



ATENEIO DE MANILA UNIVERSITY
GRADUATE SCHOOL OF BUSINESS

PROGRAM CATALOGUE

2025 EDITION

MBA Standard Track



PROGRAM CATALOGUE

ATENEO GRADUATE SCHOOL OF BUSINESS

MBA PROGRAM: STANDARD Track

2025 EDITION

The MBA Standard Catalogue is published by

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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.

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.

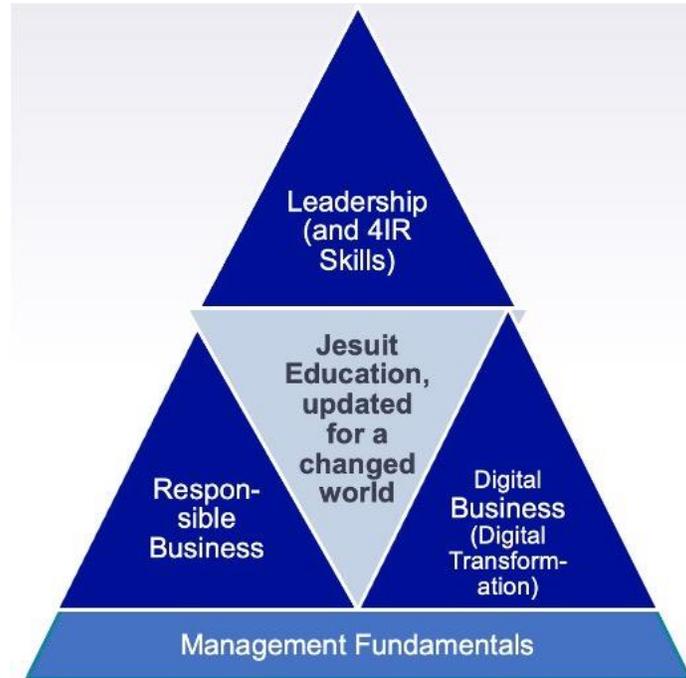
Programs and Course Offerings. A student in AGSB can choose from a portfolio of two programs – Master in Business Administration or Master in Entrepreneurship - each with different tracks, selecting the program and track that suits their learning and career needs and that they qualify for.

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 4th 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: Standard 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 Standard.

Track Learning Outcomes: MBA Standard Track

TLO1: Demonstrate proficiency in the foundational skills of management suitable for supervisory or individual contributor roles

TLO2: Demonstrate proficiency in the functional management disciplines in situations suitable for supervisory or individual contributor 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 MBA Standard track is targeted at early-career professionals who are ready to assume greater responsibilities and broader leadership roles. MBA Standard guides students to become proficient in management fundamentals, grounding them concepts, frameworks, and their applications appropriate to leaders undergoing the passage to early leadership roles.

For students who do not have a business or management background, MBA Standard offers five pre-MBA courses to prepare them for the rest of the MBA. Students who pass validating examinations before the start of the trimester may be exempted from the pre-MBA courses.

The program follows a trimestral schedule. The MBA Standard can be completed in as short as seven trimesters of 14 weeks each.

II. THE MBA STANDARD CURRICULUM

GENERAL DESCRIPTION

The MBA Standard track consists of the following courses:

Pre-MBA Courses	10 units
Core Courses	33 units
Electives	6 units
<u>Integrating Courses</u>	<u>3 units</u>
Total	52 units

The program allows exemption in the Pre-MBA Courses (with the exception of Research for Management), upon validation by the Office of the Registrar.

COURSE	CODE	UNITS
1. Pre-MBA Courses		
Business Communication	SPBUSCOM	2
Applied Mathematics	SPAPMATH	2
Managerial Statistics	SPMASTAT	2
Financial Accounting	SPFINACC	2
Methods of Research	SPMETRES	2
2. Core Courses		
Business Ethics	SPETHICS	3
Leadership Effectiveness	SPLEADER	3
Applied Management Science	SPMANSCI	3
Operations Management	SPOPEMAN	3
Managerial Accounting	SPMANACC	3
Financial Management	SPFINMAN	3
Principles & Dynamics of Management	SPPRIMAN	3
Human Resource Management	SPHUMRES	3
Management Concepts for Information Technology	SPINFOTE	3
Marketing Management	SPMARKMA	3
Economics for Managers	SPECOMAN	3

PART II MBA Program : STANDARD Track

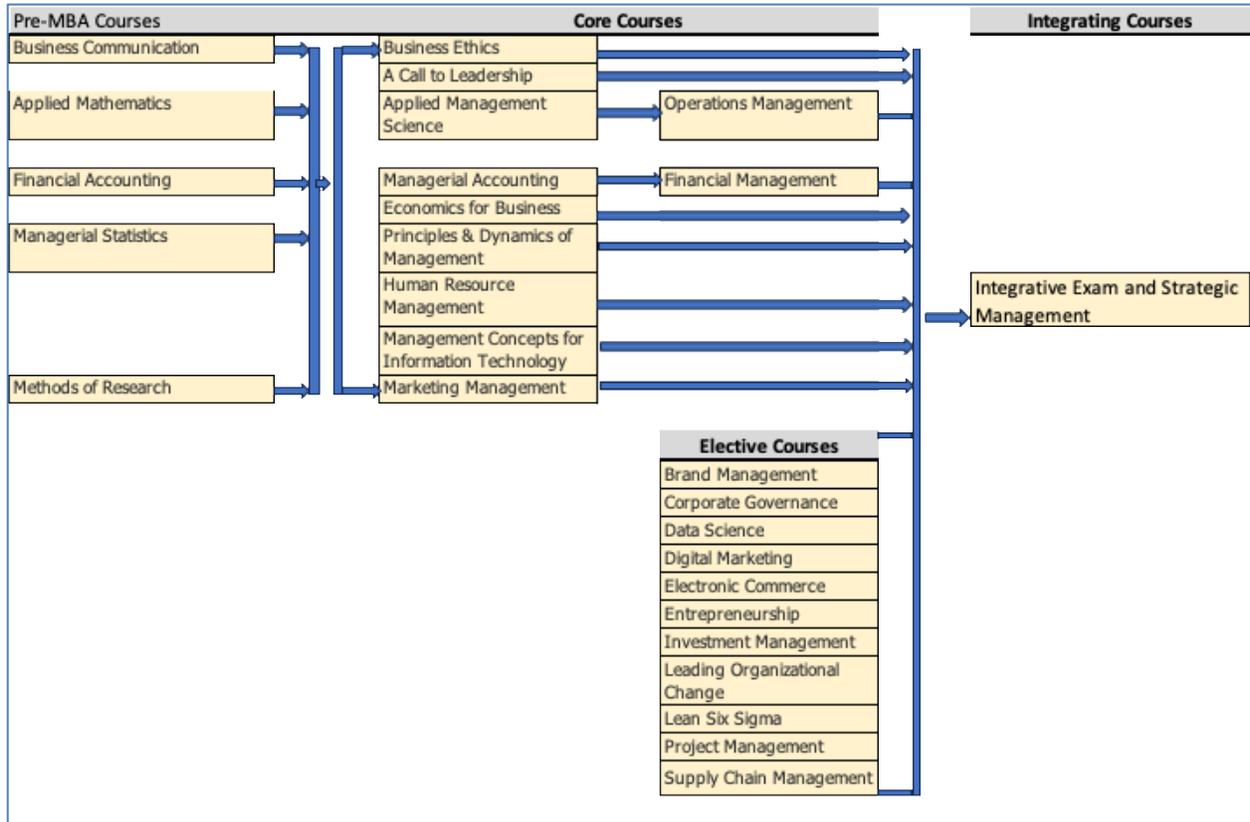
3. Electives

Brand Management	SPBRANMA	3
Corporate Governance	SPCORPGOV	3
Data Science for Managers	SPDATSCI	3
Digital Marketing	SPDIGIMA	3
Electronic Commerce	SPE-COMME	3
Entrepreneurship	SPENTREP	3
Investment and Portfolio Management	SPINVEMA	3
Lean Six Sigma	SP6SIGMA	3
Leading Organizational Change	SPLEADOC	3
Project Management	SPPROJMA	3
Supply Chain Management	SPSUPMAN	3

4. Integrating Course

Integrative Exam	SPINTEXM	0
Strategic Management	SPSTRAMA	3

MBA STANDARD COURSE SEQUENCE



COURSE DESCRIPTIONS

1. Pre-MBA Courses

Business Communication (SPBUSCOM)

This course provides an in-depth look at communication strategies for effective leadership. It covers analytical writing, persuasive speaking, and digital literacy. Students learn to adapt communication for diverse contexts, resolve conflict, and leverage technology for strategic success in a global business environment.

Applied Mathematics (SPAPMATH)

This course is designed for students and business practitioners who need to learn how modern mathematics can be applied to business. It prepares students for courses in production, statistics, managerial economics, management accounting, and management science. The course aims to help students apply mathematical principles to business and personal financial decisions, such as investments, mortgages, and insurance.

Managerial Statistics (SPMASTAT)

This online course equips students with the skills to use statistical tools and techniques for decision-making under uncertainty and for conducting research. It is a conceptual and problem-oriented course covering descriptive and inferential statistics, as well as probability concepts, with statistical computations performed using Excel.

Financial Accounting (SPFINACC)

This pre-MBA course introduces financial accounting as a tool for planning and control. It focuses on fundamental financial statements and their underlying principles, including Philippine and International Reporting Standards. Students learn to construct, present, and interpret financial information to make sound, ethical decisions that benefit firms and society.

Methods of Research (SPMETRES)

This course equips students with the skills to use statistical tools and techniques for decision-making under uncertainty and for conducting research. It is a conceptual and problem-oriented

PART II MBA Program : STANDARD Track

course covering descriptive and inferential statistics, as well as probability concepts, with statistical computations performed using Excel.

2. Core Courses

Business Ethics (SPETHICS)

This course helps students develop a sense of moral and social responsibility. It discusses the foundations of ethics in general and business ethics in particular. The course presents a model for ethical reasoning to analyze dilemmas in employee relations and corporate-community relations. The course also aims to teach that business should contribute to the well-being of its employees and community, not just profits.

A Call to Leadership (SPLEADER)

This course guides students in developing a deeper understanding of leadership concepts and practices by encouraging reflective analysis of their personal and professional experiences. It emphasizes critical thinking, ethical reasoning, and decision-making to help students understand leadership dynamics and patterns.

Applied Management Science (SPMANSCI)

This online course provides formal training on using quantitative tools to solve management problems in various functional areas. The course is problem-oriented, using Excel spreadsheets and other software to develop mathematical models for real-world situations. Students learn to formulate problems, interpret results, perform sensitivity analysis, and gain managerial insights from quantitative solutions.

Operations Management (SPOPEMAN)

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 (SPMANACC)

This course introduces learners to the use of accounting information for internal reporting and decision-making functions in an organization. It covers topics such as cost concepts, cost

PART II MBA Program : STANDARD Track

accumulation methods, CVP analysis, and budgeting. The course emphasizes how cost and profit data guide managers in making operational and strategic decisions, while also considering ethics, corporate governance, and social responsibility.

Financial Management (SPFINMAN)

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 & Dynamics of Management (SPPRIMAN)

This course is a comprehensive study of management and its critical dimensions, designed to provide learners with the knowledge, skills, and competencies to operate as managers in a complex and rapidly changing business environment. As a core MBA subject, it prepares students to successfully complete succeeding course requirements.

Human Resource Management (SPHUMRES)

This course emphasizes aligning Human Resource Management practices and programs with an organization's goals, strategies, and values. It provides a fresh perspective on the role of HR as a change agent in partnership with top management to build a critical source of sustainable competitive advantage. The course addresses human resource topics from a strategic perspective, including reward systems, performance management, training, and recruitment.

Management Concepts for Information Technology (SPINFOTE)

This course provides an overview of Management Information Systems (MIS) concepts using a framework that integrates management, organization, and technology. It covers the core principles of MIS and their impact on today's business environment, exploring challenges like cybercrime and emerging technologies such as big data, cloud computing, and AI. The course aims to help students bridge technology and business strategy to become effective decision-makers.

Marketing Management (SPMARKMA)

This course provides learners with the knowledge, skills, and competencies to make effective marketing decisions within a complex and rapidly changing business environment influenced by technology and innovation. The course also aims to demonstrate how ethical and socially responsible marketing practices can contribute to nation-building.

Economics for Managers (SPECOMAN)

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 (SPBRANMA)

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 (SPCORPGOV)

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.

Data Science for Managers (SPDATSCI)

This course is meticulously crafted to furnish students with the indispensable tools and expertise required to transform an organization into a data-driven powerhouse. As a visionary business leader, it is imperative not only to grasp what an organization's data can do and the potential of available cutting-edge technologies but also to possess the skills and knowledge necessary to seamlessly integrate them into the fabric of the organization's culture and operations.

Digital Marketing (SPDIGIMA)

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 (SPE-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 (SPENTREP)

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 Portfolio Management (SPINVEMA)

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 (SPLEADOC)

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 (SP6SIGMA)

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 (SPPROJMA)

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 (SPSUPMAN)

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 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 (SPINTEXM)

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 (SPSTRAMA)

This is the capstone course for the MBA program, where students learn to develop and implement cross-functional strategic decisions to achieve organizational goals. It covers the strategic management process, analytical frameworks, and tools for strategy formulation, implementation, and evaluation, emphasizing ethical decisions and corporate social responsibility.

PART III Admission Requirements

To qualify for MBA Standard, 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 2 years of work experience
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