



ATENEIO DE MANILA UNIVERSITY  
GRADUATE SCHOOL OF BUSINESS

# PROGRAM CATALOGUE

## 2025 EDITION

### MBA Middle Managers Track



# PROGRAM CATALOGUE

ATENEO GRADUATE SCHOOL OF BUSINESS

## **MBA PROGRAM: MIDDLE MANAGERS** Track

2025 EDITION

The MBA Middle Managers Catalogue is published by

**Ateneo de Manila University**  
**Graduate School of Business**

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## PART I General Information

### I. A BRIEF HISTORY

#### Ateneo De Manila University

The Ateneo de Manila University traces its roots back to 1859 when, at the request of the City of Manila endorsed by Governor Norzagaray, the Jesuits took over the Escuela Municipal in Intramuros, the walled city of Manila. A primary school originally intended for the sons of Spaniards, it was opened by the Jesuits to native Filipinos as well. In 1865, the Jesuits received government approval to add a five-year program leading to the degree of Bachelor of Arts. In keeping with its new academic status, the school was renamed the Ateneo Municipal de Manila. Among the graduates in those early decades was Jose Protacio Rizal, A.B. 1877, who would later be named the Philippines' national hero.

With the withdrawal of city subsidies in 1901, the Ateneo became a private institution, dropping the word "Municipal" from its official name. In 1921, the American Jesuits of the Maryland-New York Province replaced the Spanish Jesuits as teachers and administrators of the Ateneo.

The Intramuros fire of 1932 completely destroyed the Ateneo buildings, forcing the school to move to a new location on Padre Faura Street, Ermita. During the battle for the liberation of Manila, the Padre Faura complex of buildings was razed. Temporary structures were quickly built, but in 1952, the Ateneo moved to its present spacious campus in Loyola Heights, Quezon City.

In 1958, the Society of Jesus in the Philippines was raised to the status of a full province. Administration of the Ateneo passed from New York to the Philippine Province of the Society of Jesus, and shortly after, the first Filipino Rector/President of the Ateneo was named. Since the growth of the Ateneo demanded a new status, the school obtained its charter as a university in 1959.

In 2000, the Ateneo de Manila School of Arts and Sciences restructured into four Loyola Schools: the School of Humanities, the John Gokongwei School of Management, the School of Science and Engineering, and the School of Social Sciences. When the School of Medicine was founded in 2007, it joined the Graduate School of Business, the Law School, the School of Government to form the Ateneo Professional Schools.

## PART I General Information

In 2023, the five Loyola Schools, including the newly founded Gokongwei Brothers School of Education and Learning Design, and four Professional Schools, were formally integrated into a University Higher Education unit.

### Ateneo Graduate School of Business

The Graduate School of the Ateneo de Manila was first established in 1948, with Master of Arts programs in Education and English as its initial offerings. Over time, other fields of study were introduced, among them Sociology, Economics, Philosophy, and Business Administration.

As its offerings grew in size and complexity, the Graduate School eventually found it necessary to split into two separate entities, and in 1960 the Graduate School of Arts and Sciences, and the Graduate School of Economics and Business Administration were born.

The Graduate School of Economics and Business Administration initially offered only two part-time evening programs: a Master of Arts in Economics, and a Master in Business Administration. A full-time MBA was added to its program portfolio in 1964. Two years later, the Master of Arts in Economics was transferred to the Graduate School of Arts and Sciences, and the school was reorganized into the present-day Ateneo Graduate School of Business, or AGSB.

The 1990s was a period of rapid growth and revitalization for AGSB. The period was characterized by the introduction of many innovative new degree as well as non-degree programs, and a boom in student enrollment.

Many new non-degree programs were launched, including the award-winning Leaders for Health program. Under the Leaders for Health Programme, the degree of Master in Community Health Management was developed and granted to participating doctors.

In 1998, the Ateneo Professional Schools, made up of AGSB and the Ateneo Law School, moved to its new state-of-the-art campus at the Rockwell Center, in Makati City. The Ateneo-Regis MBA program was launched that same year, in partnership with Regis University (Denver, Colorado), a pioneer and leader in adult and workplace-based learning.

To make its brand of business education more accessible to a wider public, the AGSB operates satellite campuses all over the country, including in Santa Rosa, Laguna; Clark, Pampanga; Cebu City, and Iloilo City.

In 2021, AGSB renewed the School's Vision and Mission, to commit to developing responsible business leaders in the Jesuit tradition of excellence in service to others.

## II. Vision and Mission

### ATENEO DE MANILA UNIVERSITY

#### **Vision**

In the spirit of being *Lux in Domino*, Light in the Lord, Ateneo de Manila University will be a force for good in seeking innovative and sustainable solutions to society's most pressing challenges. Rooted in its Filipino, Catholic, and Jesuit values, Ateneo will be a collaborative and engaged leader in the work of social transformation through education, formation, research, and social engagement.

#### **Mission**

As a University, Ateneo de Manila seeks to uphold, preserve, and communicate truth and apply it to human development and the preservation of the Earth.

As a Filipino University, Ateneo de Manila seeks to identify, enrich, and embody Philippine culture and contribute to the development of the nation and the upliftment of Filipinos as part of the global community.

As a Catholic University, Ateneo de Manila seeks to form persons-for-and-with-others who, following the teachings and example of Christ, will devote their lives to promotion of service and justice, especially for those who are most in need of help, the poor, and the powerless.

As a Jesuit University, Ateneo de Manila seeks the goals of Jesuit liberal education through the harmonious development of moral and intellectual virtues. Imbued with the Ignatian spirit, the University aims to lead its students to see God in all things and to strive for the greater glory of God and the greater service of mankind.

Ateneo de Manila University seeks all these through excellence in teaching, learning, and formation; creation and advancement of knowledge through cutting-edge research and creative work; cultivation of an inclusive, diverse, and sustainable institution and community; and an expansive and immersive engagement with society.

## ATENEO GRADUATE SCHOOL OF BUSINESS

### **Our Vision**

To be a leading management learning institution that develops responsible business leaders with the integrity and conviction to advance a sustainable society founded on human dignity

### **Our Mission**

As a Jesuit learning institution, we are committed to:

- Fostering a community of leaders for others grounded on the principles of Cura Personalis and Magis, and passionate in their belief in the interdependence of integrity, service, and expertise
- Developing relevant program offerings that equip our learners with the competences for leading and managing in the digital era, and mastery of self to succeed in their chosen endeavor
- Enhancing the personal and professional growth of our faculty and staff as they are crucial partners in the fulfillment of our mission

### **Our Core Values**

The pursuit of our Vision and Mission is grounded on:

- Love of country and responsible citizenship
- Care for the planet, care of the environment
- Expertise, service, and integrity
- Inclusiveness and respect for each other's differences
- A safe, nurturing, and caring environment for our learners, alumni, faculty, and staff

### III. AGSB Brand

The Ateneo Graduate School of Business exists to empower ethical and transformative leaders who drive innovation, champion social responsibility, and create meaningful impact in their industries and communities.

Guided by our Jesuit tradition of excellence and integrity, we aim to shape individuals into well-rounded professionals who balance success with service, fostering a future where business becomes a force for good in the world.

### IV. Our Students and Graduates

Our students are workplace-based, practitioner adult learners who are well on their way to managerial careers and wish to take advanced studies to equip them with the concepts, theoretical models, skills, principles, and values needed by today's managers and leaders. We seek to produce professionals, who can manage and lead in a changing environment, with fundamental skills steeped in unwavering principles and values.

AGSB strives to produce graduates who have competences that the world rewards and who embody the Ateneo educational philosophy:

- Responsible business leaders
- Equipped with leadership skills for the 4IR
- Who can lead digital transformation of their organizations
- Who exemplify Ignatian values underpinning the interdependence of expertise, service, and integrity.

### V. Our Competence

**Faculty.** Our faculty members are workplace-based and experience-driven management practitioners occupying senior executive positions in their respective organizations or entrepreneurs managing their own businesses.

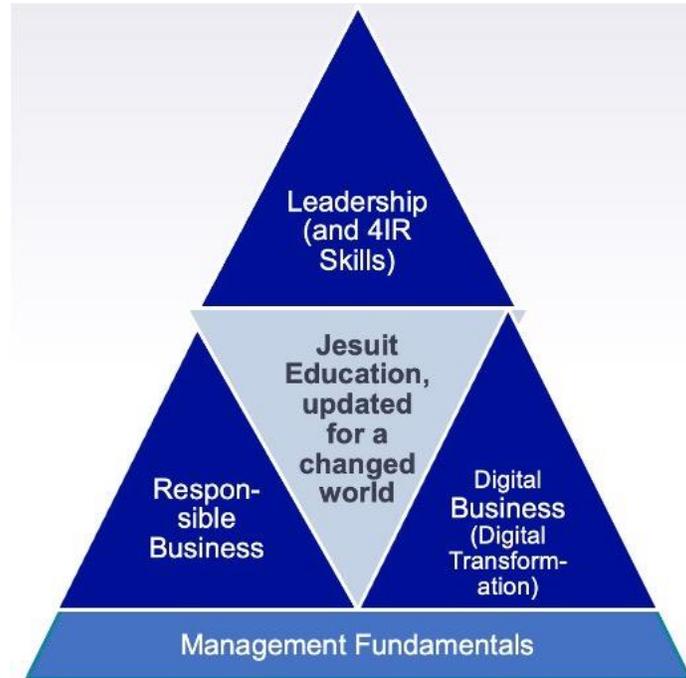
**Programs and Course Offerings.** A student in AGSB can choose from a portfolio of two programs – Master in Business Administration or Master in Entrepreneurship - each with different tracks, selecting the program and track that suits their learning and career needs and that they qualify for.

**Relevance.** AGSB adopts the principle of designing from context, not from content. As the world has changed, so has the role of business changed, and thus the role of the business school

## PART I General Information

and AGSB. To ensure relevance in the changing business and educational environment, AGSB consulted leaders from industry and the academe. External and internal stakeholders were engaged in strategy conversations, leading to the renewed Vision, Mission, and Values statement and a Strategic Plan, calling for transformative strategies in brand, product, quality, academics, and organization. Anchoring the strategies is an internal quality assurance system, to track progress toward the objectives.

**Value Proposition of Curriculum.** To continue the designing from context, the MBA curriculum has an updated value proposition, as illustrated in the diagram below.



Management fundamentals form the base. The three cornerstones of the new curriculum are Responsible Business, Digital Business, and Leadership and skills for the 4<sup>th</sup> Industrial Revolution. At the heart of the value proposition is Jesuit education, updated for a changed world. Together they represent a clear differentiation with other MBA programs.

**Outcome-Based Education.** As outlined in the AGSB Strategic Plan, the curriculum is built on the principle of Outcome-Based Education (OBE). As defined by the William G. Spady, “father of OBE,” in his book, *Outcome-Based Education: Critical Issues and Answers*: “Outcome-Based Education means clearly focusing and organizing everything in an educational system around what is essential for all students to be able to do successfully at the end of their learning experiences. This means starting with a clear picture of what is important for students to be able to do, then organizing curriculum, instruction, and assessments to make sure this learning ultimately happens.” (Spady, 1994) .

In AGSB, OBE starts from the picture of the AGSB MBA Graduate. The program, the track, and all courses then align towards forming this graduate.

## PART I General Information

**Workplace-based & Experience-driven Pedagogy.** Theory and practice come together naturally at the AGSB. Theories and principles are enlivened by being situated in the concrete management experiences of the teachers. At the same time, the work experience of the students are made more meaningful when contextualized within management theories and principles.

The AGSB uses the adult learner methodology of facilitative learning, in which both students and faculty are simultaneously teachers and students who leverage their practical experiences in an interactive manner. Through this methodology, the theories and concepts learned can be immediately applied, improved, and enhanced in a real business setting. To complete this process, practical insights and knowledge of practitioners can then be brought into the classroom for enhanced learning.

**Technology-Enabled Learning.** AGSB invests in technology resources that enable learning. Classrooms are set up for hybrid-flexible learning modes. The learning management system is based on an adaptive design, with 24-7 availability and accessibility on various types of devices. Agreements with technology providers at the University level ensure vigilance in applicability, robustness, and data security.

## PART II MBA Program: Middle Managers Track

The MBA Degree Program was designed to cater to the different profiles of its students and their learning needs – with four Tracks differentiated through the following:

- Distinct admission requirements per track
- Track learning outcomes suited for the context of the target student profile
- While the topic outlines are consistent across the four tracks, teaching and learning activities vary across the tracks, as these are designed for the types of decisions that the target student profile faces

### Program Learning Outcomes: MBA

**PLO1:** Demonstrate proficiency in the foundational skills of management

**PLO2:** Demonstrate proficiency in the functional management disciplines

**PLO3:** Create an integrative management plan that integrates the core functional courses, as well as Responsible Business perspectives and Digital Transformation requirements

**PLO4:** Assemble a leadership portfolio that demonstrates how they have practiced their leadership skills based on Ignatian values

**PLO5:** Demonstrate proficiency in the specialized disciplines of chosen electives

There are four Tracks of the Master in Business Administration degree:

- MBA Standard
- MBA Middle Managers
- Ateneo-Regis MBA
- MBA in Health

This catalogue is devoted to MBA Middle Managers.

## Track Learning Outcomes: MBA Middle Managers

**TLO1:** Demonstrate proficiency in the foundational skills of management suitable for middle management roles

**TLO2:** Demonstrate proficiency in the functional management disciplines in situations suitable for middle management roles

**TLO3:** Create an integrative management plan that integrates the core functional courses, as well as Responsible Business perspectives and Digital Transformation requirements

**TLO4:** Assemble a leadership portfolio that demonstrates how they have practiced their leadership skills based on Ignatian values

**TLO5:** Demonstrate proficiency in the specialized disciplines of chosen electives

## I. DISTINCTIVE FEATURES

The Middle Managers track is designed for middle managers and staff members who occupy MBA supervisory and/or managerial positions within their respective organizations. The quality of their work experience allows a richer and deeper discussion of management challenges.

MBA Middle Managers is designed to enable students to immediately make high quality decisions, appropriate for the breadth of their roles in middle management, where they need to participate in crafting strategies while managing daily operations and motivating their teams to achieve organizational goals.

This track follows a trimestral schedule. MBA Middle Managers can be completed in as short as seven trimesters of 14 weeks each.

## II. THE MBA MIDDLE MANAGERS CURRICULUM

### GENERAL DESCRIPTION

The MBA Middle Managers track consists of the following courses:

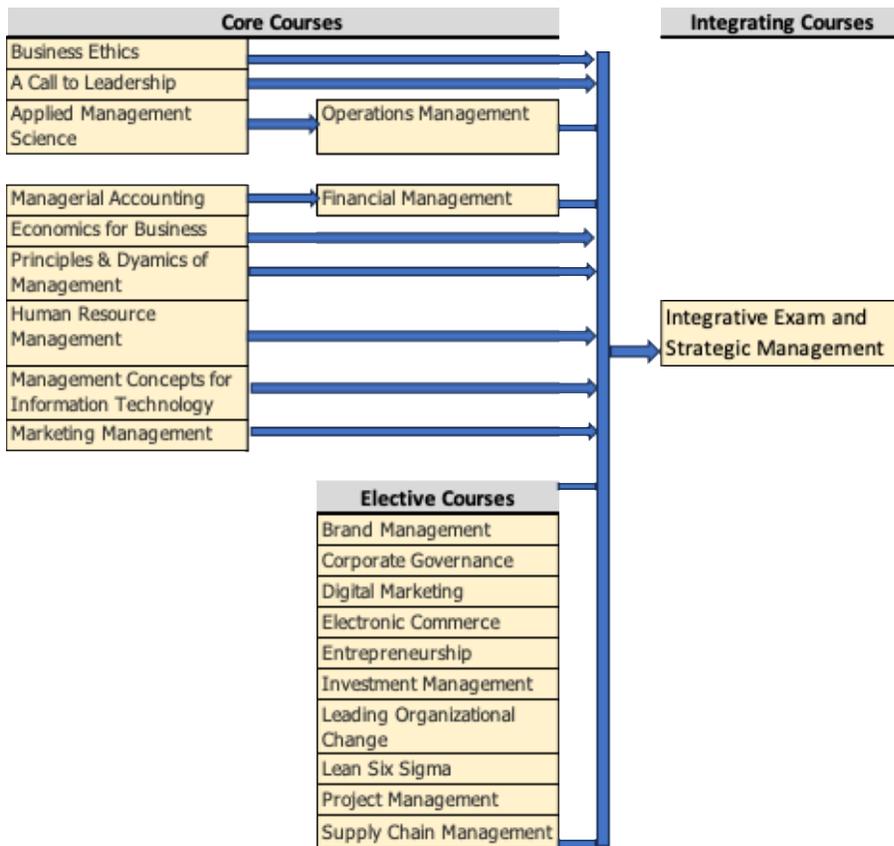
Core Courses	33 units
Integrating Courses	3 units
<u>Electives</u>	<u>6 units</u>
Total	42 units

COURSE	CODE	UNITS
<b>1. Core Courses</b>		
Business Ethics	MMETHICS	3
The Call to Leadership	MMLEADER	3
Applied Management Science	MMMANSCI	3
Operations Management	MMOPEMAN	3
Managerial Accounting	MMMANACC	3
Financial Management	MMFINMAN	3
Principles and Dynamics of Management	MMPRIMAN	3
Human Resource Management	MMHUMRES	3
Management Concepts for Information Technology	MMINFOTE	3
Marketing Management	MMMARKMA	3
Economics for Managers	MMECOMAN	3
<b>2. Electives</b>		
Brand Management	MMBRANMA	3
Corporate Governance	MMCORPGOV	3
Digital Marketing	MMDEMMAN	3
Electronic Commerce	MME-COMME	3
Entrepreneurship	MMENTREP	3
Investment and Portfolio Management	MMINVEMA	3
Leading Organizational Change	MMLEADOC	3
Lean Six Sigma	MM6SIGMA	3
Project Management	MMPROJMA	3
Supply Management	MMSUPMAN	3

**3. Integrating Course**

Integrative Exam	MMINTEXM	0
Strategic Management	MMSTRAMA	3

**MBA MIDDLE MANAGERS COURSE SEQUENCE**



## COURSE DESCRIPTIONS

### 1. Core Courses

#### **Business Ethics (MMETHICS)**

This course helps students analyze moral challenges, values, and principles in business. It aims to develop a business practitioner's capacity for ethical thinking and action so that they can make ethical decisions based on moral reasoning and social responsibility.

#### **The Call to Leadership (MMLEADER)**

This interactive and reflective course introduces students to individual and collective leadership practices. It guides students in processing leadership patterns and dynamics in their personal and professional lives, emphasizing critical thinking and ethics-based reasoning. The course aims to help students understand themselves better and use their personal strengths to address leadership problems.

#### **Applied Management Science (MMMANSI)**

This course provides graduate students with formal training on using quantitative tools and techniques to solve management problems. Using Excel, students will learn to formulate problems mathematically, derive and interpret solutions, and perform sensitivity analysis. The course's goal is to help students draw managerial insights from quantitative solutions.

#### **Operations Management (MMOPEMAN)**

This practical course gives a comprehensive understanding of operations management (OM) concepts, techniques, and applications. It covers strategic, tactical, and operational issues in manufacturing and service sectors, focusing on creating a competitive advantage using operational skills and tools. The course also discusses the ethical, social, and environmental implications of OM decisions.

#### **Managerial Accounting (MMMANACC)**

This course teaches the development and use of accounting information for internal reporting and decision-making. It covers topics such as financial report analysis, cost concepts, CVP

## PART II MBA Program : MIDDLE MANAGERS Track

analysis, budgeting, and capital budgeting. The course emphasizes how cost and profit information can guide managers in making operational and strategic decisions.

### **Financial Management (MMFINMAN)**

This course focuses on applying contemporary finance theory to solve management problems. It emphasizes policy formulation and decision-making under uncertainty while tackling ethical issues and dilemmas a finance manager may face. The course also illustrates the implications of financial management decisions on an enterprise and the national economy.

### **Principles and Dynamics of Management (MMPRIMAN)**

This introductory course familiarizes learners with management standards, procedures, and techniques used by corporate, business, and functional managers. It addresses the challenges managers face in a complex and rapidly changing global environment shaped by globalization, deregulation, and technology. The course provides the knowledge and skills for competent management.

### **Human Resource Management (MMHUMRES)**

This course emphasizes aligning Human Resource Management with an organization's goals, strategies, and values. It provides powerful tools for analyzing strategic alignment and presents a fresh perspective on HR's function as a change agent. The course addresses human resource topics from a strategic standpoint, such as reward systems, performance management, training, and recruitment.

### **Management Concepts for Information Technology (MMINFOTE)**

This course provides an overview of fundamental Management Information Systems (MIS) concepts using an integrated framework. Students will explore topics like big data, business intelligence, and cloud computing, and evaluate how new technologies can create a competitive advantage, increase profits, and reduce costs.

### **Marketing Management (MMMARKMA)**

This course provides fundamental marketing concepts and practices for the new economy. It focuses on formulating and implementing marketing strategies related to brand equity, products, pricing, distribution, and promotion in a context of hyper-competition, digital technology, and empowered consumers. The course also emphasizes the role of ethical and socially responsible marketing in nation-building.

### **Economics for Managers (MMECOMAN)**

This course provides a working knowledge of economics for MBA students. It consists of microeconomics for sound managerial decisions and macroeconomics for understanding the business environment. The course provides analytical tools to help students navigate the turbulence of the national and global economy.

### **3. Electives**

#### **Brand Management (MMBRANMA)**

This course provides a comprehensive study of brand marketing, covering fundamental concepts and frameworks for making effective brand marketing decisions in a rapidly changing business environment. It equips students with the knowledge and skills to create a brand plan, formulate product and pricing strategies, develop a communication plan, and measure brand plan effectiveness. The course also emphasizes ethical and socially responsible brand marketing practices that contribute to nation-building.

#### **Corporate Governance (MMCORPGOV)**

This course introduces students to corporate governance with local and global practical perspectives. It presents a case study approach to various governance practices and challenges, focusing on ASEAN integration and globalization. The course tasks students to explore the dynamics of corporate governance and how it adds value to organizations.

#### **Digital Marketing (MMMARMKA)**

This course combines a strategic view of digital marketing with a tactical assessment of essential digital tools and platforms. The goal is to help students augment their knowledge of Marketing Management by integrating digital technology into their overall marketing strategy. The course highlights local examples and applications and features guest speakers from the digital marketing field.

#### **Electronic Commerce (MME-COMME)**

This course is designed to guide managers through embracing the benefits of e-commerce for customers, employees, and shareholders. It covers the design of e-commerce architectures, evaluation of suppliers, and management of projects to create competitive advantage. The course also discusses the role of senior management, ethical principles, the Philippines' Electronic Commerce Law, and the role of e-commerce in nation-building.

### **Entrepreneurship (MMENTREP)**

This course inspires and encourages entrepreneurship by examining, discussing, and analyzing contemporary entrepreneurs. It provides principles, concepts, and evaluation techniques for assessing entrepreneurial capability, resource requirements, and risks to increase the likelihood of strategic success.

### **Investment and Project Management (MMINVEMA)**

This course applies the principles of investment analysis and portfolio management to corporate and personal finances. Students will discuss and simulate the steps of the investment process to develop skills in creating and managing investment portfolios. The course analyzes risk and return management strategies in global and Philippine markets, including the ethical dimensions of investment decisions.

### **Leading Organizational Change (MMLEADOC)**

This course is designed to strengthen your thinking and practice in organizational change. You will learn to diagnose, plan, and lead an organization that is always ready for change, focusing not just on a specific change but on transforming your organization into an adaptive one that continually senses and adapts.

### **Lean Six Sigma (MMLEAN6SIGMA)**

This course covers Lean and Six Sigma concepts for both manufacturing and service businesses. It is a data-driven, process-oriented approach focused on reducing waste and minimizing defects to increase profitability and customer satisfaction. The course provides an overview of Lean, Six Sigma, and the DMAIC problem-solving methodologies.

### **Project Management (MMPROJMA)**

This course provides a framework for effective project management and leadership. Students will use appropriate tools and concepts to handle complex problems encountered when planning and executing projects. The course also covers the core processes for initiating, planning, executing, controlling, and closing projects.

### **Supply Chain Management (MMSUPMAN)**

This course covers the concepts, trends, and techniques for managing activities from material procurement to product distribution. It discusses key topics such as logistics, electronic

## PART II MBA Program : MIDDLE MANAGERS Track

procurement, and warehousing, with a focus on how these managerial processes and technologies impact global competition and business strategy across the supply chain.

*Note that Elective Courses are under constant development. There will be new ones not yet listed at the time of publishing this catalogue.*

### **4. Integrating Courses**

#### **Integrative Exam (MMINTEXM)**

The integrative exam, as the title indicates, integrates learning from the core courses to enable the student to complete the preparation for the capstone course.

#### **Strategic Management (MMSTRAMA)**

This capstone course enables learners to develop and implement strategic, cross-functional decisions. It integrates knowledge from other MBA courses and focuses on strategy formulation, implementation, and evaluation. The course aims to strengthen strategic thinking and promote ethical business decisions, corporate social responsibility, and nation-building.

## PART III ADMISSION REQUIREMENTS

### PART III Admission Requirements

To qualify for MBA Middle Managers, an applicant must have:

1. A bachelor's degree from a recognized college or university
2. A copy of the applicant's CV attesting to at least five years of work experience and a minimum of three years of relevant work experience in a management or supervisory role
3. A copy of the official transcript of records (TOR) from the last school attended. Applicants who are in a post-bachelors' program but have not graduated yet are required to submit a copy of their bachelors' degree TOR
4. Fully accomplished online application
5. Accomplished recommendation form from the current employer or from the last school attended.

*In addition to the above-mentioned requirements, a foreign applicant must submit:*

1. Transcript of records or documents showing academic accomplishments from the country of origin, translated into English and authenticated by the Philippine Embassy or Philippine Consular Office in the country of origin
2. If the applicant is from a non-English speaking country, working English proficiency, both oral and written evidenced by IELTS Band 7 or higher
3. Copy of passport
4. An approved visa valid for study in the Philippines. As a rule, foreigners in the Philippines under a 9(a) visa cannot study in the Philippines. That visa must be converted to more commonly a student visa (9(f)). Other visas valid for study include:
  - 9(f) – Student
  - 9(g) – Working, Missionary
  - 13(a-g) - Immigrant
  - 47(a)(2) – Special Non-Immigrant
  - Diplomatic Visa – extend to dependents
  - SRRV – Retirees
  - SIRV – Investors
5. Alien Certificate of Registration (ACR-I Card) issued by the Bureau of Immigration
6. Certificate of Employment – for those under a 9(g) visa