



ATENEO

ATENEO
SCHOOL OF
GOVERNMENT

Forming Leaders. Leading Reforms.

Master in Public Management

COURSE PROSPECTUS

Since its founding in 1859, Ateneo de Manila University has been a force for good in shaping leaders who are committed to innovation, sustainability, and social transformation.

As a Filipino University, Ateneo de Manila seeks to contribute to the upliftment of the nation by upholding truth, justice, and service-- forming persons-for-and-with-others and uplift communities and drive meaningful change.

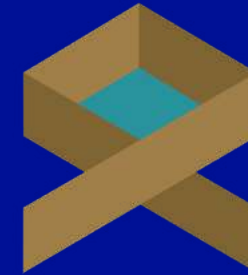
Through excellence in teaching, learning, and formation; creation and advancement of knowledge through cutting-edge research and creative work; cultivation of an inclusive, diverse, and sustainable institution and community; and an expansive and immersive engagement with society, Ateneo de Manila University leads its students to strive for service and justice, especially for those who are most in need of help.





The Philippines deserves a government that champions justice, sustainability, economic inclusivity, and democracy. The Ateneo School of Government cultivates young Filipinos to become professional public servant leaders who can help build the nation through good governance.

DR PHILIP ARNOLD TUAÑO
ASoG Dean



Master in Public Management Program

The Master in Public Management (MPM) is the flagship post-graduate education program of the Ateneo School of Government (ASoG), which aims to build the capacity of students to achieve the broader goals of transforming communities and building the nation through ethical leadership and good governance in the public service.

Master in Public Management Program

Program of Study

The MPM Program is a 39-unit master's degree program organized by course modules or subjects that each run for 32 hours delivered in several sessions. The program can be completed in 18 months depending on the frequency and schedule of the sessions.

GOVERNANCE INNOVATION REPORT

At the start of the program, students are encouraged to identify a topic on a governance, public management or policy concern or priority that they will develop for their Governance Innovation Report (GIR). The GIR is the final academic requirement in the MPM program. Together with a Governance Innovation Seminar, the GIR serves as the venue for the students to synthesize and apply knowledge, skills and attitude they have gained during their MPM course work.

TERM 1	Ethics, Power, and Accountability Applied Economics in the Public Sector
TERM 2	Public Governance and the Bureaucracy Public Finance and Budget
TERM 3	Public Policy Development and Analysis Leadership in the Public Sector
TERM 4	Comprehensive Exams Elective 1
TERM 5	Elective 2 Governance Innovation Seminar
TERM 6	Elective 3 Elective 4

Elective 5

**GOVERNANCE
INNOVATION
REPORT**

TERMS 7 & 8

CORE COURSES

The core courses focus on the application of up-to-date and wide-ranging managerial and leadership skills necessary to undertake the students' diverse responsibilities in the context of their respective organizations or institutions. It endeavors to develop new perspectives and innovative approaches on leadership, ethics, economics, public policy and public governance among students.

1. Ethics, Power, and Accountability (3 Units)

The course examines the actual practice of power, ethics and accountability, specifically in the public sector. It discusses the causes of corruption, and the structures and measures to promote accountability and combat corruption. It trains students to recognize, articulate and navigate through ethical dilemmas in the workplace with the help of a framework and a model for ethical decision-making.

2. Applied Economics for the Public Sector (3 Units)

The course provides students with a real-world understanding of the basic economic tools used in the analysis of social issues and problems and the formulation of public policies and decisions. It presents the students with a range of applications of economic theories and tools and their current limitations in the light of conditions prevailing in both the public and the private sectors at national and local levels.

3. Public Governance and the Bureaucracy (3 Units)

The course integrates concepts from public administration, political science and organization studies towards a deeper understanding of the government, its structure, roles, limitations and failures. It provides students with perspectives on the structure, logic and possibilities of the bureaucracy and the individual as an agent and an arena for change. It introduces new paradigms in public management that are critical in transforming the bureaucracy for better governance.

4. Public Finance and Budget (3 Units)

The course focuses on the whys, results, and challenges in Philippine public finance. It looks at how public finance is different from private finance. It is an economics subject and looks at how the government makes choices on "allocating scarce resources to satisfy the unlimited needs and wants of citizens". It is also a policy course and examines the rationale and effectiveness of different modes of government financing and the effects of these alternatives on equity and development.

5. Public Policy Development and Analysis (3 Units)

The course introduces the students to the public policy-making process including policy implementation, and the integral role of politics in the process. It aims to develop an understanding of the policy environment and the key stakeholders in the policy-making process so that those who design, give advice on, and implement public policy may know how to navigate policy reform through its risks and opportunities.

6. Leadership in Public Service (3 Units)

The course introduces the depth of self-development and thinking by orienting the students to the mission, values and leadership model of the Ateneo School of Government. The interactive and reflective approach of the course focuses on personal, group, institutional and social issues in relation to development concerns such as poverty, equity, gender, accountability, politics, governance and competitiveness.

ELECTIVE COURSES

The elective courses for the MPM Program are directed at providing an intensive, interdisciplinary course of study for public management issues and advocacies being encountered by the students. These courses aim to enhance the students' skills in formulating strategies and frameworks, possibly, on planning and development, public finance and budgeting, social accountability or in any areas as needed in their work.

ASoG has already developed courses that can maximize the students' exposure to theories of public management and their link to social change and national development. Students from the MPM Program can select their electives from this line-up which they deemed as relevant to their work and agency.

The elective courses can be taken from the specialized tracks on Security Governance, Local Governance, Health Governance, Climate Change and Environmental Governance, Technology-based Enterprise Development and Rural Development.

COURSES IN SECURITY GOVERNANCE

The State Actors and Role in National Security

The State Actors and Role in National Security course provides a comprehensive overview of the Philippine national security system. It delves into the system's complexities and intricate relationships with the Philippines' governance systems and processes. The course equips participants with a deep understanding of the Philippine government's systems, structures, functions, and priorities for developing national security policies and strategies. Furthermore, it examines the critical role of various authorities and branches of government in addressing current and emerging security challenges.

Regional Security

The Regional Security course delves into contemporary security challenges and issues facing Southeast Asia and the broader Indo-Pacific region, analyzing their impact on the Philippines' security landscape. It explores the risks and potential solutions from both regional and global perspectives. By examining these issues through a multi-level lens, the course equips students with the analytical, policy, and international engagement skills necessary to address current and evolving security threats.



Domestic Security

The Domestic Security course delves into the Philippines' internal security challenges. It examines how the country's intricate governmental structure interacts with these rising contemporary threats. The course will explore the modern landscape of national security, including its governance, the role of authorities, and the involvement of other branches of government.

Contemporary Policy Issues in the Security Sector

The Contemporary Policy Issues in the Security Sector course, delves into the critical issues and challenges shaping the Philippines' national security landscape. The course explores the complex interplay of contemporary policy issues and their impact on the country's security posture. Through a combination of lectures and engaging panel discussions, students will have the opportunity to actively participate, present their own views, and critically assess these issues with the guidance of their professors.

Leadership in the Security Sector

The Leadership in the Security Sector course equips MPM students with the strategic thinking and response skills necessary to lead in complex security environments, organizations, and contexts. Through case studies and learning materials, students will gain a deep understanding of complexity in security settings. The students are expected to develop a framework for applying systems thinking and strategic leadership to formulate effective responses.

COURSES IN HEALTH GOVERNANCE

Health Financing and Equity in Health (3 Units)

The course enhances the students' understanding of various options for health financing and various options for paying health care providers and how these options directly affect the behaviors of health providers and consumers.

Health Technology Assessment and Regulation (3 Units)

The course introduces the concept of technology assessment as a management and policy decision tool to examine the economic, ethical and social implications of the use of technology in health care.

Health Human Resource Management and Development (3 Units)

The course focuses on global and national issues and concerns related to human resources for health, encompassing all stages of the health workers' career lifespan from entry into the workforce to job recruitment, training and skills development, and through their retirement from the workforce.

Management and Governance Paradigms in Health (3 Units)

The course emphasizes the roles and interactions of the state and market in the delivery of health services and how these interactions influence the attainment of efficiency and equity goals in the health system.

Health Promotion and Social Determinants of Health (3 Units)

The course introduces the concept of health promotion as going beyond the traditional concept of health care within the realm of the health sector. It draws attention to the critical factors that influence health and how an integrated policy approach and unified action of the government and society are essential to attain better health and development outcomes.

Information and Communication Technology in Health (3 Units)

The course highlights the use of ICT to strengthen data-generation and analysis for better policy development and planning, financial management, human resource management, quality assurance, and performance monitoring and evaluation.

COURSES IN LOCAL GOVERNANCE

Modern Management in Local Government (3 Units)

The course provides an overview of the concept of decentralization and the attainment of local autonomy. It discusses various tools and systems of modern management, techniques and methods of managing change in a decentralized set-up and organizational culture as the context of developing work processes at the local level.

Local Planning and Development (3 Units)

The course introduces the students to the principles of development planning in the light of socio-economic development trends, issues, and realities. The course explains the different stages and processes of planning at the local level.

Local Investment and Enterprise Development (3 Units)

The course equips the students with knowledge and skills on attracting and mobilizing investments, increasing and expanding business activities, and improving conditions for enterprise development at the local level.

Urbanization and Sustainable Development (3 Units)

The course is aimed at enhancing the students' understanding of the phenomenon and challenge of urbanization in the domestic and international context. Students will be introduced to theory and practice of urban planning and development and will also be familiarized with policy and management tools that they can use to develop programs and projects aimed at responding to urban challenges.

COURSES IN CLIMATE CHANGE AND ENVIRONMENTAL GOVERNANCE

Environmental Governance and Climate Change (3 Units)

The course introduces the students to the principles of environmental governance and sustainable development as the overarching framework for addressing climate change and managing natural resources.

Science and Technology Tools for Climate Change Adaptation (3 Units)

The course delves into the science, impact and risks associated with climate change. It gives the students greater understanding of the country's vulnerability to climate change, particularly in the areas of environment, public and social welfare, security, poverty and development.

Policy and Economics for Climate Change (3 Units)

The course introduces the students to the economics of climate change and provides them with policy tools for building an economy that follows a low-carbon path and is resilient from climate risks.

Mainstreaming Climate Change into Policy and Planning (3 Units)

The course is designed to ensure that the knowledge, skills and tools acquired by the students from the other specialized courses are integrated into the planning and policy formulation processes.

COURSES IN ENERGY TRANSITIONS

Comparative Policy in Energy Transitions (3 Units)

This introductory course explores the country's experiences in the area of energy policy with respect to the economic, social, political, and technological forces that underpin energy transitions. Utilizing a comparative approach and real-life case studies, this course immerses the students to critically understand and analyze the crosscutting issues and complexities of decision-making processes within this policy area. While cognizant that energy policy is often a centralized and national-level policy domain, the course shall also touch on challenges experienced at subnational levels and other contexts that are underpinned by diverse geographical, socio-economic and political circumstances.

Energy Economics and Regulation (3 Units)

As a consumer and industrial good, energy is a basic and critical resource that demands intensive consideration and public regulation by relevant authorities. Students shall be informed on the intricate workings of energy markets, the interplay between resource production and utilization, and possible externalities stemming from energy use. A special focus on the historical experience and current regulatory issues in the Philippines shall also be undertaken.

Energy Governance and Management (3 Units)

A critical goal in energy policy is maintaining and ensuring a stable, secure and equitable supply of energy. Students shall be instructed on the systematic management and other essential strategies to deal with the various risks and consequences inherent to energy systems. Especially under a context of increasing hazards from climate crises and other disaster scenarios, the management of the energy system is vital to energy specialists.

Principles of Energy Systems (3 Units)

Public managers working on energy policy are expected to be conversant about their field's scientific, engineering and technical aspects. This course serves as a broad introduction to fundamental concepts in the energy field: science, engineering, products and its applications. Students are not expected to have a technical background to undertake this subject but shall be trained to eventually possess a scientific appreciation of the energy field. At the end of the course, the knowledge gained from this course could serve as a building block for advanced topics.

Energy Innovations and the Environment (3 Units)

The fast-paced evolution of contemporary knowledge has given rise to competing and complementary energy technologies that are largely geared to meet sustainability targets and environmental regulations. This advanced course shall acquaint future public managers with the ongoing development, debate and discussions about the different novel and emerging energy technologies and innovations to address climate change issues.

Business of Energy (3 Units)

For systemic energy transitions to fully deploy, the involvement of the private sector and other non-government organizations would be necessary to complement efforts by the government. The energy transitions should take the Sustainable Development Goals together with the Ambisyon 2040 plans into consideration, and ensure that no one is left behind. Students shall be intimately exposed to the commercial operations of the energy industry particularly within the Philippine setting. The course shall also touch on practical and professional topics such as power contracting, purchase agreements, and retail competition.

COURSES IN TECHNOLOGY-BASED ENTERPRISE DEVELOPMENT

Technology Development Policies and Challenges (3 Units)

The course orients the students to the policy environment and the process of policy-making and implementation, including the contexts, challenges and constraints of official decision-making in the Science and Technology (S&T) sector.

Intellectual Property and Investment and Incentives Laws (3 Units)

The course provides a deeper understanding of local and international intellectual property laws that deal with concerns related to copyright, trademark, patent, internet issues, and technology transfer arrangements, among other interests.

Investment and Enterprise Development (3 Units)

The course equips the students with knowledge and skills on how to make, and help Small-Medium Enterprises (SMEs) make a business plan for better productivity, growth, and competitiveness.

Marketing Management (3 Units)

The course explores the basic concepts of marketing analysis and the applications of these concepts toward improving the prospects of SMEs faced with current opportunities and challenges.

COURSES IN RURAL DEVELOPMENT

Asset Reform and Natural Resource Management (3 Units)

The course introduces the students to the importance of asset reform to sustainably govern and manage natural resources for rural development. It aims for students to have a clear understanding on asset reform, and to hone their core competencies and skills in governing, managing and developing land and water resources.

Agricultural and Rural Development Tools (3 Units)

The course provides students with a toolkit, a resource, of the different approaches that would enhance agricultural productivity towards food security anchored on the principles and philosophy of sustainable agriculture development.

Rural Development Models and Approaches (3 Units)

The course gives a critical view of the different models and approaches in managing ecosystems in the context of rural development in the Philippines and selected Asian neighbors.



GENERAL ELECTIVES

Strategic Communications

Strategic communication in the public sector has an important place in an increasingly complex VUCA (volatility, uncertainty, complexity, and ambiguity) world. This course introduces students to the underlying concepts and principles, best practices, and practical skills necessary for strategic communication. This will be achieved through class discussions, selected readings and case studies, and group activities that will allow students to learn basic theory and applications of strategic communication. Students are highly encouraged to ask candid questions, share experiences, and analyze and probe concepts and principles in this safe academic space. This course aims to enable students to further their professional careers armed with competencies to utilize strategic communication to advocate for good governance, deal with reputational crises, understand how political considerations and stakeholder motivations affects the likelihood of public sector reforms, and effectively champion important reform programs.

Leadership Communications

This course covers two aspects of communication as it is used or practiced in government, communication by leaders, and communication in governance. The act of leading requires communicating with others in different ways, contexts, and with varying purposes. Leaders interact on a daily basis with different stakeholders and audiences using a variety of media and modes of coordination. Communication can inspire, motivate, and drive people to act or change their opinions, or it can also demoralize, alienate, and create confusion. Internal communication processes in public sector organizations, as well as interactions with the public, improves internal and external efficiency, which in turn leads to effective delivery of an agency's mandate. In this course we will discuss concepts of communication as they are used by leaders in the public sector and learn about best practices of communication processes in public organizations.

Operations Management/Project Management

The course focuses on operations management principles, strategies, and methods from the lens of the manager who must ensure efficient and effective operations of its organization's production and/ or services. It covers product and service design, process planning, process analysis, design of work systems, quality management, supply chain management, resource planning systems and lean operations.

Managing Devolution - Local Governance

The course delves into the concept of devolution in general: i) the intergovernmental dynamic between national and local governments, and ii) the importance of a continuing, strong collaboration between them.

It reviews key provisions of the Local Government Code (RA 7160) and the fundamental elements of local autonomy as embodied in the Philippine Constitution and RA 7160. It briefly traces the history of the Mandanas Ruling and projects its potential impact both on the devolved national programs, the national agencies, and the Local Government Units. The course advances towards a deeper understanding of the constitutional mandate of local government autonomy on one hand and the importance of close local and national government collaboration on the other, and in the process, builds capacities for the effective implementation of devolution in general and the Mandanas Ruling in particular.

National Security - Security Governance

The course grounds the students with the basic concepts of national security. It then exposes them to global, regional, and domestic issues and concerns that impacts on the Philippines' national interests and well-being. The student is guided to look at traditional and non- traditional security challenges from the lens of DIME (diplomacy, informational, military, and economic dimensions of power) and as a state actor. The student is expected to understand the mandate of the state, which is to protect the lives, properties, and ways of life of the Filipino people, within the ambit of the Constitution and other instrumentalities provided to it.

Human Resource Management and Development (3 Units)

The course introduces the students to the concepts, practice and challenges of Strategic Human Resource Management (HRM) in the public sector. It will explore theories, principles and practices in human resources management and their implications in building public trust and support and improvement of public service delivery. Relevant discussion shall include building capacities for the public sector to do a good job in implementing government programs and will also cover discussions of HR models and practices that optimize work environments for improved operations of public organizations.

Organizational Development (3 Units)

The course provides students with theories, strategies, and tools in change management in the context of organization development in the public sector. It will enable students to design appropriate strategies for addressing the power of the status quo in government bureaucracies, managing resistance and sustaining the gains from change initiatives.

Integrated Program Management (3 units)

The course equips students with the basic tools and techniques necessary to design, implement, monitor and evaluate development programs and projects. It teaches students the applications of cost-benefit analysis as well as the value of other analytical tools to guide decision-making aimed





SCHEDULE OF CLASSES

Classes are regularly scheduled on Saturdays lasting for around four hours each. Students on a full load may take two classes at a time, one in the morning and another in the afternoon. This schedule makes the program ideal for professionals who are employed full-time during the work week and offers the flexibility to students to invest in their skills and competencies without foregoing income.

The last degree requirement, the MPM capstone project, the Governance Innovation Report (GIR) is conducted over 16 weeks under the individual supervision of a GIR Adviser. The maximum residency limit is sixty (60) months/five (5) years from start to completion.



PROGRAM FEES AND EXPENSES

Starting June 2025, students have to pay the basic tuition and fees amounting to Php 16,265.00 for every 3-unit course. Other program fees to be paid towards the end of the program are for the writing of the Governance Innovation Report (GIR). The estimated cost of the program is around Php 250,000.

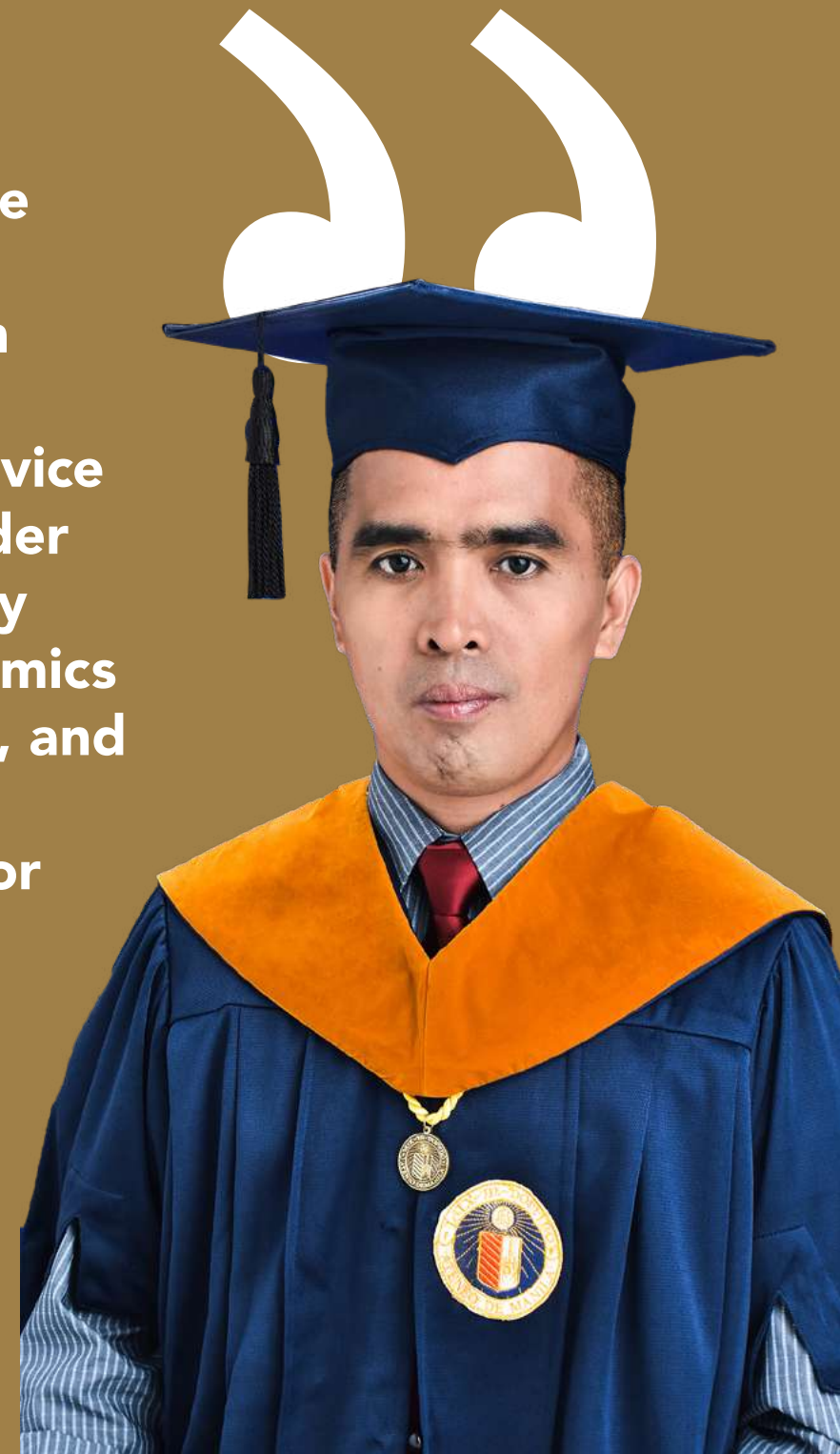
SCHOLARSHIPS

ASoG is committed to attracting the best talent and publicly-oriented future leaders. We offer scholarship opportunities for students already accepted into the program. We also work with public sector institutions, private organizations, and other individuals who wish to provide funding for their personnel. Accepted applicants and interested organizations may contact the School to discuss pursuing these opportunities.

... the MPM program provided me with the opportunity to enhance my personal conviction and professional competence in anticipation of increasing responsibilities within the AFP and the broader public service sector. The experience offered me a broader perspective on the necessity of collectively pursuing and integrating the various dynamics of defense and security, good governance, and equitable development to enhance the welfare of our nation and its citizens, all for the greater glory of God.

LT COL CHARLIE DOMINGO

Valedictorian, MPM Program Class of 2024
Head Executive Assistant of the Deputy Chief
of Staff, Armed Forces of the Philippines



Core Faculty



Victor E. Agbayani, MBA



Alvin P. Ang, PhD



Adelfo V. Briones, MA



Clarissa C. David, PhD



Patrick Dominador Z.
Falguera, SJ, PhD



Ruth Rosario D. Gerochi,
PhD



Angelita Y. Gregorio-Medel,
PhD



Milwida M. Guevara, PhD



Antonio Gabriel M. La Viña,
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Cristina M. Liamzon, PhD



Manolito A. Novales, MPM



Isaías B. Ubana II, PhD



Edgardo T. Valenzuela, PhD



Maria Anthonette Velasco-
Allones, MNSA, MPM



Mario C. Villaverde, MD,
MPH, MPM

Professors of Praxis



Florencio B. Abad, LLB
*Former Secretary
Dept of Budget &
Management
Former Governor, Batanes*



PLTGEN Cesar Hawthorne
Binag (Ret)
*Deputy Chief, PNP for
Operations (TDCO),
Joint Task Force (JTF)
COVID Shield Commander*



Leon G. Flores III, MPM
*Former Chairperson,
National Youth Commission*



Heidi L. Mendoza, MPA
*Former Undersecretary
General for the UN
Former COA Commissioner*



Orlando S. Mercado, PhD
*Former Senator
Former Secretary, Dept of
National Defense*



RAdm Rommel Jude G.
Ong, AFP (Ret), MDM
*Former Vice Commander,
Philippine Navy*



Antonio F. Trillanes IV, MPA
*Former Senator
Retired Navy Officer*

Careers After MPM

In general, graduates of the Master in Public Management program excel in public service. Careers or vocations in public service range from policy makers, department officers, and public officials in any of the branches of the government.

However, the skills and mastery developed in the program are not limited to these. Past MPM graduates come from various fields, such as medicine, environment, banking and finance, enterprise development, and other non-government or non-profit organizations.

These roles can range from Chief of Medicine to Executive Director, Grand Administrator, Policy Analyst, and more.

Careers after finishing the MPM program are typically already aligned with the student's current line of work.

I am now a difference maker, the institution empowered and gave me tools to better understand the needs of the constituency, and the decision to be part of this course is definitely one of the highlights of my career as a public servant.

HON. FRANCISCO PAOLO P. ORTEGA V
MPM Program Class of 2014
District Representative, 1st District of La Union



How to Apply

APPLICATION SCHEDULE

15 March 2025	Start of Applications
15 May 2025	Deadline of Applications
17 May 2025	Diagnostic Exam Schedules
24 May 2025	(8-12 NN; 1-5 PM)
21 June 2025	Start of Release of Results
05 July 2025	Student Orientation
12 July 2025	Onboarding Sessions
19 July 2025	
26 July 2025	
29 July 2025	Start of Registration Period
01 August 2025	End of Registration Period
09 August 2025	Start of Classes

QUALIFICATIONS

- A Bachelor's degree
- Good academic record
- At least two (2) years of work experience related to the MPM degree

REQUIREMENTS

1. Copy of the Transcript of Records from the last School attended
2. Application Essays
3. Diagnostic Exam
4. Two References
5. ID Photo (2x2 with white background)
6. Proof of payment of the Application Fee (P3,500)

The requirements above are necessary to complete and submit your application.

The application fee is non-refundable, non-transferrable, and not a guarantee of acceptance, but is for the assessment of application and release of results.

APPLICATION PROCEDURE

1

Download MPM Application Packet.

Visit <https://ateneo.edu/asog/admissions> to access the MPM Application Packet.

2

Prepare your supporting documents.

Prepare the following in DIGITAL formats:

- Copy of the Transcript of Records from the last School you attended (Format: PDF, JPG, or PNG);
- Application essays (Format: PDF);
- Two references (Format: PDF);
- ID Photo 2x2 with white background (Format: JPG or PNG);
- Proof of payment of the Application Fee (P3,500) (Format: JPG or PNG)

3

Create an ASoG EduSuite profile online.

Proceed to <https://asog-admissions.edusuite.asia> to create a profile. Follow the instructions on the platform. Complete the application and submit.

4

Take the Diagnostic Exam on-site.

You may choose/sign up for your diagnostic exam after payment for the application fee has been received/confirmed.

Only those applicants with complete application requirements will be reviewed by the screening committee and proceed to the next step of the application process.

Applicants who have successfully passed the admission process will receive a Notice of Acceptance (NOA) through email.

For queries or concerns, please email admissions.asog@ateneo.edu or records.asog@ateneo.edu



Navigating government, bureaucracy, and complex systems can be challenging, especially if we wish to make meaningful reform. The theoretical foundations, practical lessons, and imparted values in the ASOG MPM program are designed to guide you through the process with knowledge, integrity, and clarity.

DR SARAH REEM D. HESHAM MOHAMED HAGAG

Silver Medalist, MPM Program Class of 2024
Former Municipal Health Officer (Doctor to the Barrio)
San Jose, Province of Dinagat Islands

**Lead with mind.
Serve with heart.**



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Forming Leaders. Leading Reforms.

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