to plan teaching activities and to prepare instructional designs and materials that will facilitate the learning process that enhances the development of the cognitive, psychomotor, adaptive,



communication and social skills of children with mental retardation.

#### GS-543 Learning Disabilities

This course is a comprehensive study of the nature, casual factors and characteristics of individual with learning disabilities. It aims provide information on the appropriate assessment procedures in identifying and diagnosing children with learning disabilities.

#### Major in Educational Administration

##### GS-640 Organization and Management in the Educational Sector

Specific professional and practical preparation for the governance of the school. Duties, powers and responsibilities of the administrator. Preparation and adherence to budget, general school laws, good human relations involving teaching efficiency. Internal discipline.

##### GS-641 Fiscal Management of Educational Institutions

Theory and technology of school of finance, emerging patterns of financial planning and management and evaluation in relation to the principles and policies of expenditures, revenue, support and control.

##### GS-642 Education and Law

Interpretation of intentions of constitutional provisions, legislation decrees, letters of instruction as well as legal issues affecting education and educational system.

##### GS-643 Program Evaluation and Project Planning

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

#### Cognates

##### GS-740 Instructional Analysis

Development of skills in the use of certain tools in instructional analysis.

##### GS-741 Curriculum and Evaluation

Critical examination of the basic concepts underlying the determination of objectives, the selection and organization of learning opportunities and evaluation process.

#### Major in Mathematics Education

##### GS-742 Linear Programming

Simplex method, duality geometry of linear program  
parametric programming, decomposition and upper-bound variables.

#### Major in Language Education

GS-743 Oral and Written Discourse in Language Education

Language education nature and types, production and processing of discourse, analysis of conversation, classroom language, written texts.

#### Major in Special Education

GS-744 Total Communication

It exposes the students oral, manual and combination/variety communication modes used with hearing impaired individuals. It discusses historical background of the diverse approaches and sign systems as significant components of Simultaneous Communication and Total Communication. It also introduces Basic sign language course.

#### Electives

GS-746 Asian Literature

Representative works of India, China, Japan, and their interrelationships, relationship with other Asian literatures.

GS-747 Aesthetic and Literary Criticism

Analysis of the relationship between aesthetic and literary criticism.

GS-748 Comparative Education

Comparative study of educational systems in different countries.

GS-749 Job Evaluation and Salary Administration

Techniques to determine the relative worth of different jobs and translate into appropriate salary.

GS-750 Practicum in Special Education

This course provides students with opportunities to apply the principles and strategies used in teaching exceptional children. It consists of 150 hours of field experiences, observation and involvement in the actual teaching-learning situation in a SPED setting.

GS-751 Adapted Physical Education

This course introduces students to basic knowledge and understanding of children with different disabilities in an adapted physical education program. It equips them with skills on the varied modified physical activities to meet the said disabilities.

GS-225 Philippine Administrative and Legal System

An in-depth review of the administrative framework and legal bases for government's functions, scope of authority and machinery. Evaluation of the effectiveness of the current administrative structure including a review of legal constraints.

GS-227 Microeconomics and policy Analysis

Introduction of microeconomic concepts used in non-profit, government and program evaluation. Analytical methods examined include cost-benefit analysis and its place in the public sector, determination of public policy using market allocation and price mechanism instruments, and the classic efficiency versus equity trade-off.

GS-322 Non-Profit and Public Sector Marketing

Examines the development of marketing strategy in public and non-profit organizations, focusing on skills development in recognizing and framing problems in different organizational environments, in identifying reasonable options and developing plans of action.

GS-204 Human Behavior in Business Organization

The pattern of individual group behavior in organizations under varying circumstances and conditions is studied and analyzed.

GS-202 Managerial Accounting and Control

The course provides the student with adequate knowledge of accounting and some desirable analytical tools that are utilized to assist management in operating business.

## 8. Administration and Faculty

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### ADMINISTRATION

Vicente K. Fabella  
President

Felina C. Young  
Vice President for Higher Education  
Dean, Graduate School

Eduardo P. Garrovillas  
Research Director

Victor B. Mariano  
Area Head, MBA Program  
DBA Program Coordinator

Eleazar E. Ricote  
Area Head, MPA Program

Lucivilla L. Marcos  
Acting Area Head, MAEd Program

Azucena P. Capul  
DPA Program Coordinator

Manolo A. Dela Paz  
Registrar

Rosela D. Del Mundo  
University Librarian

Helen G. Bagalay  
Secretary, Graduate School

Susan C. Fabian  
Clerk, Graduate School

## FACULTY

ABADA, Madeleine C. PhD Development Administration, Philippine Christian University; MBA, Philippine Christian University; MA Economics, CRC now UAP; BA Economics, Silliman University

ABEJUELA, Armando E. DPA, Trinity University of Asia; PhD, Philippine Christian University; MNSA, National Defense College of the Philippines; MPA, National College of Business and Arts; LLB, Adamson University; AB Political Science

ACIBO, Libert A. EdD, Manuel L. Quezon University; MAED, Manuel L. Quezon University; BS Education, Trinity College

ADAMOS, Pompeyo B. MBA, Pamantasan ng Lungsod ng Maynila; AB Political Science, Ateneo de Manila University

ALIM, Joshua C. MBA, LLB, Central Philippines University

AMID, Diego M. PhD in Math Education (With Highest Academic Distinction), Centro Escolar University; MA in Math Education, National Teachers College; BSEE-Mathematics, University of Manila

AÑORA, Raymund Caesar P. MPA, Jose Rizal University; BSA, Central Philippine University; AB Philosophy, St. Vincent Ferrer Seminary

ANG, Jaime G. EdD, Polytechnic University of the Philippines; Master in Mass Communication, Polytechnic University of the Philippines; MA, Philippine Normal University; AB Political Science, Lyceum of the Philippines; BS Foreign Services, Lyceum of the Philippines

ARAULLO, Eugenio F. MBA (Magna Cum Laude), Jose Rizal University; BSEE, Mapua Institute of Technology

BAES, Sionida A. PhD, Manuel L. Quezon University; DPA, Manuel L. Quezon University; MPA, Manuel L. Quezon University; BSC Manuel L. Quezon University; BSEEd, Far Eastern University

BATE, Ma. Cristina F. Vice President for Basic Education, JRU. EdD, De La Salle University; MA, Organizational Psychology, Columbia University; AB Psychology, De La Salle University

BAUTISTA, John Hermes D. MBA, Ateneo de Manila University; BS in Electrical Engineering, Mapua Institute of Technology; Advanced Studies in Metallurgical Engineering, University of Wisconsin

BAUTISTA, Teodoro Lloydon C. DPA, University of the Philippines; MPA, University of the Philippines; AB, Ateneo de Manila University

BERMUDEZ, Angelito B. MM, Asian Institute of Management; BS Chemistry, University of Santo Tomas; BS, Philippine Military Academy,

BERNARDO, Arturo P. MA, Industrial Relations, University of the Philippines; LLB, University of the Philippines

BOLA, Hermogenia T. MBA, Ateneo de Manila University; BCS-Accounting, Jose Rizal University; Associate in Secretarial Science, Jose Rizal University

BORRO, Rogelio M. PhD, University of Iloilo; MAEd Mathematics, University of Iloilo; BS in Psychology, University of Iloilo; AB Mathematics, BS Civil Engineering, University of Iloilo

BORSOTO, Romulo H. DBA, Pamantasan ng Lungsod ng Maynila; MBA, University of the East

BRIONES, Aurora S. PhD, Manuel L. Quezon University; MA Psychology, Manuel L. Quezon University; BSEEd, University of the East

CACAPIT, Marina Q. EdD, University of the Philippines; MA Education, University of the Philippines; BS Education, University of the Philippines

CALAGUAS, Theodore U. Vice President for Financial Affairs, JRU. CMA, Australia; MBA, University of the Philippines; CPA, Philippines; BCS (Cum Laude), Jose Rizal University

CAPACILLO, Albert R. MBA, University of the Philippines; BSChE, University of the Philippines

CAPUL, Azucena P. DPA, Program Coordinator. DPM, Pamantasan ng Lungsod ng Maynila; MGM, Pamantasan ng Lungsod ng Maynila; BS Mathematics, University of San Carlos

CASTILLO, Myrna S. PhD, University of San Agustin; MM, University of the Philippines; AB, University of San Agustin

DELA CRUZ, Rommel B. EdD, Philippine Women's University; MA, Philippine Normal University; AB Political Science, Adamson University

DELA CRUZ, Leopoldo M. EdD, The National Teachers College; MAEd, The National Teachers College; AB English, Jose Rizal University

DE LEON, Nelly D. PhD, Manuel L. Quezon University; MSIT, University of Lasalette; MBA, Manuel L. Quezon University; BSBA, Central Colleges of the Philippines

ENRIQUEZ, Ramon H. Master of Engineering, Asian Institute of Technology; BS Mechanical Engineering, Cebu Institute of Technology

ESCALONA, Antonia S. Chairperson, Mathematics Department. EdD, Polytechnic University of the Philippines; MA, EARIST; BSE Northwestern Visayan College

ESTRELLA, Jesusa C. PhD, Gregorio Araneta University; MPA, Gregorio Araneta University; Secretarial, Adamson University

FABELLA, Vicente K. President, JRU. PhD Business Administration, University of the Philippines; MPA, Columbia University; MBA, Columbia University; AB, Brown University

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

GAERLAN, Rodolfo B. MBA, University of the Philippines; BS, Philippine Military Academy

GAMPOSILAO, Gerardo G. PhD, University of St. La Salle; MA Language and Literature, De La Salle University; AB-BSE (Magna Cum Laude), University of Mindanao

GARCIA, Carlito D. Assistant Dean, General Education Studies. EdD (With Honors), Manuel L. Quezon University; MA, Philippine Christian University; AB (Magna Cum Laude), Manuel L. Quezon University

GARROVILLAS, Eduardo P. Research Director. Chairperson, Marketing Department, College Division. DEM (Valedictorian), Polytechnic University of the Philippines; MBA (With Distinction), Jose Rizal University; MPA (With Distinction), Jose Rizal University; Master in Teaching Mathematics, University of the Philippines; AB Mathematics and English (Cum Laude), Jose Rizal University

GUTIERREZ, Ferdinand. MBA (Cum Laude), Jose Rizal University; CPA, Philippines; BSC Accounting, Far Eastern University

GUTIERREZ, Gelandrea L. Doctor in Public Management, Pamantasan ng Lungsod ng Maynila; Doctor of Dental Medicine, Centro Escolar University; Master in Government Management, Pamantasan ng Lungsod ng Maynila

ILEDAN, Felipe Jr. I. PhD Business Management, Manuel L. Quezon University; PhD Psychology, Manuel L. Quezon University; MBA, Manuel L. Quezon University; Masters of Laws (Equivalent Degree Per Special Resolution of CHED); MPA Psychology, Manuel L. Quezon University; BSC Banking and Finance, Far Eastern University; AB English (Cum Laude), Manuel L. Quezon University

JIMENEZ, Ester. D. EdD Guidance and Counseling, University of the Philippines; MAEd, University of the Philippines; BSEEd, University of the East

KATIGBAK, Ramon K. PhD in Fiscal Studies, Lyceum of the Philippines; MA Economics, Fordham University; MA, Development Economics, Williams University; AB Economics, Ateneo de Manila

LAPATING, Raymundo A. PhD, University of San Agustin; MA, University of San Agustin; BSEEd, West Visayas State College

MACABUHAY, Christopher E. EdD, Eulogio "Amang" Rodriguez Institute of Technology; DPA, Manuel L. Quezon University; DBA, Philippine School of Business Administration; MBA, San Sebastian College Recoletos de Manila; BSC Management and Marketing. San Sebastian College Recoletos de Manila

MAGRACIA, Lemuel L. DBA, Pamantasan ng Lungsod ng Maynila; MBA, Major in Finance, National College of Business and Arts; Bachelor in Business Administration Major in Marketing, Polytechnic University of the Philippines

MANANSALA, Annette P. MS Geographic Information Systems, the Netherlands Enschede; BS Computer Data Processing, Polytechnic University of the Philippines

MARCOS, Lucivilla L. MAEd, Acting Area Head. PhD HRD (Summa Cum Laude), University of Santo Tomas; MA, Philippine Normal University; BSE, Binalbagan Catholic College

MARIANO, Victor B. MBA, Area Head. DBA, Program Coordinator. DBA, University of the Philippines; MBA, University of the Philippines; BS Chemical Engineer, University of the Philippines

MATIAS, Nicanor A. PhD, IAME/New Port University, MBA, De La Salle University, BSC, University of the Philippines, LLB, University of Santo Tomas, AB Journalism, University of Santo Tomas

MEANDAHAWI, Ahmed N.Y. PhD Com (Magna Cum Laude), University of Santo Tomas; MS Mgt (With Honors) University of Santo Tomas; MS Mgt Engr (With Honors) University of Santo Tomas; BSIE, University of Manila

MENDOZA, Catalino N. Doctor of Management Science, Technological University of the Philippines; Master in Management, Technological University of the Philippines; BS Chemical Engineer, Technological University of the Philippines

MOHAMETAMO, Corazon S. PhD, MA Educational Management; BS Agriculture

NORDESTA, Ernesto C. MPA (With High Distinction), Jose Rizal University; BSE, Binalbagan Catholic College

NUÑEZ, Domingo B. EdD, Pamantasan ng Lungsod ng Maynila; MA Psychology; Graduate Studies in Psychology, University of the Philippines; Graduate Studies in Educational Administration, Golda Meir Mt. Carmel Training Center; BSE, Bicol State University

NUÑEZ, Norma G. DPA, Trinity University of Asia; MBA Financial Management, National College of Business and Arts; MPA, National College of Business and Arts; BSBT Banking and Finance

NWOKE, O'land C. PhD, Adamson University; MBA, Adamson University; BSC Accounting; BSC Economics, Adamson University

OCAMPO, Jaime G. DPA, Manuel L. Quezon University; MPA, Manuel L. Quezon University; MBA, Philippine Christian University; AB English, University of the East

OLEA, Melanio T. PhD, Shinshu University, MS Biology; BS Chemistry; BS Pre-Med; BS Education

OMAHÑA, Rebecca C. PhD, Philippine Christian University; MA Public Administration, National University; BSC Marketing, Polytechnic University of the Philippines

PAEZ, Rellita D. DBA, Polytechnic University of the Philippines; MBA, Polytechnic University of the Philippines; BSC, Polytechnic University of the Philippines

PAJARES, Agnes B. EdD, National Teachers College; MA Admin and Supervision, National Teachers College; AB University of the Philippines

PEÑUELA, Nenita S. EdD, Western Visayas State University; MAEd, Western Visayas State University; BSEEd, Western Visayas State University

PEREZ, Saviniano Jr. M. MA Environmental Planning, University of the Philippines; BS Geology, University of the Philippines; BS



Commerce (Economics), Far Eastern University; LLB, Lyceum of the Philippines

PROVIDO, Michael Angelo U. Masters on International Economics and Finance, University of Queensland; MPA, University of the Philippines; AB Economics, University of the Philippines

QUIOCHO, Edmundo Q. PhD, International Academy of Management and Economics; MBA, University of the East; BS, University of the East

REY, Fleur Jasmine I. MPA, University of the Philippines; BSBA, University of the East

RICOTE, Eleazar E. MPA, Area Head. MPA, University of the Philippines; AB, Social Science, University of the Philippines

RODRIGUEZ, Elizabeth P. DBA, Pamantasan ng Lungsod ng Maynila; MBA, University of the East; BSBA, University of the East; BS Education, Northeastern Mindanao Colleges

ROLA, Marjorie R. DPA, Manuel L. Quezon University; MPA, Manuel L. Quezon City University; AB, Lyceum of Aparri; AB Psychology, National College of Business and Arts.

SABILE, Lourdes D. EdD, New Era University; MA Biology, University of the Philippines; BSE Biology, Arellano University

SAJO, Edna A. DPA, Manuel L. Quezon University; MPA, Manuel L. Quezon University; AB English, University of the Visayas

SALAZAR, Ervin A. Chairperson, Education Department, College Division. EdD, National University; MAEd, National University; BSE, Sta. Isabel College

SALONGA, Crisanta Arlette E. MA in Urban and Regional Planning, University of the Philippines; BS Economics, University of the Philippines

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SARMIENTO, Ulpiano P. LLB, San Beda College; AB Economics, San Beda College

SEVA, Denise Antoinette S. Master in Entrepreneurship, Asian Institute of Management; BA in Mass Communication, University of the Philippines

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TEROSA, Cid L. PhD, Agricultural and Development Economics, Hokkaido University; MS Agricultural and Development Economics, Hokkaido University; BA Economics (Summa Cum Laude), University of San Carlos

UY, Jose P. MBA, Mindanao State University; BSIE, Colegio de San Jose-Recoletos; MM, Asian Institute of Management

VILLARROEL, Roberto F. DBA, Pamantasan ng Lungsod ng Maynila; MBA, Pamantasan ng Lungsod ng Maynila; AB Economics, University of the Philippines

VIRGULA, Rosalinda I. EdD, Eulogio "Amang" Rodriguez Institute of Science and Technology; MA Education, "Eulogio Amang" Rodriguez Institute of Science and Technology; BSE, Sacred Heart College

VIRI, Cresencia G. PhD, Manuel L. Quezon University; DPA, Manuel L. Quezon University; MPA, Polytechnic University of the Philippines; BCS, Polytechnic University of the Philippines

YOUNG, Felina C. Vice President for Higher Education and Dean, Graduate School. DBA (Silver Medal), De La Salle University; PhD in Management, American World University; Master in Mathematics (Silver Medal), De La Salle University

## 9. Campus Map

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