

WELCOME TO JOSÉ RIZAL UNIVERSITY GRADUATE SCHOOL

In the Philippines and the world, there is now 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 was the trend in 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), Doctor of Education (EdD), Master in Business Administration (MBA), Master in Public Administration (MPA) and Master of Arts in Education (MAEd). Under the MPA Program, the Graduate School has a Diploma Course in Local Governance, and MPA Major in Public Health.

These programs are relevant and flexible, offering excellent value for money. Students can enroll on a part-time or full-time basis. 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. The Tower Building houses 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 texts, dissertations, abstracts, and citations in Accounting, Business, Education, Law, Nursing, Management, Technology and latest science breakthroughs. It is an Internet-based search tool that facilitates the research need of the academic community. JRU also is one of the educational institutions which has a comprehensive library system that adequately supports the reading and research requirements of each course.

Last 2009-2010, the MBA and MPA Programs garnered the seal of excellence and distinction with the granting of Level III 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 in the country. The MPA Program in particular, is probably the only one so far in the country that has been granted PACUCOA Level III Accreditation. Likewise, the MAEd Program was granted Level I Re Accreditation by the same accrediting body, PACUCOA last April 2-3, 2009.

These 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.

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1. Mission and Objectives

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.

GENERAL OBJECTIVES OF JOSE RIZAL UNIVERSITY

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

Given these national objectives, the objective 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.

GENERAL OBJECTIVES OF THE GRADUATE SCHOOL

The Graduate School (GS) aims to meet the objectives of Jose Rizal University to develop 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

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 III Accreditation by the Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA) in 2009. This recognition acknowledges the MBA and MPA Programs as among the most credible in the country in terms of faculty, curriculum and instruction, research, student services, library, administration and other resources. The MPA Program, in particular, is the only one so far in the country that has been granted Level III Accreditation. The MBA Program, on the other hand, is the third institution of higher education in the Philippines to have been granted Level III Accreditation (2009). The Master of Arts in Education has been awarded the Level I Re Accreditation by the same accrediting body, PACUCOA in April, 2009.

2. Program Orientation and the JRU Graduate Student

PROGRAM ORIENTATION

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

THE JRU GRADUATE STUDENT

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

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

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

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

Managerial competencies: (i) is comfortable in being a team player and a leader, (ii) is proactive and takes responsibility for completing his projects and/or tasks, (iii) understands the importance of risk-taking and prototyping and therefore, views mistakes and failures as necessary parts of the managerial process, (iv) uses project management techniques such as the identification of milestones to implement projects/tasks/decisions, (v) knows how to delegate

and monitor such delegated tasks, and (vi) understands, but does not necessarily subscribes to the political processes which affect human behavior and influence decisions.

Teaching competencies: (i) fosters students' creative and analytical thinking skills; (ii) understands human development and is familiar with the principles of curriculum and instruction; (iii) teaches through diverse modes including new technologies, learning styles, developmental academic, and social requirements of the learner; (iv) makes curricular content relevant to the experience of the students from diverse racial, socioeconomic, linguistic and cultural backgrounds; (v) organizes and manages a classroom to support the growth and learning of diverse students; (vi) works effectively with families and communities; (vii) uses various evaluative procedures to assess student learning; (viii) continually evaluates teaching behavior and 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 and communication softwares such as e-mail, (ii) understands how these tools can augment and affect the learning experience, and (iii) has a general understanding of the infrastructure and hardware needed to run these tools.

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

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

RESEARCH VISIBILITY

Since it has been a procedure to integrate research in the pedagogical process, the faculty requires students to share inputs gathered from researches in class while preparing own researches for the degrees, Master in Public Administration (MPA), Master in Business Administration (MBA), and Master of Arts in Education (MAEd), Doctor in Business Administration (DBA), Doctor in Public Administration (DPA) and Doctor of Education (EdD).

GRADUATE SCHOOL STUDENT LIFE

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

COMMUNITY SERVICES

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

3. Programs and Course Descriptions

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

DOCTOR IN BUSINESS ADMINISTRATION (DBA)

Introduction

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

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

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 a total of sixty (60) units. The 60-unit program of study is broken down as follows:

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

A. Pre-Doctoral Courses

Students whose master's degrees are not in business administration will be required to enroll in selected pre-doctoral courses of the JRU-GS MBA Program, subject to the assessment and recommendation of the GS Dean in coordination with the MBA Area Head. Furthermore, students whose master's degrees are 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 a 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 Examinations

The passing of a written comprehensive examination is required prior to the writing of the dissertation. The comprehensive examinations 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 for every candidate before he/she is awarded the doctoral degree. The doctoral dissertation must be an original contribution to the existing scope of knowledge in 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 examinations.

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.

Course Curriculum

A. Core Courses 9

Course Code	Course Title	Number of Units
GS 802	Organization Theory	3
GS 803	Advanced Statistics	3
GS 809	Advanced Research Methods	3

B. Major Courses 27

Course Code	Course Title	Number of Units
GS 903	Advanced Management Science	3
GS 906	Advanced Managerial Economics	3
GS 910	Advanced Financial Management	3
GS 804	International Business and Economics	3
GS 918	Organization Development	3
GS 805	Investment Management	3
GS 945	Advanced Human Resource Management	3
GS 946	Advanced Marketing Management	3
GS 947	Advanced Production/Operations Management	3

C. Cognates 12

Course Code	Course Title	Number of Units
GS 806	Corporate Social Responsibility and Good Governance	3
GS 807	Advanced Strategic Management	3
GS 808	Seminar in Dissertation Writing	6

D. Comprehensive Examination

E. Dissertation Writing	<u>12</u>
Total	60

Course Descriptions

A. Core Courses (9 units)

GS-802 Organization Theory (3 units)

This course deals with the basic concepts and theories relating to an organization. It emphasizes organizational structure, functions in management and issues in organizations like decision making, relationships, and power and politics.

GS-803 Advanced Statistics (3 units)

This course is a study of statistical analysis that includes the Bayesian approach, the use of multivariate and time series analysis. The objective of the course is to sufficiently expose the students to these tools to enable them to work on their dissertation.

GS-809 Advanced Research Methods (3 units)

This course expounds on the different methods of research. It explains the components of research and how these parts interrelate to produce an academic and scholarly paper.

B. Major Courses (27 units)

GS-903 Advanced Management Science (3 units)

This course deals with the application of mathematical models in management decision making. Operations research as applied in the field of business is the focus of the course. Topics include linear programming, transportation methods, inventory management, markov analysis, and decision making, among others.

GS-906 Advanced Managerial Economics (3 units)

This course is about the applications of economic concepts and tools to business situations with emphasis on demand analysis, marginal analysis, demand analysis, pricing decision, short range and long term cost analysis, and capital budgeting.

GS-910 Advanced Financial Management (3 units)

This course studies the management of working capital, capital investment decisions, and financial management issues.

GS- 804 International Business and Economics (3 units)

This course focuses on international trade theory and policy analysis, like international economic institutions, national and regional trade

policies and development trends in international markets, international monetary problems, interrelationships between international trade and economic growth, and their impact on economic stability.

GS-918 Organization Development (3 units)

This course deals with the issues and changes happening in the internal and external environment and its impact on the organization. It discusses the behavioral, productivity, and strategic interventions for change management.

GS-805 Investment Management (3 units)

This course deals with optimization of returns on investment portfolio, asset management, hedging, and derivatives.

GS-945 Advanced Human Resource Management (*New Course*) (3 units)

This course gives an in-depth analysis of the management of human resources in order to fully develop one's full potential through the provision of a conducive environment. Topics include hiring, selection, job analysis, compensation, work safety, quality of life, among others.

GS-946 Advanced Marketing Management (*New Course*) (3 units)

This course discusses the complexities in marketing management issues, local and international.

GS-947 Advanced Production/Operations Management (*New Course*) (3 units)

This course deals with concepts of production/operations management requiring applications of sophisticated management science techniques. Topics include location site, facilities, production, productivity, 5s, quality circle, statistical process control, among others.

C. Cognates (12 units)

GS-806 Corporate Social Responsibility and Good Governance (3 units)

This course looks at the corporate soul beyond the bottom line: how organizational decisions affect the different stakeholders, the community, government, and organizational employees.

GS-807 Advanced Strategic Management (3 units)

This course reviews and assesses the strategies of the organization in the context of its functional operations in marketing, human resource

management, production, and finance. It designs and formulates strategies to achieve competitive advantage.

GS-808 Seminar in Dissertation Writing (6 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.

DOCTOR IN PUBLIC ADMINISTRATION (DPA)

Both as a field of study and as an actual conduct of governance and public management in the Philippines, Public Administration continues to evolve as a multidisciplinary discipline that cuts across 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 deal 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 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 is a higher level of study and research of public administration and governance following the JRU-Graduate School's Master in Public Administration (MPA) Program, a Level III Accredited Advanced Learning Program for distinguished careers in the local and national government and/or in non-profit organizations. The Program requires the completion of a total of sixty (60) units. The 60-unit program of study is broken down as follows:

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

A. Pre-Doctoral Courses

Students whose master's degrees are not in public administration will be required to enroll in selected pre-DPA courses of the JRU-GS' MPA Program, subject to the assessment and recommendation of the GS Dean in coordination with the MPA Program's Area Head. Furthermore, students whose master's degrees are 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 a 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 Examinations

The passing of a written comprehensive examination is 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 for 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 examinations.

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.

Course Curriculum

A. Core Courses 12

Course Code	Course Title	Number of Units
GS 803	Advanced Statistics	3
GS 809	Advanced Research Methods	3
GS 925	Administrative Theory and Public Policy	3
GS 810	Micro and Macro Economics	3

B. Major Courses 24

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

C. Cognates 12

Course Code	Course Title	Number of Units
GS 812	Advanced Local and Urban Affairs Planning, Development and Governance	3
GS 942	Advanced Fiscal Administration, Public Enterprise Management and Public-Private Partnership	3
GS 808	Seminar in Dissertation Writing	6

D. Comprehensive Examination

E. Dissertation Writing

Total	<u>12</u> 60
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Course Descriptions

A. Core Courses (12 units)

GS-803 Advanced Statistics (3 units)

This course is a study of statistical analysis that includes the Bayesian approach, the use of multivariate and time series analysis. The objective of the course is to sufficiently expose the students to these tools to enable them to work on their dissertation.

GS-809 Advanced Research Methods (*New Course*) (3 units)

This course expounds on the different methods of research. It explains the components of research and how these parts interrelate to produce an academic and scholarly paper.

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

This course deals with research and analysis of public policies as a core field in public administration and governance with emphasis on its applicability to contemporary administrative theories and systems.

GS-810 Micro and Macro Economics (*New Course*) (3 units)

This course deals with the basic economic concepts and principles like demand, supply and costs. It discusses major economic indicators like gross domestic product, inflation rate, gross national product, such as employment and unemployment rates. Similarly, this course discusses the economic parameters like balance of payment, foreign debts and foreign direct investments, among others.

B. Major Courses (24 units)

GS-918 Organization Development (3 units)

This course deals with the issues and changes happening in the internal and external environment and its impact on the organization. It discusses the behavioral, productivity, and strategic interventions for change management.

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

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

managing the fiscal resource of a developing economy such as the Philippines.

GS-936 Advanced Economic Anthropology (3 units)

This course studies the human, cultural and social aspects of economic development in the context of governance's participative and development principles. This includes the Philippine setting as locus and focus highlighting the issues and challenges that beset the administration of economic and social development of the country.

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

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

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

This course deals with the macroeconomic perspective in the administration of development management theories, models, principles and strategies applicable to developing economy. This will involve a review of said management theories, models and principles following good governance parameters and criteria.

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

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

GS-811 Problems and Challenges in Philippine Public Administration and National Development (3 units)

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

GS-945 Advanced Human Resource Management (*New Course*) (3 units)

This course gives an in-depth analysis of the management of human resources in order to fully develop one's full potential through the provision of a conducive environment. Topics include hiring, selection, job analysis, compensation, work safety, quality on life, among others.

C. Cognates (12 units)

GS-812 Advanced Local and Urban Affairs Planning, Development and Governance (3 units)

This course deals with the research and study of local governance principles like devolution and decentralization among others and its various aspects like development planning, finance, urban/rural planning, policy making, project development and implementation. It discusses the practical and effective applications of techniques, tools, and strategies in the Philippine local government units.

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

This course deals with the review and analysis of specific fiscal management issues affecting the Philippine economy while highlighting the critical role of the private sector. This will require case studies on specific projects complete with necessary recommendations and strategies on the country's fiscal management policies.

GS-808 Seminar in Dissertation Writing (6 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.

DOCTOR OF EDUCATION (EDD)

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

Policies on pre-doctoral courses, residency, comprehensive examinations, dissertation writing and defense and dissertation proposal are the same as that of the Doctor in Business Administration and Doctor in Public Administration.

Course Curriculum

A. Core Courses 9

Course Code	Course Title	Number of Units
GS-951	Advanced Educational Statistics	3
GS-952	Advanced Research Methods in Education	3
GS-953	Philosophical and Psychological Foundations of Educational Management	3

B. Major Courses 24

Course Code	Course Title	Number of Units
GS-954	Theories and Principles in Organization and Management of Education	3
GS-955	Policy Analysis in Education	3
GS-956	Financial and Educational Resource Management	3
GS-957	Educational Innovations and Technology	3
GS-958	Organizational Behavior and Human Resource Management in Education	3
GS-959	Management and Supervision of Continuing Education Program	3
GS-960	Governance and Management in Philippine Education	3
GS-961	Educational Planning and Curriculum Design	3

C. Cognates 9

Course Code	Course Title	Number of Units
GS-962	Problem Solving and Decision Making in Education	3
GS-963	Theories and Laws in International Relations	3
GS-964	Management of Special/Gifted Children	3

D. Comprehensive Examination

E. Dissertation Writing	<u>12</u>
Total	54

Course Descriptions

A. Core Courses (9 units)

GS-951 Advanced Educational Statistics (3 units)

This course deals with the use of statistical tools and computer electronic information system for educational research and evaluation. It also includes analysis and interpretation of data.

GS-952 Advanced Research Methods in Education (3 units)

This course focuses on the application of advanced research methods, qualitative and quantitative research techniques, methodologies, and tools in educational setting. This is in preparation for the writing of a doctoral dissertation.

GS-953 Philosophical and Psychological Foundations of Educational Management (3 units)

This course examines the ethical, philosophical and psychological foundations of educational management. It discusses educational philosophies dating back from socrates, pluto, aristotle, confucius, rene descartes, to piaget and other contemporary philosophers.

B. Major Courses (24 units)

GS-954 Theories and Principles in Organization and Management of Education (3 units)

This course studies the current theories and principles of educational management to develop understanding of basic theories of supervision and supervisory procedures for improving instructional services.

GS-955 Policy Analysis in Education (3 units)

This course involves the study of administrative policies in education at the local and national levels. It also explores the nature of the relationship of government and public policy to education, as well as, the forces that shape the thinking of policymaking bodies in the effective formulations and implementations of policies in educational administration and supervision.

GS-956 Financial and Educational Resource Management (3 units)

This course delves into the techniques for effective use of school revenues and other resources. It includes discussion on the sources of

income, methods of finance, expenditures and the optimum use of resources to achieve educational goals at least costs.

GS-957 Educational Innovations and Technology (3 units)

This course is designed to provide administrators, supervisors and teachers with multi-faceted knowledge on: innovative teaching strategies like role playing, focus group discussion, case studies, the use of internet and others, and the use of multi-media techniques in instruction and administrative tasks and services.

GS-958 Organizational Behavior and Human Resource Management in Education (3 units)

This course studies the behavior of individual and groups in organization, as well as, the recruitment, selection, retention and development of faculty and school personnel. The end view is effective learning and development of student.

GS-959 Management and Supervision of Continuing Education Program (3 units)

This course aims to create special programs for varied sectors in the community who have no or little participated in formal education. This likewise covers planning, funding, structuring, and operating the said program.

GS-960 Governance and Management in Philippine Education (3 units)

This course reviews and analyzes of practices and policies governing the philippine educational system. It covers special topics on issues and challenges in the context of management and governance in philippine education.

GS-961 Educational Planning and Curriculum Design (3 units)

This deals with various approaches to curriculum planning and assessment highlighting implementation of curricular thrusts, goals and objectives through a relevant and functional instructional/supervisory program that emphasizes the attainment of school goals and objectives

C. Cognates (9 units)

GS-962 Problem Solving and Decision Making in Education (3 units)

This course explores the use of various techniques in solving instructional and administrative problems such as rational decision making, incremental methods, and the nominal group method, among others.

GS-963 Theories and Laws in International Relations (3 units)

This course studies past and current theories and laws in international relations in the context of education. It will also discuss and evaluate trends and legal issues involving international relations.

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

This course is designed to provide students with in-depth knowledge and understanding of special/gifted children. It also discusses theories in teaching exceptional children as well as innovative and effective approaches in handling varied types of special children.

MASTER IN BUSINESS ADMINISTRATION (MBA)

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

Course Curriculum**Thesis/Non-Thesis Program****A. Core Courses**

Course Code	Course Title	Units	Thesis	Non-Thesis
GS 201	Business Research	3		
GS 244	Managerial Statistics	3		
	Subtotal		6	6

B. Major Courses

Course Code	Course Title	Units	Thesis	Non-Thesis
GS 202	Managerial Accounting and Control	3		
GS 203	Economic Analysis	3		
GS 204	Human Behavior in Business Organization	3		
GS 245	Strategic Management	3		
GS 208	Financial Management	3		
GS 209	Marketing Management	3		
GS 246	Production/Operations Management	3		
	Subtotal		21	21

C. Cognates

Requirements: Any 1 course or 3 units for Thesis Program

Any 3 courses or 9 units for Non-Thesis Program

Course Code	Course Title	Units	Thesis	Non-Thesis
GS 301*	Management Information System	3		
GS 247	Human Resources Management	3		
GS 303	Entrepreneurship	3		
GS 304	e-Commerce	3		

GS 248	International Marketing	3		
GS 402	Marketing Research	3		
GS 501	Controllership	3		
GS 502	Corporate Finance	3		
GS 603*	Macroeconomics	3		
GS 604*	Development Economics	3		
GS 249	Supply Chain Management	3		
	Subtotal		3	9

*Course shared as Cognate of the JRU- Master in Public Administration (MPA) program

D. Thesis Writing

Course Code	Course Title	Units	Thesis	Non-Thesis
GS 259	Independent Research/Thesis Writing	6		
	Subtotal		6	0
	Total		36	36

Course Descriptions

Thesis/Non Thesis Program

A. Core Courses (6 units)

GS-201 Business Research (3 units)

This course deals with the preparation of a research on the different fields of business, using standard methods applicable to the chosen topic. It includes research strategies, sources of information, organization of materials, and tools/techniques of business research. It provides a comprehensive coverage of the business research process so that appropriate research strategies can be formulated to help managers make better decisions.

GS-244 Managerial Statistics (3 units)

This course will deal with the intensive study of the use of statistics in management and decision-making. It touches on the core statistical tools such as population and sampling, descriptive statistics, measure of variability, hypothesis testing, ANOVA and regression analysis. *Pre-requisite: Refresher course in Math.*

B. Major Courses (21 units)

GS-202 Managerial Accounting and Control (3 units)

This course introduces the students to the basic principles and actual practices of managing financial resources and accounting for profit and non-profit organizations. The course provides the students with adequate

knowledge of accounting and desirable analytical tools used in managing a business. *Pre-requisite: Refresher course in Accounting.*

GS-203 Economic Analysis (3 units)

This course deals with the use of economics as a tool for managerial decision making. It considers different forms of competitive economic behavior, various uses of cost analysis, business forecasting, demand analysis, pricing decisions, location and capital budgeting, and discussions on broad macroeconomic aspects such as national income analysis, and the impact of monetary and fiscal policy on businesses. *Pre-requisite: Refresher course in Math*

GS-204 Human Behavior in Business Organizations (3 units)

This course focuses on the patterns of behavior of individuals and as part of a group in an organization. The different stimuli and reactions of individuals under group influence under varying circumstances and conditions shall be analyzed.

GS-245 Strategic Management (3 units)

This course focuses on the formulation of the organization's vision-mission, their goals and objectives, and strategies which considering the functional operations of an organization. *Pre-requisites: All major courses. Major courses can be co-requisites.*

GS-208 Financial Management (3 units)

This will be an in-depth analysis of short and long term financial planning and management of the financial assets of the business. Emphasis is given to the understanding of key concepts in finance such as time value of money, capital budgeting, financial statement analysis, cash and inventory management and capital structure. *Pre-requisite: Refresher course in Math.*

GS-209 Marketing Management (3 units)

This course is on the development of a marketing strategy for profit, whether public and non-profit organizations. The course will have as its focal concern the interplay and impact of the marketing mix on the development of plans of action of companies.

GS-246 Production/Operations Management (3 units)

This course deals with the management of transformation processes both in the manufacturing and service sectors. Supply chain management and just-in-time concepts will be included in the topics to be covered. The

applications of management science principles will be a key feature of the course. *Pre-requisite: Refresher course in Math*

C. Cognates (9 units)

GS-301 Management Information System (3 units)

The course emphasizes the benefits of information, communication and technology to all levels of management. The course concentrates on management issues rather than on technology itself.

GS-247 Human Resources Management (3 units)

This course covers human resources functions such as, but not limited to, recruitment, selection, placement, compensation, rewards system, training and development of employees. Emphasis is on the management of people in industrial concerns. The students will be exposed 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.

GS-303 Entrepreneurship (3 units)

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

GS-304 e-Commerce (3 units)

This course is about the intensive application of information, communication, and technology concepts on the business' internal and external operations related to the conduct of business to business and business to consumers' transactions. Emphasis is on the use of the Internet in the conduct of the course. To ensure effective learning, the students are given access to the Internet.

GS-248 International Marketing (3 units)

This course deals with the analysis and development of international marketing programs from the determination of the objectives and methods of organization up to the implementation and evaluation of the strategies. Emphasis is on the applications of basic marketing concepts to the international environment.

GS-402 Marketing Research (3 units)

The course aims to develop mastery in marketing research methods for a variety of marketing applications. Among the important topics to be covered are consumer behavior, price sensitivity, brand preference, and advertising effectiveness.

GS-501 Controllership (3 units)

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

GS-502 Corporate Finance (3 units)

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

GS-603 Macroeconomics (3 units)

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

GS-604 Development Economics (3 units)

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

GS-249 Supply Chain Management (3 units)

This course is about the grouping of management functions related to the complete cycle of materials flow from the sourcing of raw materials to the time end-users get hold of the finished products. To be included in the discussions are sourcing, purchasing, physical inventories, location of facilities, warehousing, distribution of the finished products and other related important concepts. *Pre-requisite: Production/Operations Management.*

D. Thesis Writing (6 units)

GS-259 Independent Research/Thesis Writing (6 units)

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.*

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 Graduate School. 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)

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

Course Curriculum

Thesis/Non-Thesis Program

A. Core Courses

Course Code	Course Title	Units	Thesis	Non-Thesis
GS 250	Theory and Practice of Public Administration and Governance	3		
GS 251	Research Methods in Public Administration	3		
GS 252	Statistics and Quantitative Techniques for	3		

	Public Administration			
GS 253	Organization, Management and Governance of the Public Sector	3		
	Subtotal		12	12

B. Major Courses

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

C. Cognates

Requirements: Any 2 course or 6 units for Thesis Program

Any 4 courses or 12 units for Non-Thesis Program

Course Code	Course Title	Units	Thesis	Non-Thesis
GS 256	Local Governance and Regional Administration	3		
GS 330	Special Problems and Challenges in Public Administration and Governance in the Philippines	3		
GS 230	Public Health Policy, Administration and Governance	3		
GS 231	Peace and Public Security Administration and Governance	3		
GS 321*	Management Information Systems	3		
GS 257	Marketing Management	3		
GS 323*	Human Resource Development in the Public Sector	3		
GS 324*	Development Economics	3		
GS 325	Urban and Regional Planning	3		
GS 258	Public Enterprise, Privatization, Development and Governance	3		
GS 327	Project Development and Evaluation	3		
GS 328 *	Macroeconomics	3		
GS 329	Environmental and Resource Policy	3		
GS 331*	Managerial Accounting and Control	3		
	Subtotal		6	12

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

D. Thesis Writing

Course Code	Course Title	Units	Thesis	Non-Thesis
GS 259	Independent Research/Thesis Writing	6		
	Subtotal		6	0
	Total		36	36

Course Descriptions (Thesis/Non Thesis Program)

A. Core Courses (12 units)

GS-250 Theory and Practice of Public Administration and Governance (3 units)

Fundamental theoretical and practical concepts, principles and processes that define the theory and practice of development administration, public administration and public policy. The course will chronicle how Philippine Public Administration evolved from the traditional public administration theme to development administration and eventually to the current theme of governance including its various areas of study.

GS-251 Research Methods in Public Administration (3 units)

The course will cover the whole gamut of research writing, the methods and techniques in research design and implementation including practical application covering research outline, survey of related studies/literature, sampling design, data collection, processing and evaluation, and presentation of research findings. As the basic research requisite course to the Thesis and/or Public Policy paper, this course will build upon students the basic knowledge and skills in undertaking a research in the context of public administration and public policy.

GS-252 Statistics and Quantitative Techniques for Public Administration (3 units)

The course will familiarize the student with the fundamentals, principles and techniques in statistics and quantitative methods of analyses as understood, applied and used in public administration and governance. Specifically, the course intends to develop the student's skills in the application of statistics and quantitative research techniques, methodologies, tools and softwares in public administration, public policy and governance – as a requisite in coming up with the Public Policy Paper and/or the MPA Thesis.

**GS-253 Organization, Management and Governance of the Public Sector
(3 units)**

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

Topics and cases on civil service reforms, re-organization and reengineering programs, the culture perspective in organization theory as well as the emerging organizational issues/concerns that define Philippine public sector organizations will be tackled thoroughly.

B. Major Courses (12 units)

GS-225 Philippine Administrative and Legal System (3 units)

An in-depth review of the administrative framework and legal bases for government's functions, scope of authority and machinery. The course will be a comprehensive discussion of the Philippine's administrative and legal structure at all levels – national government, local governments, government owned and controlled corporations (GOCCs) and public enterprises and other public sector instrumentalities, agencies, councils, bodies – and how they individually and collectively operate in relation to the legislative and judicial branches. To be highlighted by a thorough discussion of the Civil Service System, the Local Government Code, it will provide a critical analysis as to how these administrative and legal frameworks (and their inherent constraints and issues) can and should approximate economic efficiency, improved delivery of services and ultimately good governance.

GS-254 Public Fiscal Administration and Governance (3 units)

Fundamental principles and methods and policies of public sector revenue generation, taxation, expenditures, public borrowings, accounting, auditing and other fiscal related principles and concepts towards achieving the country's development objectives. It will also extensively tackle the institutions – local, national and international – that govern or have mandates over the public sector fiscal management. Further, it will undertake a cursory review and assessment of the policies, practices and cases of fiscal policy formulation, implementation and evaluation as well as

decisions on taxation and revenue administration, resource allocation, budgeting and public expenditures, debt management, accounting and auditing.

GS-255 Microeconomics and Policy Analysis (3 units)

The course will provide a concise treatment of the ways in which economists analyze the behavior and operations of households, firms, and markets. The course emphasizes the tools that students will need to delve deeper into the economics of households and firms. The course also combines technical and non-technical or intuitive ways of understanding the decisions that households and firms make. The course will be pursued following an orientation towards public sector policy and decision making with the end view of developing in the student a working knowledge of the microeconomic tools as understood and practiced in the context of public sector administration, public policy and governance.

GS-228 Public Policy Workshop (*Capstone Course*) (3 units)

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

C. Cognates (12 units)

GS-256 Local Governance and Regional Administration (3 units)

A more in-depth introduction to the principles and concepts of public administration and governance at the local government and regional levels with emphasis on development strategies/techniques consistent with local conditions. Following the MPA Program's strong public-policy-analysis-orientation which go beyond the theoretical and practical techniques/skills in policymaking, the course will also provide the student a thorough understanding and appreciation of the political processes that influence and shape public decision making both at the national and local levels.

GS-330 Special Problems and Challenges in Philippine Public Administration and Governance (3 units)

Will cover all emerging topics and research thrusts in Philippine public administration and governance, particularly those not thoroughly covered by all core, major and cognate courses. The course will essentially allow the MPA students to widen their appreciation and understanding of the study and practice of public administration and governance in the Philippines by guiding them as they explore to new and emerging areas/fields of interests and/or research that are directly or indirectly relevant to Philippine public administration and governance's major areas – public policy, organizational studies, fiscal administration and local governance.

GS-230 Public Health Policy, Administration and Governance (*New Course*)(3 units)

Theories, concepts, policies, frameworks on public sector health, a major emerging area of study and practice in Philippine public administration and governance. The course will highlight the nature, scope, issues and concerns of actual and prospective public health policies, programs, advocacies and reforms in the country's key national and local health institutions – in the context of international, national and local public health standards, agreements, cases, best practices. The role of international and regional development agencies will be a key topic of this course.

GS-231 Peace and Public Security Administration and Governance (*New Course*)(3 units)

Theories, concepts, policies, laws, programs, issues and concerns in the countries administration and governance of peach and public security. The course will particularly highlight the policy and institutional framework of the Philippine peace and public security agenda and strategy, with emphasis on the necessary policy (*reforms, amendments to laws, guidelines, executive issuances*) and institutional (*concerned agencies, bodies, councils, committees, etc*) issues and concerns that should be addressed through public administration and governance strategies/reforms.

GS-257 Marketing Management (3 units)

This course is on the development of a marketing strategy for profit, whether public and non-profit organizations. The course will have as its focal concern the interplay and impact of the marketing mix on the development of plans of action of companies.

GS-323 Human Resource Development in the Public Sector (3 units)

The course will be a thorough treatment of the principles and techniques for managing people in the government service – with specific reference to the Philippine setting. In the light of the continually evolving structure (reinventing, reorganization, reengineering, rationalization, etc.) of human resource management in Philippine public administration, this course give the students and first-line supervisors/administrators practical overview of the country's human resource management principles, policies, processes, techniques and tools for management as applied in various public organizations in the country. Emphasis is placed on using individual-oriented functions for achieving organizational missions and purpose. Topics on organizational development, training and development, performance appraisal and other pertinent subject matters will be discussed.

GS-324 Development Economics (3 units)

This course provides an interdisciplinary approach to the study of development and the problems of developing countries, regions, and local government units. The course emphasizes that the essence of development is economic, but the explanatory factors are not limited to economics alone. In this course, historical, institutional, social, political, and environmental factors are also used to explain economic development. The course relates economic development theories, analytical concepts, and models to the economic development problems of local government units.

GS-325 Urban and Regional Planning (3 units)

Fundamental theories, concepts and principles of urban planning and regional development. In the context of Philippine public administration and governance, the course will highlight urban planning and regional development as critical inputs to Philippine public administration's areas of study such as local governance and development administration. Emerging issues and prospects to urban planning and regional development in the Philippines.

GS-258 Public Enterprise, Privatization, Development and Governance (3 units)

The course will generally tackle public enterprises and theory and practice of privatization vs. public ownership as well the concepts/principles that surround them – regulation, competition, risk-sharing, etc. Particularly, the course will undertake a thorough discussion of the emerging theories, concepts, models and best practices on privatization, public-private partnerships and/or other forms of development models that employ private

sector financing, efficiency. All of these will be approached as a scholarly review of privatization and the emerging concept of public-private partnerships (PPPs) in fiscal management, development administration, public administration and governance – in the context of the Philippine experience.

GS-327 Project Development and Evaluation (3 units)

Practical study of the whole project development cycle with specific emphasis on the theoretical framework, methods, tools and techniques commonly utilized in the project development and evaluation stages. Particularly, the course will cover topics on management screens for project identification and the prioritization; the conduct of feasibility studies; project management and monitoring tools and techniques; and the principles of ex-post evaluation. As a cognate of an MPA program with public policy as a major area of concentration, project development in this course will be taught in the context of the general theories and practices of public administration and public policy in the Philippines. A major focus will be on project development's implications to the overall macroeconomic scenario.

GS-328 Macroeconomics (3 units)

Macroeconomic theories, concepts, principles, data (national income accounts, price and quantity indices, economic models, aggregate consumption and investment behavior, etc.) as they relate to policy formulation, review and implementation. The course also provides an analysis of contemporary macroeconomic problems of the country and policy directions geared to address these problems.

GS-329 Environmental and Resource Policy (3 units)

This is intended for students who expect to specialize and/or undertake a policy paper on environmental and resource policies. In the context of sustainable development economics and public administration and governance in the Philippines, the course will tackle environmental policy as an emerging area or field of study in Philippine national and local governments. Actual cases from national agencies as well as local government units will be tackled to help the student understand and appreciate the nuances of environmental policy.

GS-321 Management Information Systems (3 units)

The course emphasizes the benefits of information, communication and technology to all levels of management. The course concentrates on management issues rather than on technology itself.

GS 322 Marketing Management (3 units)

This course is on the development of a marketing strategy for profit, whether public and non-profit organizations. The course will have as its focal concern the interplay and impact of the marketing mix on the development of plans of action of companies.

GS-331 Managerial Accounting and Control (3 units)

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

D. Thesis Writing (6 units)

GS-259 Independent Research/Thesis Writing (6 units)

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 (MPA) MAJOR IN PUBLIC HEALTH

Public health is an emerging field in Philippine public administration and governance. Its study and practice is 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 who are engaged in the administration, management, practice, instruction, and research of public health at the national, local and community levels. The curriculum combines the MPA Program's comprehensive treatment of the nature and scope of public administration/governance, instruction, and research in the country, 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 in 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, is 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 and Practice of Public Administration and Governance	3 units
Microeconomics and Public Policy Analysis	3 units
Research Methods in Public Administration	3 units
Statistics and Quantitative Techniques for Public Administration	3 units

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

Organization, Management and Governance of the Public Sector	3 units
Public Fiscal Administration and Governance	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)

DIPLOMA COURSE IN LOCAL GOVERNANCE (DLG)

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

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

Core Courses (4 subjects required)

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

Major Courses (2 subjects required)

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

Cognate Courses (2 subjects required)

- Public Enterprise, Privatization, Development and Governance
- 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

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 get a second degree in a short span of time. Interested students should see the Graduate Office for more details.

ON-SITE/OFF-CAMPUS PROGRAMS

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

MASTER OF ARTS IN EDUCATION (MAED)

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

- **Care for and value students.** We expect our graduates to view all students as having the potential to learn and succeed, regardless of cultural background, gender, ability and/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.
- **Teach content and critical thinking skills** through a student-centered approach.
- **Work in a cooperative and collaborative manner.**
- **Commit to life-long learning.** We expect our graduates to be committed to scholarly responsibilities such as continued academic growth and professional membership.

Specialization in Educational Administration Course Curriculum

A. Core Courses

9

Course Code	Course Title	Number of Units
GS 240	Foundation of Education	3
GS 242	Statistical Analysis	3
GS 243	Methods of Educational Research	3

B. Major Courses

15

Course Code	Course Title	Number of Units
GS 606	Organization and Management in the Educational Institution	3
GS 641	Fiscal Management of Educational Institution	3
GS 642	Education and Law	3
GS 643	Program Evaluation and Project Planning	3
GS 644	Human Resource Administration & Development	3

C. Cognates		6
Course Code	Course Title	Number of Units
GS 740	Instructional Analysis	3
GS 741	Curriculum and Evaluation	3

D. Comprehensive Examination

E. Thesis Writing

Total	6
	36

Course Descriptions

A. Core Courses (9 units)

GS-240 Foundation of Education (3 units)

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-242 Statistical Analysis (3 units)

Use of statistical methods and computer and 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 (3 units)

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

B. Specialization (15 units)

GS-606 Organization and Management in the Educational Sector (3 units)

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 (3 units)

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 (3 units)

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 (3 units)

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

GS-644 Human Resource Administration and Development (*New Course*) (3 units)

This course acquaints the students with human resources management and covers personnel functions such as recruitment, selection, placement, compensation, rewards system and training and development of faculty and non-academic personnel.

C. Cognate (6 units)

GS-740 Instructional Analysis (3 units)

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

GS-741 Curriculum and Evaluation (3 units)

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

D. Thesis Writing (6 units)

GS-259 Independent Research/Thesis Writing (6 units)

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.*

**Specialization in Language Education
Course Curriculum**

A. Core Courses 9

Course Code	Course Title	Number of Units
GS 240	Foundation of Education	3
GS 242	Statistical Analysis	3
GS 243	Methods of Educational Research	3

B. Major Courses 15

Course Code	Course Title	Number of Units
GS 440	Applied linguistics for Communication Arts	3
GS 441	Language Acquisition, Theories, Principles and Research	3
GS 442	Teaching Reading, Literary Appreciation and Writing	3
GS 443	Production, Adaptation, Presentation and Evaluation of Learning and Testing Materials	3
GS 444	Teaching Contemporary Literature	3

C. Cognates 6

Course Code	Course Title	Number of Units
GS 740	Instructional Analysis	3
GS 741	Curriculum and Evaluation	3

D. Comprehensive Examination

E. Thesis Writing		6	
	Total	36	

Course Descriptions

A. Core Courses (9 units)

GS-240 Foundation of Education (3 units)

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-242 Statistical Analysis (3 units)

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 (3 units)

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

B. Specialization (15 units)

GS-440 Applied Linguistics for Communication Arts (3 units)

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

GS-441 Language Acquisition, Theories, Principles and Research (3 units)

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

GS-442 Teaching Reading, Literary Appreciation and Writing (3 units)

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 (3 units)

Preparation of materials of instruction for classes in English.

GS-444 Teaching Contemporary Literature (*New Course*) (3 units)

This tackles the various methods of teaching literature, with focus on the notable works of contemporary writers.

C. Cognate (6 units)

GS-740 Instructional Analysis (3 units)

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

GS-741 Curriculum and Evaluation (3 units)

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

D. Thesis Writing (6 units)

GS-259 Independent Research/Thesis Writing (6 units)

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.*

Specialization in Mathematics

Course Curriculum

A. Core Courses 9

Course Code	Course Title	Number of Units
GS 240	Foundation of Education	3
GS 242	Statistical Analysis	3
GS 243	Methods of Educational Research	3

B. Major Courses 15

Course Code	Course Title	Number of Units
GS 340	Theory of Numbers	3
GS 341	Abstract Algebra for Teachers	3
GS 342	Calculus of Variation	3
GS 343	Geometry for Teachers	3
GS 344	Linear Programming	3

C. Cognates 6

Course Code	Course Title	Number of Units
GS 740	Instructional Analysis	3
GS 741	Curriculum and Evaluation	3

D. Comprehensive Examination

E. Thesis Writing		6
	Total	36

Course Descriptions

A. Core Courses (9 units)

GS-240 Foundation of Education (3 units)

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-242 Statistical Analysis (3 units)

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 (3 units)

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

B. Specialization (15 units)

GS-340 Theory of Numbers (3 units)

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 (3 units)

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

GS-342 Calculus of Variation (3 units)

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

GS-343 Geometry for Teachers (3 units)

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

GS-344 Linear Programming (*New Course*) (3 units)

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

C. Cognate (6 units)

GS-740 Instructional Analysis (3 units)

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

GS-741 Curriculum and Evaluation (3 units)

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

D. Thesis Writing (6 units)

GS-259 Independent Research/Thesis Writing (6 units)

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.*

Specialization in Special Education

Course Curriculum

A. Core Courses		9
Course Code	Course Title	Number of Units
GS 240	Foundation of Education	3
GS 242	Statistical Analysis	3
GS 243	Methods of Educational Research	3
B. Major Courses		15
Course Code	Course Title	Number of Units
GS 540	Foundations and Principles of Teaching in Special Education	3
GS 541	Guidance and Counseling in Special Education	3
GS 542	Principles and Strategies in Teaching Children with Mental Retardation	3
GS 544	Psycho-Educational Assessment of Children with Special Needs	3
GS 750	Practicum in Special Education	3
C. Cognates		6
Course Code	Course Title	Number of Units
GS 543	Learning Disabilities	3
GS 745	Global Issues and Current Trends in SPED	3
D. Comprehensive Examination		
E. Thesis Writing		6
Total		36

Course Descriptions

A. Core Courses (9 units)

GS-240 Foundation of Education (3 units)

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-242 Statistical Analysis (3 units)

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 (3 units)

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

B. Specialization (15 units)

GS-540 Foundations and Principles of Teaching in Special Education (3 units)

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 (3 units)

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 (3 units)

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-544 Psycho-Educational Assessment of Children with Special Needs (New Course) (3 units)

Explores areas and different types of assessment whether Psychological or educational in order to use them in making decisions and interventions.

GS-750 Practicum in Special Education (3 units)

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.

C. Cognate (6 units)

GS-543 Learning Disabilities (3 units)

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.

GS-745 Global Issues and Current Trends in SPED (3 units)

Deals about the nature of the field and the trends and issues affecting it. Focuses on the professional activities and the recent development that are taking place in the field of Special Education in local and international arena.

D. Thesis Writing (6 units)

GS-259 Independent Research/Thesis Writing (6 units)

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

SPECIALIZATION IN GUIDANCE AND COUNSELING

Course Curriculum

A. Core Courses 9

Course Code	Course Title	Number of Units
GS 240	Foundation of Education	3
GS 242	Statistical Analysis	3
GS 243	Methods of Educational Research	3

B. Major Courses 15

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

C. Cognates 6

Course Code	Course Title	Number of Units
GS 612	Career Counseling and Development	3
GS 204	Human Behavior in Business Organization	3

D. Comprehensive Examination

E. Thesis Writing 6

Course Code	Course Title	Number of Units
GS 259	Independent Research/Thesis Writing	6

Total 36

COURSE DESCRIPTIONS

A. Core Courses (9 Units)

GS-240 Foundation of Education (3 units)

Deals with the philosophy, history and development of educational theories and practices in relation to national goals and ideals of education; the relationships of current and past educational experiences for

comparative analysis; educational laws and systems of education as references for assessment.

GS-242 Statistical Analysis (3 units)

Uses of statistical methods and computer/electronic information systems for educational researches and evaluations, like optimization under uncertainty, statistical estimation, regression, inference and statistical decision theory are dealt with, including introduction to probability.

GS-243 Methods of Educational Research (3 units)

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

B. Specialization (15 Units)

GS-607 Counseling Theories (3 units)

Compares and contrasts the various theories in counseling such as: Psychoanalytic, Adlerian, Gestalt, Existential, Behavioral, Cognitive, Humanistic, Eclectic, and other. A formulation of a personal counseling theory is required.

GS-608 Counseling Tools and Techniques (3 units)

Deals with the many different ways of adapting techniques from several theoretical models to specific types of individual or group the future counselor will lead. Counselor's creativity is challenged in modifying techniques to suit his own counseling style.

GS-609 Group Process and Program Development (3 units)

Underscores the importance of a group in the development of an individual. It also discusses the primary concepts basic to group work in the distinct characteristics of group counseling.

GS-610 Psychological Tests and Interpretation (3 units)

Exposes students to difficult categories of psychological tests vis-à-vis the various assessment techniques used for personality appraisals and research procedures. The student is expected to prepare a psychological report expounding the tests used and its interpretation.

GS-611 Organization and Administration of Guidance Services (3 units)

Orients and trains students with the different services, taking center stage counseling service, and the effectiveness of the guidance counselor.

C. **Cognate (6 units)**

GS-612 Career Counseling and Development (3 units)

Discuss two dimensions of career counseling and analyzes it as an art and as a science. Vocational planning and career development interventions are also explored.

GS-204 Human Behavior in Business Organization (3 units)

Studies and analyzes the patterns of individual group behavior in organizations under varying circumstances and conditions.

D. **Thesis Writing (6 Units)**

GS-259 Independent Research/Thesis Writing (6 units)

Provides advisory assistance to students who will write 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.*

4. Administrative Matters

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 to 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 to be subsequently submitted.

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

- Copy of master's thesis approved previously.
- Official Transcript of Records of the masteral degree earned.
- Other requirements, as set by the University.

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, the student immediately meets with the Area Head to evaluate performance and decide on continuance of the program.

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

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

REGISTRATION PROCEDURES

Registration is the process of formally assigning and recording the enrollment of a student in a course. 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, including the days and hours during which the 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 the pre-requisites and sequence of the courses they choose. 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, even if he obtains a passing grade, he will not be given any credit for the subject.

Every student whose registration has been completed enters 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 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 the course he is following and that which is recorded in the Office of the Registrar. All changes should 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 the circumstances indicated in the policies of the graduate school. It must be made within two weeks after the beginning of classes through application and filling up of the JRU form 106, and then submitted to the registrar. No further changes may be made after that period unless approved by the president. 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 years 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 259 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).

TUITION AND OTHER FEES

The tuition fees for the school year for each individual student will depend upon the number of units enrolled.

Tuition Fee per Semester		
No. of Units	MAED	MBA, MPA, DBA & DPA
3	Php 5,840.00	Php 6,250.00
6	10,200.00	10,910.00
9	15,220.00	16,290.00
12	18,080.00	19,350.00
15	19,990.00	21,390.00

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

Students who will pay full tuition fees and miscellaneous fees after the prompt payment discount period but on or before the 11th day from the opening of classes can no longer avail the prompt payment discount and will be charge the full published rate.

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

Students who pay on installment basis shall be charged an “incomplete down-payment fine” of P500.00 if full down payment is not made on or before 11th day from the opening of classes.

The schedule of Installment payments may be obtained from the student accounts Office at Room A-14.

Miscellaneous Fees	
ID revalidation fee	₱ 120.00
ID and testing fee	380.00
Library fee	930.00
Library deposit (all refundable)	850.00
Computer lab fee (all)	910.00
Development fee	1,630.00
Energy fee	1,180.00
Comprehensive exam fee	1,800.00
Dissertation continuation fee	1,200.00
Doctoral program fee	3,200.00
Off campus fee - Manila	1,200.00
Off campus fee - Provincial	6,200.00
Refresher fee	300.00
Thesis continuation Fee	1,200.00
FSA (Foreign students only)	6,000.00
Graduation fee	1,210.00

The last day of enrollment without fine shall be the first day of regular classes that is June 4, 2012 for the first semester and October 1, 2012 for the second semester. Any student who is allowed to enroll after the said date shall be considered as late enrollee and is subject to fine.

A student is not considered enrolled unless the pertinent tuition fee and miscellaneous fees have been paid, in addition to the other requirements for the enrollment.

Further information about cash discount schedule and the deadline for enjoying such privilege may be obtained at the Student Accounts Office at Room A-13.

After down-payment has been made the balance of tuition fees on the installment basis are payable in two installments before each periodic examinations.

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

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

WITHDRAWALS AND REFUNDS

A distinction is made between students who officially withdraw and students who drop. Withdrawal are permitted within thirty days after the beginning of classes provided the university is notified promptly in writing on 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 drop, and charge in full for the entire semester, regardless of the actual attendance.

Subsequent to enrolment, if the student officially withdraws his/her enrollment for any reason, prior to the start of classes, the University shall refund all payments already made, but will charge the student the amount of One Thousand Pesos (Php 1,000.00) as processing fee. If the student withdraws only portion of his/her enrolment, prior to the start of the classes, the University shall refund the portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the subject withdrawn, that has already been paid by the student provided that the student has properly filed the appropriate JRU Form for dropping of subjects. The student shall be charged the appropriate amount for dropping of subjects, except when the withdrawal of the subject is due to the failure of a prerequisite for that subject, his knowledge having been obtained after his enrollment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount.

If a student officially notified the University of the withdrawal of his/her enrolment or any portion of his/her enrolment within fifteen (15) calendar days after the beginning of classes, the student shall be charged 20% of the total published tuition and miscellaneous fees due or total installment tuition and miscellaneous fee due depending on their mode of payments. This shall be in addition to the appropriate charges imposed for dropping the subjects, except when the withdrawal of the subject is due to the failure of a prerequisite for that subject, his knowledge having been obtained after his enrollment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the subject withdrawn, which has already been paid by the student. This policy shall

be imposed regardless of whether or not the student has been attending his classes.

If a student officially notified the University of the withdrawal of his/her enrolment or any portion of his/her enrolment more than fifteen (15) but not more than thirty (30) calendar days after the beginning of classes, the student shall be charged 50% of the total published tuition and miscellaneous fees due or total installment tuition and miscellaneous fee due depending on their mode of payments. This shall be in addition to the appropriate charges imposed for dropping the subjects, except when the withdrawal of the subject is due to the failure of a prerequisite for that subject, his knowledge having been obtained after his enrollment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the subject withdrawn, which has already been paid by the student. This policy shall be imposed regardless of whether or not the student has been attending his classes.

If a student officially notified the University of the withdrawal of his/her enrolment, or any portion of his/her enrolment more than thirty (30) calendar days after the beginning of classes, the student shall be charged 100% of the total published tuition and miscellaneous fees due or total installment tuition and miscellaneous fee due depending on their mode of payments. This shall be in addition to the appropriate charges imposed for dropping the subjects, except when the withdrawal of the subject is due to the failure of a prerequisite for that subject, his knowledge having been obtained after his enrollment due to failure of the faculty to submit the final grade on time. In which in case, the student shall not be charged any amount and the University shall refund that portion of the tuition fee and any directly corresponding miscellaneous fees pertaining to the subject withdrawn, which has already been paid by the student. This policy shall be imposed regardless of whether or not the student has been attending his classes.

RULES OF DISCIPLINE

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

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

ATTENDANCE IN CLASS

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

CLASS DAYS AND HOURS

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

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

Grade	Explanation	Numerical Rating Scale
1.00	Excellent	97 – 100
1.25	Very Good	92 – 96
1.50	Above Average	89 – 91
1.75	Average	86 – 88
2.00	Passing	85
5.00	Failing	Below 85

Honors. To graduate with honors, students in the master’s program should satisfy the following:

1. He/she should not be a transferee.
2. He/she should not have any failing grade.
3. He/she should have a grade point average (GPA) of 1.125 to graduate “With High Academic Distinction” (Gold Medal); or a grade point average (GPA) of 1.25 to graduate “With Academic Distinction” (Silver Medal).
4. He/she should have at least a final defense grade of 1.5.

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

Grade	Explanation	Numerical Rating Scale
1.00	Excellent	97 – 100
1.25	Very Good	92 – 96
1.50	Average	89 – 91
1.75	Passing	88
5.00	Failing	Below 88

Honors. To graduate with honors, students in the doctoral program should satisfy the following:

1. He/she should not be a transferee.
2. He/she should not have any failing grade.
3. He/she should have a grade point average (GPA) of 1.06 to graduate “With High Academic Distinction” (Gold Medal); or a grade point average (GPA) of 1.125 to graduate “With Academic Distinction” (Silver Medal).
4. He/she should have at least a final defense grade of 1.25.

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.

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.

Refresher Courses. At the beginning of each trimester, the Graduate School conducts short-term refresher courses in each of the following three areas: Mathematics, English Writing, and Basic Accounting. The courses run for approximately 3-4 meetings each and last approximately 1-2 weeks. The courses are conducted on a pass/fail basis and are the equivalent to one 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 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.

English Proficiency Course (For Foreign Students). Enrollment in full 3-unit English Proficiency courses for two trimesters will be required of foreign students whose undergraduate degrees are not in English. Subject to advising by concerned Area Head and/or Program Coordinator, said courses shall be mandatory to foreign students on the first two trimesters following the review and assessment by the Graduate School Dean of the Students' academic, professional and citizenship credentials. Students concerned can however waive said requirements upon passing the English Qualifying Assessment Test to be conducted by the Graduate School.

Foreign students are advised to inquire and seek advise on these requirements from their respective Area Heads/Coordinators prior to enrollment.

Changing of Classes. Changes of classes are allowed only for valid reasons and with the prior approval of the Dean. No change will be allowed after three meetings. For this purpose, 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 masteral degree pursued must be completed within five (5) school years from the date the student began his graduate study and for the doctoral degree, it must be completed within eight (8) years, unless otherwise approved by the Dean.

Leave of Absence. Prolonged leaves of absence must be requested in writing to be approved by the Dean stating the reasons for the period of leave which should not exceed one school year. Leave of absence does not automatically extend the 5-year limit within which a student must complete his 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 these transcripts as quickly as possible, students are advised to apply for such transcripts at least two weeks in advance.

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

5. Location and Facilities

LOCATION

The JRU Graduate School is located in the Tower Building, Jose Rizal University, 80 Shaw Boulevard, Mandaluyong City. Jose Rizal University is accessible through many public transport lines passing directly in front 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. 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. The University has among the most comprehensive library facilities in Metro Manila. The Graduate School library is located on the second floor of the Tower. It contains a reading room specifically for graduate students. A “magazine stand” complete with the latest journals is available. An additional reading room area is available on the top floor of the Tower.

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

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

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

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

6. Campus Map
