مبادرات محمد بن راشد آل مكتوم العالمية
Mohammed Bin Rashid
Al Maktoum Global Initiatives

كليـــة محمـــد بن راشـــد
للإدارة الحكـــومـــيـــة
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

MASTER OF PUBLIC ADMINISTRATION

Creating Sustainable Public Value for Society

PRME
an initiative of the
United Nations Global Compact

MPA

MASTER OF PUBLIC ADMINISTRATION

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ABOUT US

The Mohammed Bin Rashid School of Government (MBRSG) was launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, as the first research and teaching institution focusing on governance and public policy in the Arab world. MBRSG empowers future leaders through an integrated system offering academic and training programs, as well as evidence based policy analysis and research. The programs are founded on global best practices, initially developed in collaboration with the Kennedy School at Harvard University. It is considered a unique model for academic institutions in that it focuses on the applied aspects of governance. MBRSG also collaborates with several government and private institutions both regionally and internationally building on a foundation of scientific thought inspired by the reality of Arab public administration with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the world.

PROGRAM INFORMATION OVERVIEW

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When you create leaders, you create a future. A real leader is one who builds up other leaders, and a real organization is one that produces leaders

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice-President and Prime Minister of the UAE and Ruler of Dubai

The Master of Public Administration degree program is a two-year graduate program designed to prepare current and future public service leaders for careers in public sector management and leadership. The program offers a solid foundation of theory and contemporary matters in governance and public management, economics of public finance, organizational leaderhip and HR, policy analysis, technology and innovation governance, and research methods.

The program uses a triple helix approach: building on a strong theoretical foundation, we use experiential learning through interactive workshops, field trips, guest lecturers, and practice-based assessments; and encourage the development of personal competencies at both individual and group level. The fexible, hybrid, interdisciplinary curriculum affords the opportunity to study part time or full time under diverse faculty that bring a wealth of international and regional expertise into the classroom.

To successfully graduate, our students produce dissertations which are scientifically grounded studies focusing on a specific problem. These studies often result in public policy contributions. The MPA program reflects the Nation's focus on government excellence, citizen smart services, and invisible government with zero bureaucracy for the benefit of the nation and the world.

نحـــــن الإمـــــارات..

ـمل في أعناقنا أمانة الآباء المؤسسين.. وبهجة أحلام العظمة لرجـا سعد

ـد بخشـوع المتواضعين.. ونصنع النصر باقتدار العظماء.. نحن الشعـب الذي لا يعرف المستحيل

ـوطـن إلى نجاحـات الغـد.. ونجيء بوعدٍ ألا يكـون الغـ

ـراد المستقبل.. نتكـامل.. ونتّحد.. ونسعى لهدف واحـ

ـقادتنا.. وهذا شعبنا.. وهذا عقدنا الجديد.. ومن هنـا

حصنتك بسـم الله يـا وطن..

LEARNING OUTCOMES

When students satisfactorily complete the MPA program they will be able to:

1. Explain the applicability and limitations of contemporary public management and governance theories.

2. Appraise and assess the role of public management and policy data in driving local outcomes.

3. Justify the need for contextualization in analysis, and formulation of strategies for the public sector.

4. Design policy frameworks to solve wicked problems.

5. Demonstrate effective leadership and teamwork skills to solve complex problems and present recommendations to diverse stakeholders.

CAREERS & EMPLOYABILITY

Our MPA program students come from national and local governments sectors represnteing their national government. MPA graduates currently work in a variety of levels within the public sector as directors, managers, policy analysts and advisors and some join nonprofits, large private sector government affairs departments or consultancy companies. Our graduates are noted for using the knowledge and skills which have been developed in the MPA program for collaborative governance, smart government, public-private partnership, and innovation that expedite economic growth, social welfare and environmental sustainability. The MBRSG MPA is a stepping stone toward a career or promotion in government and other sectors.

TESTIMONIALS

"Looking back, graduating from the MPA program at MBRSG 14 years ago was the turning point in my public policy career. It provided me with the skills, vision, and structure to drive meaningful change. For anyone passionate about shaping the future of public administration, this is the place to start."
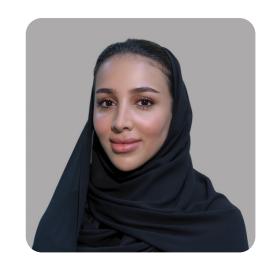
Hany Abdelmonem

MPA Graduate 2011

Policies and Research Advisor at the Education, Human, and Community Development Council

"Learning about citizen-centered governance during my MPA journey was eye-opening. It helped me understand how our government prioritizes people's needs, and how public servants should place citizens at the heart of every process."

Fatma Bin Kharbash
MPA Graduate Fall 2020

"The MPA program helped me understand how governments address public needs through policy and procedure. Through case studies and real scenarios, we learned to apply management styles that enhance performance across sectors."

Khalid Almarri
MPA Graduate Spring 2020
Director of Planning & Institutional
Effectiveness

"The MPA program expanded my perspective on leadership and public policy. The clear, precise tutorials and new insights into the policy process and research equipped me with skills I now apply daily in both sectors."

Daria Galkina
MPA Graduate Fall 2021

ACHIEVEMENTS

Recognized by the Chancellor of Al Qasimia University and Dean of Economics for her outstanding contribution to student training.

Amal Al Abdouli

MPA student and Innovation Engineer at DEWA; winner of multiple innovation awards including UOS Research Competition and Renewable Challenge.

Khaled Saleh Masaad

ADMISSION REQUIREMENTS

1. Completion of a recognized bachelor's degree in a discipline appropriate for the MPA.

2. A minimum cumulative grade point average of 3.00 on a 4.0 scale for full admission, or its established equivalent, in the applicant's bachelor's degree program.

3. As the MPA is taught in English, a minimum TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or its equivalent in a standardized English language test, such as 6.0 IELTS

4. Student should provide two individual recent reference letters in English.

DELIVERY MODE & DURATION

Each taught MPA module will be delivered as integrated units over three weekends each semester, one of which is online. There are 45 contact hours per module. A robust program of Directed Independent Learning, e-resources and individual academic advisor support supplements block teaching. The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content.

Students are also required to complete a further 60 hours of directed independent learning and 95 hours of self –access study. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions. Students are required to attend additional (non-credit) workshops focusing on the development of academic writing and research skills and seminars and guest lectures hosted by the MBRSG. Students for the MPA can enroll as part-time students over 24 months or full-time students over 18 months.

HYBRID-BLOCK TEACHING (49% ONLINE)

3 blocks for each module- Weekend classes

Some teaching will be conducted in a traditional Face to face teaching mode with classes held on Campus in Weekend Blocks, and some classes conducted in an Online mode as per the semester schedule.

COMPLETION REQUIREMENTS

All MPA students will need to complete a total of 180 credits to be eligible for the MPA degree in accordance with the MBRSG Graduate Completion Policy. Students will need to successfully complete 120 credits with an average mark of 60 or more under the CATS credit system, before being allowed to progress to the dissertation stage. Student progression to the dissertation stage will be administered by the board of studies following confirmation of results by the examination board. A student completing 120 credits of taught modules and a 60 credit Dissertation for a total of 180 credits will be eligible for an MPA award. Students must attend at least 70% of all contact sessions. Students can exit with a Post Graduate Certificate after completing 60 credits, or a Post Graduate Diploma after completing 120 credits and prior to attempting the dissertation.*

*subject to meeting the average overall grade requirements

Minimum and Maximum completion times for MBRSG exit awards

Masters (MPA)	Full Time	Part Time
180 CATS Credits	• The duration of the full-time Master's program will be a minimum of 18 months and will not exceed three years. • 3 modules per semester	• The duration of the part-time Master's program will be a minimum of 24 months and will not exceed five years. • 1 or 2 modules per semester

Full-time status allows students to take a career break and focus intensively, without interruption, on their academic development. It aims to strengthen employment and allows students to complete the program and return to work in the shortest time possible. (18 months)

MPA PROGRAM STRUCTURE

Module Code	Module Title	Credit Value
MPA 511	Contemporary Public Management & Governance	20
MPA 512	Economics of Public Finance	20
MPA 513	Organizational Leadership and HR Management	20
Exit with a Postgraduate Certificate (60 credits)		
MPA 514	Policy Analysis for Public Administrators	20
MPA 515	Technology and Innovation Governance	20
MPA 516	Research Methods	20
Exit with a Postgraduate Diploma (120 credits)		
MPA 901	Dissertation	60
Exit with a Masters of Public Administration Degree (180 Credits)		

UAE MODEL

We reflect the UAE model in our teaching. We resonate with the UAE 2031 Vision: Forward Society, Forward Economy, Forward Diplomacy, and Forward Ecosystem. The School builds on the pioneering work on Agile Governments and Anticipatory Governance, bringing the future-thinking and aspirations for the country and the world into the classroom.

MODULE DESCRIPTION

MPA 511: Contemporary Public Management & Governance (20 credit hours)

The public sector is the backbone of a well-functioning country. Its smooth operation ensures that the country utilizes its resources optimally (people, natural resources, geographic positioning). However, the public sector worldwide is struggling as it grapples with global challenges (global value chains, pandemic, economic spillovers) as most of the systems and processes the public sector has developed are rapidly becoming obsolete. The Contemporary Public Management & Governance module (MPA 511) forms the foundation for the MPA program through the introduction of contemporary thought on public management and governance from around the world. By engaging in contemporary issues and cases from different parts of the world, it is possible to see how different governments solve similar problems in various ways. The course also forms a foundation in research skills. Knowledge is always built on the previous knowledge – hence an important part of looking at a problem or a solution, is knowing how to research. By the end of this course, students will write a case, which will highlight important parts of theory. This module sets the foundation for success in terms of basics of what is needed for a successful policy innovator or agile government disruptor public value, leadership, citizen engagement, ethics, smart government and innovation.

MPA 512: Economics of Public Finance (20 credit hours)

This module focuses on the intersection of economics, public policy, and government finance. It explores how governments make decisions regarding taxation, public spending, and resource allocation to achieve economic efficiency and social welfare. The module introduces the fundamental principles and concepts of public economics, including market failures, externalities, public goods, and social welfare. It examines the role of government in addressing these market failures

and improving economic outcomes through policy intruments like taxation and fiscal policy; government budgeting and debt allocation across different sectors, such as education, healthcare, infrastructure, and social welfare. It covers issues related to cost-benefit analysis, public investment, public-private partnerships, and the evaluation of government programs. Students will learn about topics like revenue forecasting, expenditure prioritization, budgetary decision-making, fiscal sustainability, analysis of public debt dynamics, debt financing strategies, and debt sustainability analysis. They will understand how economic principles and tools can inform public policy decisions. Throughout the module, students may engage in case studies, empirical analyses, and policy discussions to apply the theoretical concepts learned and develop a deeper understanding of the complexities and challenges in public economics and finance.

MPA 513: Organizational Leadership and HR Management (20 credit hours)

This module looks at the role of organizational leadership and Human Resource management in creating a strong public sector workforce. The public sector is being disrupted by change and the future of work. This requires a rethinking of how public sector organizations are designed, people are hired and promoted, and the role the organization plays in the larger ecosystem to deliver public value. The competitive mindset that dominated the private sector may not always be beneficial for the public sector. Further, in their role as ambassadors of soft power, the public sector needs to think beyond the local and national boundaries to international markets. This requires introspection on HR practices and leadership itself. A significant expenditure of public budgets is human capital and hence people management is critical to explain why and how public sector can be relevant and contribute rather than detract from the process of public value. In the UAE, which is expatriate focused, another key objective is to ensure we retain knowledge, but this can only come with long-term policies that support a culture of knowledge-transfer. Technology being used in HR itself is a two-edged

sword and policy makers need to look the role of people and technology in new teams being formed. Finally, the value with which a public sector organization operates is a function of the public value they are supposed to deliver. How do we prevent mission drift by creating a culture of trust and rewarding for performance and contribution to public value? These are some topics being explored in this module through discussions, readings and cases. We are creating a new stronger public sector, one that can weather the crisis of time and generational gaps, and changes in global culture and technology.

MPA 514: Policy Analysis for Public Administrators (20 credit hours)

The central ideas associated with this module, public policy and governance, is examined from both a practical and theoretical approach. The subject explores the role of the government, its organization and management, to the purpose, design and delivery of public services. The students take a journey of guided learning and self-study of the subject material to their own experiences and areas of expertise. Over the semester, students work in groups and individually to address a policy problem and propose a policy solution for a particular context. Students will also be encouraged to gain a broader perspective of the Module's themes by studying the theories and concepts associated with the governance and public policy, and benchmarking local cases against international policies. Lectures (including guest speakers) will complement their learning, alongside audiovisual and written content that provides insights into the various state and government organization models, the role of international and regional organizations, and various models of policymaking. The Module will allow students to understand why and how public policies are designed, implemented and evaluated.

MPA 515: Technology and Innovation Governance (20 credit hours)

Advanced countries are technology dependent to drive their economies. The challenge is balancing human capital development with technology. The research pipeline from basic to commercial research takes decades and often governments

are the key stakeholder in the early stages. However, this focus is changing. This module (MPA 515) will challenge assumptions made about the role of governments in technology development, supporting innovation, and its governance. The objective of the module is to build knowledge and understanding of the topic and use practical examples to illustrate the complexity of thought required for governance. These answers require systems thinking and an ability to "foresee" the future advantages and consequences. The future is not simple but grey and fuzzy. The module will "borrow" theory from recent government thinking, public management and digital transformation, engineering management (including new topics like synthetic biology) and business management. This breadth of knowledge will give an overview of the complexity of new technology and innovation governance. The reality is that though preparations for the future are from the past, the past alone cannot prepare us for the future. The assignments have been designed to understand the role of design thinking centering on the human on planet even though the focus is technology. This is "human and planet centeredness"

MPA 516: Research Methods (20 credit hours)

This module is designed to give students an understanding of the qualitative and quantitative research methods needed for public policy analysis and public management and goverannce. Module topics include research design (this includes defining research problems, formulating research questions and reviewing literature), research strategy; methods, and data collection tools. Students are introduced to a wide range of qualitative tools such as case studies, grounded theory and action research as well as quantitative tools moving from descriptive statistics to regression analysis. The course will enhance students' skill in evaluating published research and learn how to use different research methods in their own research and studies in order to grasp and analyse issues related to public administration; including the evaluation of policy alternatives. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables. It also prepares students for the Dissertation (MPP 901) and research projects in other courses.

MPA 901: Dissertation (60 CATS Credits)

The dissertation is designed to enable MBRSG Master's candidates at an individual level to integrate, apply and extend the knowledge and skills they have acquired throughout their Module work. The subject matter for the dissertation should also be based upon skills and concepts acquired during the taught part of the program. However, in order to satisfy the requirements for a Masters level dissertation, it will be necessary for the candidate to develop, enhance and apply these concepts through demonstration of independent research skills beyond the level achieved in prior coursework. To this end, candidates will conduct substantive original research on a public administration issue of importance or impact to the region. The outcome will be the development and presentation of the research results and recommendations. Emphasis will be placed on developing, planning, analytical and evaluation skills, the choice and utilization of research method. By the end of the dissertation students will have demonstrated their ability to conduct applied research, and engaging the capacities and knowledge gained during the program. In essence, the dissertation will also serve as a program-level assessment of student performance.

CONTACT DETAILS

The members of staff listed below will be facilitating your progress in this program either in an administrative or pedagogical role and you might find their contact information useful during the duration of your studies.

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Empowering Future Leaders