SUPPLEMENTAL PAGES

to the official

LETRAN
RESEARCH MANUAL

FOR GRADUATE SCHOOL USE ONLY
EFFECTIVE AY 2016-2017
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* Found in the Graduate School Student Handbook
** Promulgated During All Research and Writing Courses
A. GUIDELINES FOR THESIS/DISSERTATION WRITING

REQUIREMENTS
1. For the Masters program, Thesis Writing is a total of 6 units, and to be taken within 2 terms. Meanwhile, Strategic Management Paper and Business Project Paper are both 3-unit course-integrated requirements for Strategic Management and Business Project Study respectively, and must be taken after the completion of the academic courses. The doctoral program Dissertation Writing course is a 12-unit course and to be taken within 3 terms. Penalty for not completing a thesis/dissertation/strategic management/business project paper within the prescribed period shall be dealt with on a case-to-case basis by the Office of the Dean or when necessary the Dean’s Council or its equivalent body.

2. A graduate researcher must be enrolled in the current trimester in Thesis Writing 1/Dissertation/Writing 1/SM/BPS to be allowed to apply for a defense. In the event that the researcher cannot comply with the requirements in Thesis Writing 1/Dissertation Writing/SM/BPS of the current term, the researcher will be given a remark of INC, which has one term period for completion.

3. After the thesis/dissertation proposal defense, the researcher should defend the final thesis/dissertation within the prescribed time.

4. Payment for thesis/dissertation proposal defense may not be carried over to another trimester if the candidate failed to defend within the term.

5. After the final thesis/dissertation defense, the graduate researcher who is unable to submit the revised thesis/dissertation paper within 30 calendar days shall be deemed to have failed the final defense and shall be required to repeat the entire thesis/dissertation cycle.

6. Only students who have successfully completed the proposal are qualified to apply for the Final Defense.

PROPOSAL DEFENSE PREPARATION
1. The following documents are to be prepared by the researcher for submission to the Graduate School Office.
   a. Copy of the paper, unbounded signed by the adviser in the title page
      a.1. Masters program - 3 copies
      a.2. Doctoral program - 4 copies

2. Scheduling of the Proposal Defense. The office will determine the date, time and place of the proposal defense and the distribution of the manuscripts to the members of the defense panel following the Graduate School Academic Calendar.

3. The Proposal Defense Panel The members of the proposal defense shall consist of masteral and doctoral degree holders:
   • Masters program – 3 Full Professors or Associate Professors
   • Doctoral program – 4 Full Professors or Associate Professors

4. The Proposal Defense Procedure
   4.1. The defense starts with a prayer led by the candidate.
   4.2. The researcher presents the proposal within 20 minutes, then the cross examination of the defense panel ensues for the next 40 minutes.
   4.3. The chair of the defense panel also serves as the timekeeper and moderator.
   4.4. After the defense, the panel members will immediately deliberate and thereafter, the chair announces the result.

5. The Proposal Defense Grade: The student is given a numerical equivalent for either a Passed or Failed mark.

RESEARCH COLLOQUIUM
1. A student with a Non-thesis Masters Degree shall be allowed to pursue the Doctoral Degree provided that he/she complies with the following requirements:
   1.1. Upon completion of 75% of the study, the researcher should present the initial findings in a public forum scheduled by the Graduate School.
   1.2. In lieu of the colloquium, a researcher may choose to present his/her paper in an international conference/forum/convention.
FINAL DEFENSE PREPARATION

1. The following documents are to be prepared by the researcher for the final defense.
   c. Payment Slip of Final Defense
   d. Folder containing researcher’s information sheet
   e. Required title page format
   f. Accomplished Adviser’s Endorsement Form
   g. Ethics Declaration
   h. Language Editor’s Certification
   i. Statistician’s and CPA’s Certification (only when applicable)
   j. Copy of the paper, unbounded signed by the adviser
      h.1. Masters program – 3 copies
      h.2. Doctoral program – 4 copies

2. Scheduling of the Final Defense
   The Graduate School will determine the date, time, and place of the final defense and the distribution of the manuscripts to the members of the defense panel following the Graduate School Academic Calendar.

3. The Final Defense Panel
   The members of the Final Defense panel shall consist of the following:
      Masters Program = 3 Associate Professors or Full Professors
      Doctoral Program = 4 Associate Professors or Full Professors

4. The Final Defense Procedure
   4.1. The defense starts with a prayer led by the candidate
   4.2. The candidate presents the research within 20 minutes, then the cross examination for 40 minutes ensues.
   4.3. The chair of the defense panel also serves as the timekeeper and moderator.
   4.4. After the defense, the members of the defense panel use the following grading system to vote on the outcome of the defense:

5. The Final Defense Grade

   NUMBER OF BALLS AND GRADE EQUIVALENT (3-Panel Members with 5 balls each) – MBA

<table>
<thead>
<tr>
<th>Number of Balls</th>
<th>Grade Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>100</td>
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<tr>
<td>14</td>
<td>97</td>
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<td>9</td>
<td>87</td>
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<tr>
<td>8</td>
<td>85</td>
</tr>
<tr>
<td>7 &amp; Below</td>
<td>84</td>
</tr>
</tbody>
</table>

   NUMBER OF BALLS AND GRADE EQUIVALENT (4-Panel Members with 5 balls each) – DBA

<table>
<thead>
<tr>
<th>Number of Balls</th>
<th>Grade Equivalent</th>
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</thead>
<tbody>
<tr>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>18-19</td>
<td>98-99</td>
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<td>16-17</td>
<td>94-96</td>
</tr>
<tr>
<td>14-15</td>
<td>90-93</td>
</tr>
<tr>
<td>12-13</td>
<td>88-89</td>
</tr>
<tr>
<td>11 &amp; Below</td>
<td>87</td>
</tr>
</tbody>
</table>

The researcher is encouraged to publish his/her paper in a national or international publication, but is required to apply for publication in the Antorcha, following its prescribed style sheet.

REJECTION OF A FINAL THESIS/DISSERTATION

The bases for rejecting a final thesis/dissertation are:
1. There is evidence of plagiarism.
2. There is evidence that the researcher did not undertake the desirable processes of scientific investigation.
REQUIREMENTS FOR NON-ALIGNED MASTERS DEGREE GRADUATE TO PURSUE A DOCTORAL DEGREE
A student with a NON-ALIGNED Masters Degree shall be allowed to pursue the Doctoral Degree provided that he/she complies with the following requirements:
1. Submission of a duly authenticated copy of a scholarly paper required for his/her Master’s Degree which shall be presented to the Dean for evaluation.
2. Upon the evaluation of the Dean, the candidate may be required to take additional course requirements or present the submitted paper to a panel created by the Graduate School.

REQUIREMENTS FOR NON-ALIGNED BACHELOR’S DEGREE TO PURSUE A MASTERS DEGREE
A student with a NON-ALIGNED Bachelors Degree shall be allowed to pursue the Masters Degree provided that he/she complies with the following requirements:
1. Submission of a duly authenticated copy of a scholarly paper required for his/her Bachelors Degree which shall be presented to the Dean for evaluation.
2. Upon the evaluation of the Dean, the candidate may be required to take additional course requirements or present the submitted paper to a panel created by the Graduate School.

GRADUATION REQUIREMENTS
Only those students who have completed all the requirements of the program will be allowed to graduate and join the graduation ceremony. Attending the graduation ceremony is mandatory.

GRADUATION HONORS
5. General Guideline for Graduation
5.1. Candidate must have finished the course according to the number of years indicated in the program of studies.
5.2. Candidate must have been enrolled for a minimum load of 6 units for every term.
5.3. Candidate must have enrolled within the required residency period.
5.4. Candidate must have not obtained a grade below 88 for Masters and 92 for Doctoral in any subject.
5.5. Candidate must have obtained a rating of 90% in the Comprehensive Examination.
5.6. Candidate must not have been subjected to any disciplinary action in and off campus of the Colegio.
6. Graduates may be awarded the following graduation honors:
   Masters/Doctoral
   6.1. SUMMA CUM LAUDE 98 - 100
   6.2. MAGNA CUM LAUDE 95 - 97
   6.3. CUM LAUDE 92 - 94

   Note: Percentage Distribution of GRADE REQUIREMENTS for Graduation Honors

   For Masters and Doctoral
   30% Oral Defense
   30% Academic Performance

OUTSTANDING PAPER AWARD
A graduate student in Thesis/Strategic Management Paper/Business Project Paper Dissertation Writing who qualifies on the following criteria shall receive the Excellence Award
1. Published a scholarly article from a thesis/dissertation in a reputable national or international refereed journal.
2. Obtained high honors in the final grade of the Oral Defense of the manuscript.
3. Strongly recommended by the LRC and approved by the Graduate School Dean’s Council or its equivalent body.

B. STANDARD FORMAT FOR GRADUATE SCHOOL THESIS WRITING
I. Preliminary Parts
   Title page
   Approval Sheet
Certificate of Originality, Certificate of Statistician/Finance Reviewer, and English Technical Editing
Acknowledgement Sheet
Abstract
Table of Contents
List of Tables
List of Figures
List of Plates
List Appendixes

II. Organization of the Report

Chapter 1 – THE PROBLEM AND ITS BACKGROUND
1. Introduction
2. Statement of the Problem
3. Hypothesis of the Study
4. Significance of the Study
5. Scope and Limitations of the Study
6. Definition of terms

INTRODUCTION
Origin of the problem/magnitude
Justification of the selection or choice of the study

STATEMENT OF THE PROBLEM
a. The problem should be stated precisely, accurately and clearly.
b. Stated in question form.
c. Composed of one main question and a series of questions.
d. The problem should be defined in terms of data that can be obtained.

HYPOTHESIS OF THE STUDY
a. Tentative theoretical scheme for the research problem.
b. The hypothesis should be stated in a testable form.
c. Null hypothesis should be stated.
d. Qualitative research does not test hypothesis.

SIGNIFICANCE OF THE STUDY
a. This should state why the problem investigated is important and what significance the results have.
b. Statement of relevance based on felt needs.
c. Potential contribution of the research to new knowledge.
d. Policy implications and other possible uses for its results.

DEFINITION OF TERMS
a. Alphabetically arranged.
b. This includes conceptual and operational definitions of important terms as used in the study.
c. This section does not appear in a qualitative research.

Chapter 2- REVIEW OF RELATED LITERATURE
1. Related Literature
2. Conceptual Framework/Theoretical Framework
3. Research Paradigm

RELATED LITERATURE
a. Purpose is to tell what research has or has not been done on the problem.
b. To explain or clarify the theoretical rationale of the problem.
c. Provides a general picture of the research topic.
d. Only studies which are related in purpose, method and findings to the current study should be
included in the review.
e. Clarify the interrelationship of the studies reviewed. Point out weaknesses and strengths of each study.

CONCEPTUAL FRAMEWORK
a. Formulate a tentative theoretical scheme for the research problem.
b. Specifies the key variables showing their inter-relationships.
c. This is not necessary for qualitative research

Chapter 3 – Research Methodology
1. Research Design
2. Locale of the Study
3. Sample and Population of the Study
4. Research Instrument
5. Data Gathering Procedure
6. Statistical Treatment

RESEARCH DESIGN
a. Cross reference
b. Either Qualitative, Quantitative or Mixed Method

SAMPLE AND POPULATION OF THE STUDY
Describe the sample profile, sample size and sampling procedure

RESEARCH INSTRUMENT
a. A description of the adoption, construction and administration of the instrument.
b. Instruments should include tests, questionnaire, interview guidelines and or schedules.

DATA GATHERING PROCEDURES
a. Should be explained in complete details. Techniques, devices and procedures followed should be described.
b. In experimental research, this include instruction given to participants, the formulation of groups, experimental manipulations and control features in the design

STATISTICAL TREATMENT
This includes the statistical tools used for the analysis and interpretation of data.

Chapter 4 - Presentation, Analysis and Interpretation of Data
a. Summarizes the collected data and presents the results of the data analysis.
b. Presented in a straight forward and unbiased way.
c. Presentation must be geared to the research questions and the research hypothesis.
d. The textual presentation should supplement or expand the contents of tables and charts. Do not expect the tables and figures to do the entire communication.
e. The analyses of data should be objective and logical. Make a careful distinction between fact and opinion. Facts, instead of opinions, should prevail.

Chapter 5 – Summary, Conclusions and Recommendations
a. Contains an overview of the research.
b. Briefly recapitulate the entire content of the paper.
c. Summarizes the most important findings and the implications and conclusions that can be derived in a concise manner.
d. Provides essential grasp of what was done and what was found.
e. The wording of the summary and the abstract shall not be the same. The summary is longer than the abstract.
f. The conclusion provides the “So What” of the findings.
g. The recommendations are practical suggestions for the implementation of the findings or the purposed direction of further and future research.
III. FORM AND STYLE

A. SPACING
a. Double Space throughout the paper, in between paragraph triple spaces
b. Double space between entries in the Bibliography section and single space within entries.
c. Spacing between subsections or subheadings within a chapter shall be triple spaced for added clarity.
d. Single Space in the list of Tables, Figures and Appendixes.
e. Single Space entry in Table Heading.

B. MARGIN
Use a 1.5 inch margin for the left size, 1 inch for all other sides of the paper.

C. JUSTIFICATION
Left justify throughout the paper.

D. INDENTATION
Paragraph indentation should be 5-7 spaces or the normal tab default.

E. FONT
a. Use ‘12 size font throughout the paper, including entries in tables, b. Use Book old man Style

F. PAGINATION
a. All page numbers are placed at the upper right hand corner of each page.
b. The first page of a new chapter is not numbered but is still counted.
c. Lower case roman numeral s are used for the preliminary parts.

G. HEADING & SUBHEADINGS
Chapter titles shall be boldface, uppercase and centered on top of the page.

IV. APA CITATION STYLE

APA citation style refers to the rules and conventions established by the American Psychological Association for documenting sources used in a research paper. APA style requires both in-text citations and a reference list. For every in-text citation there should be a full citation in the reference list and vice versa.
The examples of APA styles and formats listed on this page include many of the most common types of sources used in academic research. For additional examples and more detailed information about APA citation style, refer to the Publication Manual of the American Psychological Association and the APA Style Guide to Electronic References.
Also, for automatic generation of citations in appropriate citation style, use a bibliographic citation management program (Ex. EndNote).

A. Reference Citations in Text
In APA style, in-text citations are placed within sentences and paragraphs so that it is clear what information is being quoted or paraphrased and whose information is being cited.
Examples:

Works by a single author
The last name of the author and the year of publication are inserted in the text at the appropriate point.

from theory on bounded rationality (Simon, 1945)

If the name of the author or the date appear as part of the narrative, cite only missing information in parentheses.

Simon (1945) posited that
Works by multiple authors
When a work has two authors, always cite both names every time the reference occurs in the text. In parenthetical material join the names with an ampersand (&).

as has been shown (Leiter & Maslach, 1998)

In the narrative text, join the names with the word “and.”

as Leiter and Maslach (1998) demonstrated

When a work has three, four, or five authors, cite all authors the first time the reference occurs.

Kahneman, Knetsch, and Thaler (1991) found

In all subsequent citations per paragraph, include only the surname of the first author followed by “et al.” (Latin for “and others”) and the year of publication.

Kahneman et al. (1991) found

Works by associations, corporations, government agencies, etc.
The names of groups that serve as authors (corporate authors) are usually written out each time they appear in a text reference.

(National Institute of Mental Health [NIMH], 2007)

When appropriate, the names of some corporate authors are spelled out in the first reference and abbreviated in all subsequent citations. The general rule for abbreviating in this manner is to supply enough information in the text citation for a reader to locate its source in the Reference List without difficulty.

(NIMH, 2007)

Works with no author
When a work has no author, use the first two or three words of the work’s title (omitting any initial articles) as your text reference, capitalizing each word. Place the title in quotation marks if it refers to an article, chapter of a book, or Web page. Italicize the title if it refers to a book, periodical, brochure, or report.

on climate change (“Climate and Weather,” 1997)


Anonymous authors should be listed as such followed by a comma and the date.

on climate change (Anonymous, 2008)

Specific parts of a source
To cite a specific part of a source (always necessary for quotations), include the page, chapter, etc. (with appropriate abbreviations) in the in-text citation.

(Stigter & Das, 1981, p. 96)

De Waal (1996) overstated the case when he asserted that “we seem to be reaching ... from the hands of philosophers” (p. 218).
If page numbers are not included in electronic sources (such as Web-based journals), provide the paragraph number preceded by the abbreviation “para.” or the heading and following paragraph.

(Mönnich & Spiering, 2008, para. 9)

B. Reference List

References cited in the text of a research paper must appear in a Reference List or bibliography. This list provides the information necessary to identify and retrieve each source.

Order: Entries should be arranged in alphabetical order by authors’ last names. Sources without authors are arranged alphabetically by title within the same list.

Authors: Write out the last name and initials for all authors of a particular work. Use an ampersand (&) instead of the word “and” when listing multiple authors of a single work. e.g. Smith, J. D., & Jones, M.

Titles: Capitalize only the first word of a title or subtitle, and any proper names that are part of a title.

Pagination: Use the abbreviation p. or pp. to designate page numbers of articles from periodicals that do not use volume numbers, especially newspapers. These abbreviations are also used to designate pages in encyclopedia articles and chapters from edited books.

Indentation*: The first line of the entry is flush with the left margin, and all subsequent lines are indented (5 to 7 spaces) to form a “hanging indent”.

Underlining vs. Italics*: It is appropriate to use italics instead of underlining for titles of books and journals. Two additional pieces of information should be included for works accessed online.

Internet Address**: A stable Internet address should be included and should direct the reader as close as possible to the actual work. If the work has a digital object identifier (DOI), use this. If there is no DOI or similar handle, use a stable URL. If the URL is not stable, as is often the case with online newspapers and some subscription-based databases, use the home page of the site you retrieved the work from.

Date: If the work is a finalized version published and dated, as in the case of a journal article, the date within the main body of the citation is enough. However, if the work is not dated and/or is subject to change, as in the case of an online encyclopedia article, include the date that you retrieved the information.

* The APA has special formatting standards for the use of indentation and italics in manuscripts or papers that will be typeset or submitted for official publication. For more detailed information on these publication standards, refer to the Publication Manual of the American Psychological Association, or consult with your instructors or editors to determine their style preferences.

** See the APA Style Guide to Electronic References for information on how to format URLs that take up more than one line.

Examples:

Articles in journals, magazines, and newspapers

References to periodical articles must include the following elements: author(s), date of publication, article title, journal title, volume number, issue number (if applicable), and page numbers.

a. Journal article, one author, accessed online

b. Journal article, two authors, accessed online

c. Journal article, more than two authors, accessed online

d. Article from an Internet-only journal

e. Journal article from a subscription database (no DOI)

f. Magazine article, in print

g. Newspaper article, no author, in print

h. Newspaper article, multiple authors, discontinuous pages, in print

i. Books
References to an entire book must include the following elements: author(s) or editor(s), date of publication, title, place of publication, and the name of the publisher.

j. No Author or editor, in print

k. One author, in print

l. Two authors, in print

m. Corporate author, author as publisher, accessed online

n. Edited book

o. Dissertations
References for dissertations should include the following elements: author, date of publication, title, and institution (if you accessed the manuscript copy from the university
collections). If there is a UMI number or a database accession number, include it at the end of the citation.

p. Dissertation, accessed online

q. Essays or chapters in edited books
References to an essay or chapter in an edited book must include the following elements: essay or chapter authors, date of publication, essay or chapter title, book editor(s), book title, essay or chapter page numbers, place of publication, and the name of the publisher.

r. One author

s. Two editors

t. Encyclopedias or dictionaries and entries in an encyclopedia
References for encyclopedias must include the following elements: author(s) or editor(s), date of publication, title, place of publication, and the name of the publisher. For sources accessed online, include the retrieval date as the entry may be edited over time.

u. Encyclopedia set or dictionary

v. Article from an online encyclopedia

w. Encyclopedia article

x. Research reports and papers
References to a report must include the following elements: author(s), date of publication, title, place of publication, and name of publisher. If the issuing organization assigned a number (e.g., report number, contract number, or monograph number) to the report, give that number in parentheses immediately after the title. If it was accessed online, include the URL.

y. Government report, accessed online
Government reports, GPO publisher, accessed online

z. Technical and/or research reports, accessed online

aa. Document available on university program or department site

bb. Audio-visual media
References to audio-visual media must include the following elements: name and function of the primary contributors (e.g., producer, director), date, title, the medium in brackets, location or place of production, and name of the distributor. If the medium is indicated as part of the retrieval ID, brackets are not needed.

c. Videocassette/DVD

d. Audio recording

e. Motion picture

ff. Television broadcast

gg. Television show from a series

hh. Music recording

ii. Undated Web site content, blogs, and data
For content that does not easily fit into categories such as journal papers, books, and reports, keep in mind the goal of a citation is to give the reader a clear path to the source material. For electronic and online materials, include stable URL or database name. Include the author, title, and date published when available. For undated materials, include the date the resource was accessed.

jj. Blog entry
kk. Professional Web site

ll. Data set from a database

mm. Entire Web site
When citing an entire Web site (and not a specific document on that site), no Reference List entry is required if the address for the site is cited in the text of your paper.
Witchcraft In Europe and America is a site that presents the full text of many essential works in the literature of witchcraft and demonology (http://www.witchcraft.psmedia.com/).

Notes: For more detailed information on APA citation style such as information on articles in press, journal special issues and supplements, translations, et cetera, see the Publication Manual of the American Psychological Association and the APA Style Guide to Electronic References.

References:
1. American Psychological Association’s Web site
2. Purdue University Online Writing Lab’s APA Formatting and Style Guide
3. Diana Hacker’s Research and Documentation Online
4. Landmark’s Son of Citation Machine

C. RECOMMENDED SCHEDULE OF A THESIS/DISSERTATION WRITING COURSE

<table>
<thead>
<tr>
<th>First Meeting</th>
<th>Orientation</th>
<th>MBA</th>
<th>Orientation</th>
<th>DBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>5th to 8th Week</td>
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<td>-</td>
</tr>
<tr>
<td>9th to 13th Week</td>
<td>12th Week – Last day for any Proposal Defense. Submission of Proposal is 2 weeks before Oral Defense (Proposal Defense). \n13th Week – Last day of submission of modified Research Proposal</td>
<td>12th Week – Last day for any Proposal Defense. Submission of Proposal is 2 weeks before Oral Defense (Proposal Defense). \n13th Week – Last day of submission of modified Research Proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14th Week</td>
<td>Deliberation and Decision for Thesis 2 fitness of a research proposal, as: \n1. Matriculation of one term to enhance proposal or change a topic and subsequent Pre-Oral Defense (Proposal Defense) on a new topic \n2. Enrollment in Thesis 2</td>
<td>Deliberation and Decision for Dissertation 2 (Colloquium) fitness of a research proposal, as: \n3. Matriculation of one term to enhance proposal or change a topic and subsequent Pre-Oral Defense (Proposal Defense) on a new topic \n4. Enrollment in Dissertation 2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
D. FORMS

D.1. SAMPLE PAGE/SHEET
D.2. SAMPLE TITLE PAGE

INTERPERSONAL RELATIONSHIPS: ITS IMPLICATIONS TO ORGANIZATIONAL COMMITMENT IN SELECTED HIGHER EDUCATION INSTITUTIONS (HEIs)

A Dissertation Presented to the Faculty of the Graduate School of Colegio De San Juan De Letran Intramuros, Manila

In Partial Fulfillment of the Requirements for the Degree of Doctor of Business Administration

RAMON M. MARTICIO
January 2015
In partial fulfillment of the requirements for the DOCTOR OF BUSINESS ADMINISTRATION, this dissertation entitled “TITLE” prepared and submitted by Name is hereby recommended for admission to the Oral Examination.

ADVISER’S NAME
Adviser

the grade of PASSED

THE EXAMINING TRIBUNAL

PANELIST’S NAME
Chairman

PANELIST’S NAME
Member

PANELIST’S NAME
Member

PANELIST’S NAME
Member

the degree of DOCTOR OF BUSINESS ADMINISTRATION.

EUNICE MARETH Q. AREOLA, PhD HSG
Dean
D.4. SAMPLE CERTIFICATE OF ENGLISH EDITING

CERTIFICATE OF ENGLISH EDITING

This is to certify that I have edited this Dissertation entitled:

"TITLE TITLE TITLE"

prepared by Name Name

and have found it thorough and acceptable with respect to grammar and composition.

English Editor’s Name

Affiliation / Contact Number
D.5. SAMPLE CERTIFICATE OF THE STATISTICIAN

CERTIFICATE OF THE STATISTICIAN

This is to certify that I have assisted this Dissertation entitled:

“__________________________________________
__________________________________________
__________________________________________”

prepared by __________________________

and has provided the statistical treatment and data analysis.

Prof. __________________________

Affiliation / Contact Number
D.6. SAMPLE CERTIFICATE OF ORIGINALITY

CERTIFICATE OF ORIGINALITY

declare that this dissertation entitled

"___________________________________________________________________________"

conceptual design.

published nor written by another except where due acknowledgement is made.

__________________________
(Candidate)

__________________________
(Date)

Concurred by:

__________________________
(Adviser)

__________________________
(Date)

experts) MUST carry this documentation.
D.7. SAMPLE CERTIFICATE OF THE CPA

CERTIFICATE OF THE
CERTIFIED PUBLIC ACCOUNTANT

This is to certify that I have edited this Strategic Management Paper entitled:

________________________________________________________
________________________________________________________
________________________________________________________

prepared by ____________________________

and has checked the financial analysis statement.

Prof. __________________________

Affiliation/Contact Number
D.8. ADVISER ENDORSEMENT FORM

Form SR08

ADVISER ENDORSEMENT FORM

Student Researcher: ___________________________ Date: ___________________________

Title of Thesis:

__________________________________________

To be completed by the adviser

Dear ___________________________,

Program Chairperson

I have reviewed and fully endorse the proposal manuscript attached herewith for evaluation. We look forward to a robust and thorough review of this manuscript and welcome the necessary changes, if any, to execute the study.

Thank you.

Research Adviser ___________________________ Date ___________________________

Signature over printed name
D.9. STATUTORY DECLARATION

Statutory Declaration

Hereby I declare

- that I wrote this dissertation without any illicit assistance and without using any other aids than stated and that this dissertation was neither presented in equal nor in similar form at any other university;

- that I cited all references that were used respecting current academic rules.

Place and date of issue:  Signature:
D.10. FINAL FORMAT OF THESIS/DISSERTATION

FORMAT FOR THE FINAL FORM OF THE THESIS/DISSERTATION

Title Page
Endorsement of the Thesis/Dissertation Adviser
Certification of Originality
Certificate of English Editing
Certification of the Statistician
Acknowledgement (if any)
Abstract
Table of Contents
List of Tables
List of Figures
List of Appendices

CHAPTER I - PROBLEM RATIONALE
Introduction / background of the Study
Significance of the Study
Impediments of the Study/Scope and Delimitation of the Study

CHAPTER II - RESEARCH QUESTIONS
Introduction of the chapter (one paragraph – citing the contents of the chapter)
Review of Related Literature (place subheadings of the related topics)
Synthesis of the Literature
Theoretical Framework
Research Questions/Statement of the Problem
Hypothesis (if any)
Conceptual Framework/Research Simulacrum

CHAPTER III - RESEARCH METHODS
Introduction of the chapter (one paragraph – citing the contents of the chapter)
Research Design
Subjects and Study Sites
Research Instruments/Data Measure
Data Gathering Procedure
Ethical Considerations
Statistical Treatment/Data Analysis
CHAPTER IV - RESULTS AND DISCUSSIONS
Introduction of the chapter (one paragraph – citing the contents of the chapter)

CHAPTER V - SUMMARY, CONCLUSIONS AND DIRECTIONS FOR FUTURE RESEARCH
Introduction of the chapter (one paragraph – citing the contents of the chapter)

REFERENCES

APPENDICES
Definition of Terms
Timetable of the Research
Budgetary Requirements

CURRICULUM VITAE (Short with recent picture of the candidate)
D.11. FINAL FORMAT OF STRATEGIC MANAGEMENT PAPER

Strategic Management Paper Format (MBA Standard)

Title Page (use the prescribed template)
Approval Sheet
Certificate of Originality
Language Editor’s Certification
Certification from the CPA

Table of Contents
Acknowledgement
Executive Summary

I. Introduction
1. History, Ownership, Management, Culture, Organizational Structure
2. Nature of Business/Product/Services
3. Current revenue, size and profit
4. Market served
5. Number of employees
6. Other relevant basic information

II. Research Design and Methodology
1. Data and information sources
2. Manner of obtaining information and methodologies used
3. Major Assumptions

III. Comparing Mission and Vision
State the current Mission & Vision
Comment and evaluate Mission & Vision
Recommend changes if needed
Recommendation on how the Mission & Vision will be communicated to all stakeholders

IV. External Analysis
A. General Statement
Note: Discuss the following areas focusing only on factors that will have significant impact on your business.
1. Political & Governmental Focus
2. Economic Focus
3. Social, Cultural & Demographic Focus
4. Technological Focus
5. Environmental Focus
6. Legal Focus

Note: Translate the above in terms of what it means for your business, identifying opportunities that may affect the following:
Market Demand and Opportunities
Types of products and services offered
Integrity of Competition

Note: Based on the preceding analysis, analyze your industry using the Porter’s Framework; state your conclusion for each force.

- Do a competitor analysis using CPM and explain the ratings. Identify your major competitors and provide relevant information for each as to revenue, size, Financial benefits, market share, strategies, etc. If there are too many competitors, choose only 2-3 major competitors and explain why you chose to focus on these competitors only.

C. Summary and Conclusion
Note: Use EFE

V. Company Analysis (Note: Use IFE and David’s Functional Audit)
A. Human Resources Area
B. Marketing Area (Mix, Customers, Target Market)
C. Production and Operations Area
D. Financial Performance

Note: Review company’s performance on key indicators: Revenue/Sales in past 5 years; Company’s growth vs. industry growth or vis-à-vis other players Profitability

VI. Strategy Formulation
Note: Use the different strategy formulation tools: SWOT, SPACE, IE, GE/McKinsey, GRAND and QSPM. Explain the results of your analysis.

VII. Objectives, Strategies, Recommendations and Action Plans
A. Strategies and Financial Objectives
B. Recommended Business Strategies
C. Recommended Organizational Strategies
D. The Strategy Map
E. Financial Projections and Overall Evaluation of the Strategies
F. Departmental Programs

VIII. Strategy Evaluation Monitoring and Control
Supplier and Distribution
Costs of Doing Business
Other aspects of the Business

B. Industry and Competitor Analysis

B.1 Industry Analysis
1. Market size and/or growth rate and stage in the growth cycle.
2. Market Share Analysis
3. Market Mix
4. Buyer/Customer Profile
5. Factors affecting the cost of Doing Business
6. Operation/Production Aspects
7. Technology Developments
8. Industry Financial Analysis (growth, profitability, liquidity, leverage and efficiency)
9. Problems in the Industry
10. Critical Success Factors

B.2 Porter's Five Forces Framework of Competitive Analysis

Note: Prepare an appropriate Balanced Score Card

IX. Concluding Remarks

Appendices
Note: All financial statements must be included here.

Ethical Declaration
References
Curriculum Vitae

Important: Acknowledge and cite your references/data sources. Proper footnoting should be followed.


*final paper format
D.12. FINAL FORMAT OF BUSINESS PROJECT PAPER

Business Project Paper Format (MBA SMP)

Title Page (use the prescribed template)
Year 1
Year 2
Year 3
Approval Sheet
Language Editor's Certification
b. Founder and Management Team
c. Recruitment Plan
Table of Contents
1. Goals
Acknowledgement
2. Structure
Executive Summary
3. Type of Recruitment
I. Introduction
4. Recruitment Process
a. Vision
- Selection
b. Mission
- Orientation
c. Business name and location
- Training
d. Background of the Business
- Compensation and Remuneration

Recruitment Process
- Marketing
- Performance Evaluation
- Operations
- Company Policies
- Human Resources
a. Dress Code
- Finance
b. Leaves
c. Overtime
d. Equal Employment Opportunity

II. External Assessment
- Clause
da. Political
d. 8 R’s Component
b. Economic
1. Reviewing

c. Social
2. Rewarding

d. Technological
3. Retooling

e. Environmental/Ecological
4. Recycling
f. Legal
5. Resounding

g. Political/Economic
6. Retaining

II. Industry Analysis
7. Routing
a. Industry Size
8. Recruiting
b. Growth Rate
IX. Financial Plan

Porter’s Analysis (whichever applies)
1. Assumptions
1. Threat of Substitution
b. Income Statement and SOE (Year 1,
2. Bargaining Power of Suppliers
Year 2, Year 3)
3. Competitive Rivalry
c. Projected Balance Sheet (Year 1, Year 2,
4. Rivalry among Existing Competitors
Year 3)
d. Key Success Factors
d. Statement of Cash Flows (Year 1, Year
3. Bargaining Power of Buyers
2, Year 3)
e. Market Analysis
c. Financial Ratios (Year 1, Year 2, Year 3)
f. Area Analysis
f. Break-even Analysis (Year 1, Year 2,
f. SWOT Analysis
Year 3)
IV. Internal Assessment
I. Marketing Plan
X. Sustainability Plan
a. Marketing Objectives (4 or 7 Ps)
a. Assumptions
b. Packaging
b. Income Statement and SOE (Year 1,
c. Positioning
Year 2, Year 3)

d. People
VII. Operational Plan
   a. Product Description
   b. Production Process
      1. Process Flow
      2. Supply Chain
      3. Quality Control
      4. Inventory
      5. Inventory Control
   c. Manpower/Labor
      - Salary Structure
   d. Project Site
   e. Project Lay-out (Floor Plan)
   f. Machinery and Equipment
   g. Suppliers
VII. Human Resource Plan
   a. Organizational Chart

- Vision (3 years after)
- Mission (3 years after)
- Objectives (3 years after)
- Strategies
- Specific Plan of Action

Appendix
Survey Results
Sample Questionnaire

References
Ethics Declaration
Curriculum Vitae

Source: Kaufmann Foundation, USA

/Ag.Disformat-nbntxnp2015
D.13. THESIS/DISSERTATION RUBRIC FOR WRITTEN WORK (PROPOSAL)

The following criteria serve to provide an evaluation of the student’s Thesis Proposal.

1. Is the research question focused and researchable?
2. Is the literature review relevant and comprehensive?
3. Are the design and methods appropriate and clearly articulated?
4. Are the sampling strategies and other sources of information well thought-out and appropriate (the term “sampling” should be broadened to include sources of information in human, animal, and other biological systems)?
5. Are the information-collecting strategies clearly stated, including psychometric properties when appropriate?
6. Are the planned analyses of the collected information clearly outlined and appropriate?

**Instructions for scoring:** Use the check box for detailed feedback, then make global judgments for each criterion rating and overall assessment.

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<th>Criteria</th>
<th>Current expectation</th>
<th>Minimum expectation</th>
<th>Does not exist</th>
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<td>Overall judgment</td>
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### D.14. Thesis Rubric for Oral Presentation

**Graduate School**

**Masters in Business Administration**

(Defense for Oral Presentation)

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<th>APPRENTICE (2)</th>
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<td>INTRODUCTION OF EMPIRICAL MEASURES</td>
<td>The author fully understands how and has applied concepts learned in the course. Concepts are integrated into the writer's own insights. The writer provides some empirical data to support the hypothesis stated in the introduction. The hypothesis is clearly explained and supported by the empirical evidence. The paper demonstrates that the author has fully understood and applied concepts learned in the course.</td>
<td>The author understands the topic is clearly explained, and the introduction is presented clearly and concisely.</td>
<td>The main points of the paper are clearly understood and presented with ease.</td>
<td>The paper does not demonstrate that the author has fully understood and applied concepts learned in the course.</td>
</tr>
<tr>
<td>UNDERSTANDINGS OF Topic</td>
<td>The topic is clearly understood, the topic is in-depth, and information is presented clearly and concisely.</td>
<td>The topic is clearly understood, the topic is in-depth, and information is presented clearly and concisely.</td>
<td>The topic is clearly understood, the topic is in-depth, and information is presented clearly and concisely.</td>
<td>The topic is clearly understood, the topic is in-depth, and information is presented clearly and concisely.</td>
</tr>
<tr>
<td>DEPTH OF DISCUSSION</td>
<td>Depth of discussion &amp; elaboration in all sections of the paper.</td>
<td>Depth of discussion &amp; elaboration in all sections of the paper.</td>
<td>Depth of discussion &amp; elaboration in all sections of the paper.</td>
<td>Depth of discussion &amp; elaboration in all sections of the paper.</td>
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<td>CONSISTENCY</td>
<td>Use together information from all sources. Paper flows from one area to the next. Argument is coherent. Author's writing demonstrates an understanding of the relationship among materials obtained from all sources.</td>
<td>Use together information from all sources. Paper flows from one area to the next. Argument is coherent. Author's writing demonstrates an understanding of the relationship among materials obtained from all sources.</td>
<td>Use together information from all sources. Paper flows from one area to the next. Argument is coherent. Author's writing demonstrates an understanding of the relationship among materials obtained from all sources.</td>
<td>Use together information from all sources. Paper flows from one area to the next. Argument is coherent. Author's writing demonstrates an understanding of the relationship among materials obtained from all sources.</td>
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<td>PRESENTATION STYLE</td>
<td>Consistently used gestures, eye contact, tone of voice, and level of enthusiasm to keep the audience at attention.</td>
<td>Consistently used gestures, eye contact, tone of voice, and level of enthusiasm to keep the audience at attention.</td>
<td>Consistently used gestures, eye contact, tone of voice, and level of enthusiasm to keep the audience at attention.</td>
<td>Consistently used gestures, eye contact, tone of voice, and level of enthusiasm to keep the audience at attention.</td>
</tr>
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<td>RESEARCH</td>
<td>All information presented in the defense was clear, accurate, and thorough.</td>
<td>All information presented in the defense was clear, accurate, and thorough.</td>
<td>All information presented in the defense was clear, accurate, and thorough.</td>
<td>All information presented in the defense was clear, accurate, and thorough.</td>
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<td>USE OF SOURCES</td>
<td>Every major point was well supported with several relevant examples and statistics for each.</td>
<td>Every major point was well supported with several relevant examples and statistics for each.</td>
<td>Every major point was well supported with several relevant examples and statistics for each.</td>
<td>Every major point was well supported with several relevant examples and statistics for each.</td>
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<td>STYLE AND VOICE</td>
<td>Style and voice appropriate to the audience and purpose.</td>
<td>Style and voice appropriate to the audience and purpose.</td>
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Name of Candidate: ____________________________
Title of Paper: ____________________________
Advisor: ____________________________
Panel: ____________________________
Date: ____________________________
**D.15. DISSERTATION RUBRIC FOR ORAL PRESENTATION**

**Doctor of Business Administration**  
(Rubric for Oral Presentation)

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<th>EXPERT (5)</th>
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<td><strong>INTEGRATION OF KNOWLEDGE</strong></td>
<td>The paper demonstrates the author has fully understood and has applied concepts learned in the course. The paper demonstrates the author has applied concepts learned in the course.</td>
<td>The paper demonstrates that the author has applied concepts learned in the course.</td>
<td>The paper demonstrates that the author has applied concepts learned in the course.</td>
<td>The paper demonstrates that the author has applied concepts learned in the course.</td>
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<tr>
<td><strong>UNDERSTANDING OF TOPIC</strong></td>
<td>The topic is clearly understood, presented in-depth, and information is organized logically. The topic is clearly understood, presented in-depth, and information is organized logically.</td>
<td>The topic is clearly understood, presented in-depth, and information is organized logically.</td>
<td>The topic is not clearly understood, presented superficially, and information is not organized logically.</td>
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<tr>
<td><strong>DEPTH OF DISCUSSION</strong></td>
<td>In-depth discussion and elaboration in all sections of the paper. The writer has omitted pertinent content or concepts as needed.</td>
<td>In-depth discussion and elaboration in most sections of the paper. The writer has omitted pertinent content or concepts as needed.</td>
<td>Little discussion in one or more of the sections. The writer has omitted pertinent content or concepts as needed.</td>
<td>Little discussion in all sections. The writer has omitted pertinent content or concepts as needed.</td>
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<td><strong>COHERENCE</strong></td>
<td>The writing is coherent, well-organized, and logical. The writing is logical.</td>
<td>The writing is logical.</td>
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<td><strong>PRESENTATION STYLE</strong></td>
<td>The presentation is clear, concise, and engaging. The presentation is clear, concise, and engaging.</td>
<td>The presentation is clear, concise, and engaging.</td>
<td>The presentation is not clear, concise, and engaging.</td>
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<td><strong>INFORMATION</strong></td>
<td>All information presented in the debate was clear and thorough. The information presented in the debate was clear and thorough.</td>
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<td><strong>US OF FACTS/STATISTICS</strong></td>
<td>Every major point was well-supported with relevant facts, statistics, or examples. The use of facts/statistics was adequate.</td>
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<td><strong>DRAWN/conclusions/MECHANICS</strong></td>
<td>The conclusion is well-written and concise. Nouns, verbs, and pronouns are used appropriately.</td>
<td>The conclusion is well-written and concise. Nouns, verbs, and pronouns are used appropriately.</td>
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<td><strong>CONCLUSION</strong></td>
<td>The conclusion is well-written, summarizes the main points, and offers new ideas. The conclusion is well-written, summarizes the main points, and offers new ideas.</td>
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**TOTAL SCORE**

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Name of Candidate:  
Title of Paper:  
Advisor:  
Panel:  
Date:  
Score:  

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33
## Final Thesis Rubric MBA

### Masters in Business Administration

(Rubric for Final Thesis)

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| Name of Candidate | | | | | | | | |
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| Adviser | | | | | | | | |
| Panel | | | | | | | | |
| Date | | | | | | | | |
### D.17. FINAL DISSERTATION RUBRIC (DBA)

**Doctor of Business Administration**  
(Rubric for Final Thesis)

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## Supplemental Pages to the Official Letran Research Manual (Graduate School Use Only)

### Colegio de San Juan de Letran

**GRADUATE SCHOOL**

### D.18. STRATEGIC MANAGEMENT PAPER RUBRIC (WRITTEN & ORAL)

#### STRATEGIC MANAGEMENT PAPER

<table>
<thead>
<tr>
<th>TITLE OF PAPER:</th>
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<td>ADVISER:</td>
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<td>NAME OF PROPONET:</td>
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<td>NAME OF PANEL MEMBER:</td>
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**Written Report Rubric**

| A. Writing Skills / Composition and Format | 4 | 3 | 2 | 1
|-------------------------------------------|---|---|---|---
| Structured flow and format               |   |   |   |   |
| Correct spelling and grammar             |   |   |   |   |
| Proper referencing                       |   |   |   |   |
| General academic acceptability           |   |   |   |   |
| Structured explanation and argument      |   |   |   |   |
| Structured presentation                  |   |   |   |   |

**Technical Correctness**

| 1 | Quality of research data |
| 2 | Relevance of research data |
| 3 | Completeness of research data |
| 4 | Timeliness of research data |

**Logical Evaluation of Data**

| 1 | Clarity of interpretation of data |
| 2 | Synthesised analysis of data |
| 3 | Independent opinion of data |
| 4 | Well thought out analysis of the entire paper |

**TOTAL**

Score \( \times 43/58 = 69\% \)

**Oral Presentation Rubric**

<table>
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<th>4</th>
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<td>2</td>
<td>Fair</td>
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<td>Poor</td>
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### Oral Presentation

| 1 | Coordination of response |
| 2 | Clarity of presentation |
| 3 | Prompt & Composure |
| 4 | Ethusiaism |

### Intellectual Ability

| 1 | Logical answers to questions |
| 2 | Independent thought |
| 3 | Independent Reason |
| 4 | Independent Opinion |
| 5 | Synthesised understanding of the paper |
| 6 | General understanding of the paper |

**TOTAL**

Score \( \times 43/45 = 69\% \)
**BUSINESS PROJECT STUDY**

**TITLE OF PAPER:**

**ADVISER:**

**NAME OF PROPOSENT:**

**NAME OF PANEL MEMBER:**

### (Written Report Rubric)

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### (Oral Presentation Rubric)

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<td>6. General understanding of the paper</td>
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**TOTAL**

Score x 4/0.6 + 60 = %
E. GUIDELINES & PROCEDURES IN THE PREPARATION AND DEFENSE OF THESIS/DISSERTATION/STRATEGIC MANAGEMENT PAPER/BUSINESS PROJECT STUDY ADVISING, PROPOSAL AND DEFENSE

I. Thesis/dissertation advising

Advisee
An active advisee is a student who:
1. Is enrolled in Seminar in thesis writing (TW1 OR TW2), Dissertation Writing (DW1, DW2 or DW3), Strategic Management and Business Project Study.
2. Shows evidence of progress in required courses leading to research.

Adviser
1. Comes from the major area;
2. Dissertation adviser must be a Doctoral Degree holder while Thesis Adviser must be at least be a Master’s Degree holder;
3. He/she must have the expertise in the research area (as evidenced by his/her own research program or that of his/her previous advisees).

Roles of the Adviser:
1. To guide the advisee in conceptualizing and designing the research;
2. To refer the advisee to or suggest experts whom/whose work the advisee might consult;
3. To suggest to the advisee available literature on the research topic;
4. To review the logic and coherence of the research report/interpretation of results as well as its relevance to the conceptualization of the research problem;
5. To ensure that the recommendation given during the Proposal and Final Defense are implemented by the advisee;
6. To remind/guide the advisee about the procedures and deadlines;
7. To ensure that the thesis/dissertation is ready for evaluation by the panel;
8. To inform the program chair of any advisee who has been inactive for two years; and
9. To ascertain that the thesis/dissertation meets the standards of excellence.

II. Roles of the Panel
1. To raise questions which assess the student’s research competence and depth of the knowledge;
2. To suggest ways of improving the thesis/dissertation; and
3. To determine the rating of the researcher.

a. Selection and Appointment of Panel Members
1. Total membership of Defense Panel:
   a. Minimum of Four (4) for dissertation
   b. Minimum of Three (3) for thesis
   *Including technical editor, statistician, finance consultant (CPA) as applicable.

b. Composition of the Defense Panel:
1. Chair, expertise in the research area.
2. One member should represent from the discipline.
3. One member of the panel should be a statistician.
4. All panel members should be doctoral, at least, master’s degree holders.
5. The panel members shall be appointed by the dean upon recommendation of the adviser.

III. Research Proposal Presentation
The research proposal is presented and defended before the thesis/dissertation panel. The master’s/doctoral candidate is given two calendar years and doctoral candidate four calendar years within which to finish his/her thesis/dissertation.
a. Thesis/Dissertation Panel
   a. The oral defense is scheduled on or before the deadline set by the graduate school as soon as the adviser officially certify that the thesis/dissertation is ready.
   b. Each member of the panel shall be provided with a copy of the thesis/dissertation one week before the scheduled defense.
   c. Provisions should be made for complete and accurate documentation of the proceedings of the defense, the summary of which is read to the panel.
   d. The summary of revisions agreed upon by the panel should be attached to the approval sheet.
   e. Approval by at least 75% of the panel members is required for passing the oral defense.
   f. The oral defense should be announced and held in the defense room of the Graduate School. It is open to the public.
   g. A student who fails the first defense shall be given another chance to defend his/her thesis/dissertation. Failure to pass the second defense shall result in the disqualification of the student from the degree program.

IV. Change of adviser
   a. If for some justifiable reason the adviser cannot continue serving as such he/she should inform the program chair in writing stating the progress and development of the thesis work made by the advisee. Upon the request of the student endorsed by the program chair, the dean shall appoint a new adviser.
   b. The student can formally request the dean for a change of adviser in cases where he/she and his/her adviser cannot work harmoniously.