MASTER OF PUBLIC POLICY

EMPOWERING LEADERS, SHAPING THE FUTURE...
**Brief**

The Master of Public Policy (MPP) program is a professional degree designed to provide students with theoretical and practical knowledge required to develop, analyze, and apply the tools necessary for high quality policy analysis and strategy development. The course is ideal for professionals who want to progress into leadership roles within a variety of sectors including public policy analysis and planning, public management and services, research institutes, government-oriented positions within private and non-profit organizations, and more. Through the program, students will gain comprehensive insights on the aspects of design, advocacy, and evaluation of public policy and strategies. This will, in turn, contribute to advancing their management capabilities within a dynamic and global context.

The MPP Program is also aligned to the seven key strategic objectives of the UAE National Innovation Strategy (NIS).

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**Social Policy**

As a student of MPP with a Social Policy specialization, you will explore various social policy domains that require a coordinated response to promote sustainable improvement of all members of society, especially for vulnerable children, the elderly and marginalized adults. A particular focus of this specialization is policymaking and governance in the MENA region, which presents a context of instability and uncertainty for policy makers. The social policy specialization combines analytic training with opportunities for applied research and real world experience. The role of global governance in shaping social policy and reform processes is also investigated in this program.

**Education**

As an MPP student with an Education specialization, you will explore a practice-focused curriculum grounded in social science research, and come to understand the broader social, economic, political, and historical
context of contemporary education and education policy. You will participate both in the analysis of education policy and in broader political debates about the aims and structure of educational systems in the MENA region, and how they compare with global education systems.

**Health**

As a student of MPP with a Health specialization, you will develop an understanding of the complexities and challenges across a broad range of managerial processes that impact healthcare institutions as they strive to gain advantage in a globalized and competitive healthcare landscape. The program reflects authoritative decisions and the process of decision-making, carried out at federal, state, and local levels, which affect personal health as well as access to and delivery of health services in the UAE. You will also be able to examine how to create strategies and solutions that efficiently utilize public health and healthcare resources.

**Sustainable Development**

As a student of MPP with a Sustainable Development specialization, humans will be the central focus of your studies. The program will explore the core global and regional policy challenges in promoting sustainable development such as the problem of balancing the economic, social and environmental costs and benefits of development. Students will examine the impact of human activity on local areas and how exploitation of resources and discharge of waste can progressively reduce the well-being of the human species. The specialization in Sustainable Development provides students with an opportunity to study what is known scientifically about the impact of human economic activity on the earth’s resources, and of alternative means to enhance human well-being through public measures designed to optimize resource use.

**Science and Technology**

As a student of MPP with a Science and Technology specialization, you will explore the notion that Science and Technology provide the foundations of our understanding of the natural world and its relationship to human welfare. Additionally, students will develop a firm understanding of how science and technology can inform sound public policy development. The broad scope of the program will expose students to the role of science and technology in policymaking on issues such as environmental imbalances, energy sources, human health, and national defense. This specialization considers MENA region policies towards science and technology itself, and the roles that stakeholders such as scientists, engineers, and physicians play in the policy process.
Learning Outcomes

Students completing the MPP program will be able to:

• Relate to current governance and public policy theories, perspectives on the analysis of the relationship between structure of governance and policy performance, and the development of innovative public governance systems and policy processes to face future challenges in public service delivery

• Explain how various principles, tools and methods influence the effectiveness of public policy development, implementation and evaluation.

• Measure the values of governance not only in terms of better performance, accountability and transparency, but also with regards to how they engage citizens, markets and the third sector in participatory policymaking and policy change.

• Analyze public policies in key sectors such as economic, social, education, health and sustainable environment using appropriate research principles and methods.

• Explain the impact of global political and economic institutions, knowledge sharing and current trends on governance and public policy.

• Use effective leadership and teamwork skills to solve complex public organizational problems and communicate policy decisions

Careers and Employability

Our Master of Public Policy graduates will find themselves working in a range of public and private sector organizations. The MPP degree will equip graduates to operate effectively in an environment where public policy options have multiplied and where the boundaries between public and private entities have become increasingly blurred. Graduates can also be promoted into senior policy making and decision making roles with the public or private sector with their acquired knowledge related to the field of public policy. Graduates with the various specializations are further equipped to take up senior decision making, consultancy or advisory positions in their areas of specialization.
Admission requirements

1. Completion of a recognized baccalaureate degree in a discipline appropriate for the MPP or one of the specialisms.

2. A minimum cumulative grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the applicant’s baccalaureate degree program.

3. As the MPP 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 or another standardized, internationally recognized test approved by the Ministry of Higher Education and Scientific Research, with the following exceptions:
   a. a native speaker of English who has completed his/her undergraduate education in an English-medium institution and in a country where English is the official language.
   b. an applicant with an undergraduate qualification from an English-medium institution who can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the Ministry of Higher Education and Scientific Research, at the time of admission to his/her undergraduate program.

4. An applicant who meets the above requirements should have a minimum of three years of relevant work experience.

Delivery Mode

Students for the MPP can enroll as part-time students over 2 years, or as full-time students over 18 months. The primary mode of delivery is through weekly, small group interactive lectures offered in the afternoon and early evening. Each 20 credit module will comprise a minimum of 36 hours of direct contact. Students are also required to complete a further 72 hours of directed independent learning and 92 hours of self-access study.

The program is further supported by e-learning resources for each subject on Blackboard and students are required to attend additional (non-credit) workshops focusing on the development of academic writing and research skills. Students are also encouraged to attend seminars and guest lectures hosted by the MBRSG.
## Program Structure

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<tr>
<th>Semester</th>
<th>Full Time</th>
<th>Part Time</th>
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<tbody>
<tr>
<td>1</td>
<td>MPP 701 20 credits</td>
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<td>MPP 702 20 credits</td>
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<td>MPP 703 20 credits</td>
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<td>2</td>
<td>MPP 704 20 credits</td>
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<td>Elective 1 20 credits</td>
<td>MPP 704 20 credits</td>
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<td>Elective 2 20 credits</td>
<td>Elective 1 20 credits</td>
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<td>3</td>
<td>Dissertation 60 credits</td>
<td>Elective 2 20 credits</td>
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<td>4</td>
<td></td>
<td>Dissertation 60 credits</td>
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<td><strong>Total</strong></td>
<td><strong>180 credits</strong></td>
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<td><strong>Core Modules</strong></td>
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<td>MPP 701</td>
<td>Governance &amp; Policy Process</td>
<td>20</td>
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<td>MPP 702</td>
<td>Public Policy Analysis</td>
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<td>MPP 703</td>
<td>Public Economics &amp; Finance</td>
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<tr>
<td>MPP 704</td>
<td>Microeconomics of Competitiveness</td>
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**Concentration Modules:** Students are required to take two modules from their selected concentration

**Concentration: MPP with Social Policy Specialization**

| MPP 711 | Social Policy                                               | 20 |
| MPP 712 | Global Governance                                           | 20 |

**Concentration: MPP with Education Specialization**

| MPP 713 | Education Policy and Development                            | 20 |
| MPP 714 | Comparative Higher Education                                | 20 |

**Concentration: MPP with Health Specialization**

| MPP 715 | Health Policy, Law & Ethics Management                      | 20 |
| MPP 716 | Public Health Policy, Leadership & Systems                  | 20 |

**Concentration: MPP with Sustainable Development Specialization**

| MPP 717 | Global Sustainable Development – the Challenge              | 20 |
| MPP 718 | Sustainable Development and Regional Policy in Practice      | 20 |

**Concentration: MPP with Science and Technology Policy Specialization**

| MPP 719 | The Political Economy of Science Policy                     | 20 |
| MPP 720 | Science, Technology and Innovations: Markets, Firms and Policies | 20 |

<table>
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<tr>
<th>MPP (General, no concentration shown on degree certificate)</th>
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<tr>
<td>Elective 1</td>
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<td>Elective 2</td>
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<td>MPP 901</td>
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**Total Credits**

| Total Credits | 180 |

The MPP general program requires students to satisfactorily complete all the core modules before proceeding to the specialisation. Similarly, students will need to satisfactorily complete 120 credits before proceeding to the dissertation.

**Students can exit with a Post Graduate Diploma* after completing 120 credits and prior to attempting the dissertation.**

* subject to meeting the average overall grade requirements
Course Description

MPP701: Governance and Policy Process (Core) (20 CATS Credits)

This module facilitates the students’ understanding of the theories of governance and public policy process as a critical step to analyze policies in the current context of globalization and governance. The aim of the module is to offer students the knowledge of key issues and processes in public policy to enable them to appreciate how globalization, technology, innovation, and other emerging challenges impact the various phases of policymaking, as well as policy implementation and evaluation. Through local and international case studies, the module also provides a comparative perspective of different public policy paradigms in the contemporary world with a special reference to the UAE and MENA region. This module also explores the institutions and processes in public policy making, implementation and evaluation, and how leadership plays a catalyst role in policy change and policy adaption. Finally, it examines how future governments will adopt smart policies to shape social, economic and environmental growth and sustainability in the UAE and Arab region.

MPP702: Research Methods for Public Policy Analysis (Core) (20 CATS Credits)

This module is designed to give students an understanding of the qualitative and quantitative research methods needed for public policy analysis. Module topics cover research design (this includes defining research problems, formulating research questions and reviewing literature), research strategy, methods and data collection tools. Students will be 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’ skills in evaluating published research and teach them how to use different research methods in their own research and studies, in order to grasp and analyze issues related to public administration and public policy, including the evaluation of policy alternatives. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables.

MPP703: Public Economics and Finance (Core) (20 CATS Credits)

This module examines the economic foundations of policy analysis and fiscal administration by introducing basic microeconomic principles and tools required to understand the role of government in the economy. It explores the rationale for government intervention, the goals of intervention (achieving allocative efficiency, redistribution and stabilization), and the prospect of government failure in making such interventions succeed. More specifically, the course provides an overview of the assumptions of perfect competition and considers a variety of situations in which the ideal of a perfect market breaks down, including the cases of public goods, externalities, market power, natural monopolies and asymmetric information. It uses actual policy problems to demonstrate applications of the theoretical framework to areas of education, health, environment, social security and others. Drawing on contemporary public finance issues, it also provides an overview of public sector budgeting and other methods for financial management, regulation and control. Additionally, it provides an overview of regulatory economics and reviews the recent research on implications of behavioral economics for public policy making.

MPP704: Microeconomics of Competitiveness (Core) (20 CATS Credits)

The module is concerned with the determinants of competitiveness and economic development viewed from a bottom up, microeconomic perspective. While sound macroeconomic policies, stable legal and political systems, and the accumulation of factors of production affect the potential for competitiveness, wealth is created at the microeconomic level. The strategies of firms, the vitality of clusters, and quality of the business environment in which competition takes place are what ultimately determines a nation’s or region’s productivity and wealth. The content covers both developing and advanced economies. The focus is on emerging, transitioning and advanced countries where microeconomic agendas
are critical to sustained success. Furthermore, the module addresses competitiveness at the level of nations, states or cities within nations, clusters, and groups of neighboring countries. A major theme of the course is that competitiveness and economic development are affected by policies at all these levels.

The module is not only concerned with government policy, but also with the roles of businesses, universities, and other institutions in competitiveness. In modern international competition, the roles of the constituencies have shifted and expanded, and the traditional separation between them works against successful economic development. Also, the ability to mount and sustain a competitiveness strategy for a nation or region is a daunting challenge. The course explores not only theory and policy, but also the nature of the organizational structure and institutions for sustained improvements in competitiveness. In addition to both macro and micro policy choices, the course underlines the role of history, i.e. the legacy of nations (such as language, culture and general institutions), and geography (i.e. the regional circumstances such as the level of development among neighboring nations and the intensity in regional interaction).

**MPP711: Social Policy (MPP with Social Policy Specialization) (20 CATS Credits)**

This module explains theories of public policy with a focus on social policies and current reform challenges. The overall aim of the module is to help the students understand the interplay between socio-economic context, social policy actors and institutions in a global, regional (MENA) and local (UAE) setting. The module highlights how social policies are analyzed and developed through this interplay. The role of global governance in shaping social policy reform processes is investigated in order to underscore the interplay dynamics. This module also introduces students to contemporary political economy of the MENA region; this includes the role of government, civil society, and private sector, as well as the legacy of Islamic institutions and the oil economics. After this, it covers key social and economic policy sectors including health, education, public welfare, demography, labor markets & unemployment, elderly care, gender, and youth development.

**MPP712: Global Governance (MPP with Social Policy Specialization) (20 CATS Credits)**

The locus of Global Governance refers to the way in which global affairs are managed. However, there is no entity that is recognized as a global government, as such global governance involves a range of actors including countries and states, as well as regional and international organizations. That said, a single organization may nominally be given the lead role on an issue, for example the World Trade Organization in world trade affairs. Thus global governance is thought to be an international process of consensus-forming which generates guidelines and agreements that affect national governments and international corporations e.g. WHO policies on health issues. The economic, social and political benefits of good governance require both normative and empirical approaches to the analysis of the policies of global political institutions and those of international business. This module will investigate diverse policy issues and the equally diverse structures of governance and diplomacy, regulating them at the international, transnational, state and sub-state levels. The program will equip students to understand, explain and practice governance and diplomacy in the contemporary global era. Inter-Governmental Organizations provide important channels of communication between states and mechanisms for galvanizing international action on issues of global concern. They are also important actors in global governance. The module will include a study visit for students that will reinforce classroom teaching by enabling them to learn more about the subject of Global Governance, encouraging intercultural competency, and understanding, and developing knowledge of the international community within the field.

The Module will address three key ‘gaps’ that are referred to in global governance discussions:

1. The jurisdicational gap, between the increasing need for global governance in many areas - such as health - and the lack of an authority with the power, or jurisdiction, to take action.

2. The incentive gap, between the need for international cooperation and the motivation to undertake it. The incentive gap is said to be closing as globalization provides increasing impetus for countries to cooperate. However, there
are concerns that, as a Country lags further behind economically, its influence on global governance processes will diminish.

3. The participation gap, which refers to the fact that international cooperation, remains primarily the affair of governments, leaving civil society groups on the fringes of policy-making. On the other hand, globalization of communication is facilitating the development of global civil society movements

MPP713: Education Policy and Development (MPP with Education Specialization) (20 CATS Credits)

Education is a significant area of public policy. The main aim of this Module is to provide students with a holistic understanding of core debates in the area of education policy, and practical knowledge of how education policy is shaped. This Module will use a comparative perspective to introduce students to education challenges in the MENA region, especially as they relate to educational access and equality of educational opportunities. It will then provide students with an overview of the process of education policy formation, analysis, and evaluation while paying special attention to the role of research in the policy making process. Finally, selected cases and research on education challenges and reforms in the MENA will be utilized to put into practice the knowledge and policy analysis skills gained earlier in the Module.

MPP714: Comparative Higher Education (MPP with Education Specialization) (20 CATS Credits)

This Module will provide students with a broad knowledge of the major factors that shape global higher education policy and practice. It will utilize a comparative perspective to explore the global trends and challenges facing higher education providers and evaluate policy responses to these challenges. The primary focus will be on policy responses to higher education challenges in the UAE, drawing on global best practice. Specifically, the Module will examine issues such as the globalization of higher education, privatization of universities, branch campuses, higher education quality and access, global competition, ranking systems, and the knowledge economy.

MPP715: Health Policy, Law & Ethics Management (MPP with Health Specialization) (20 CATS Credits)

This Module provides an understanding of health policy, highlighting authoritative decisions and the process of decision-making, carried out at federal, state, and local levels, which affect personal health as well as access to and delivery of health services in the United Arab Emirates. Students will gain knowledge of the levels within which health policy is carried out, the process for policy development and implementation, key stakeholders and interest groups involved in the health policy process, and how health policy changes over time within the UAE and other countries such as the United States. The health policy management aspect of this Module provides the student with an understanding of law, regulation and court decisions that affect healthcare organizations, as well as ethical underpinnings and principles that healthcare organizations follow in the delivery of services. Additionally, accreditation as a form of regulation will be addressed. Key ethical principles underpinning healthcare organizations will be considered, as will recent court decisions that impact healthcare organizations and management roles.

MPP716: Public Health Policy, Leadership & Systems Thinking (MPP with Health Specialization) (20 CATS Credits)

This Module explores leadership models and theories, the core principles of public health leadership, and the application of systems thinking to public health. The students examine how to create strategies and solutions that efficiently utilize public health and healthcare resources. A system thinking process is a critical element that co-exists within leadership. The leaders of such organizations would employ systems thinking through the working of interdepartmental and interdependence responsibilities and roles. Students also discuss descriptive and prescriptive systems, focusing on the application of these processes to current public health issues and challenges at the organizational and community levels.
**MPP717: Sustainable Development: The Challenge (MPP with Sustainable Development Specialization) (20 CATS Credits)**

This module develops the study of sustainable development through a focus on governance and policy. It considers the core Global and Regional challenges of sustainable development: the problem of balancing the economic, social and environmental costs and benefits of development, both for people now and for future generations. The module investigates who applies and implements sustainable development principles, and where and how these principles are applied and implemented. The module emphasizes that sustainable development is a political process, one that raises important ethical questions. Students will analyze some of the different policies and approaches that have been formulated to implement sustainable development by governments, communities, and corporate sectors. In establishing the locus of sustainable development principles, the module will examine who the different actors are, and how sustainability is measured in different contexts including in developed and developing countries.

**MPP718: Sustainable Development and Regional Policy in Practice (MPP with Sustainable Development Specialization) (20 CATS Credits)**

This module looks at the sustainable development policy process and pays specific attention to the UAE and MENA regions. It considers:

1. How sustainable development related policy is conceived, including the role of different types of information and evidence;

2. How it is appraised against different criteria; and how it may be contested by different actors.

3. The effectiveness of sustainable development related policy over a period of time.

Using a variety of techniques, students will gain a broad understanding of sustainable development policy arenas, evaluating, analyzing and resolving real world sustainability problems. The module utilizes a balance of theoretical and empirically-based work with a strong emphasis on ‘real-world’ problems and solutions

**MPP719: The Political Economy of Science Policy (MPP with Science and Technology Specialization) (20 CATS Credits)**

This Module focuses on policy issues concerning the organization, funding and performance of research systems. These issues are at the heart of science and technology policy. They are also highly topical and international in scope. The Module will encourage a greater depth of analysis and independent study by students of current theories, policies and practices in key areas of research policy. Investment in new production facilities is one of the main ways the industry applies new technology. The economic, social and environmental consequences of industrial expansion depend heavily on how firms manage the technological aspects of investment projects. The concepts of cybersecurity and energy security are additionally developed within the module.

Topics to be covered include changing rationales for the public funding of research, the US research system, the European research system, the Chinese research system, systems of research assessment, science and research indicators and metrics, foresight methods and tools, science diplomacy, responsible research and innovation, and the governance of emerging technologies.

**MPP720: Science, Technology and Innovations: Markets, Firms and Policies (MPP with Science and Technology Specialization) (20 CATS Credits)**

Technical change has radically altered economic development in the industrialized world and it has become ever more important to understand the sources, nature and consequences of innovation. This module provides students a broad
range of innovation management, technology policy and related issues. Themed discussions will include innovation management in science and technology, managing intellectual property rights, information and communication technology and service innovations, environmental management, and innovation in large complex systems. Governments that support research need to design policies for what science will become, not for what it once was. Companies managing international research laboratories need to foster scientific networks and effective communication. The realities and complexities of knowledge production lie behind the processes and structure of almost all scientific and technological institutions.

**MPP901: Dissertation (60 CATS Credits)**

The Dissertation in Public Policy is designed to enable MBRSG Master candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their course 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 policy issue of importance to the region. The outcome will be the development and presentation of the research results, and recommendations that can inform public policy innovation in the UAE and beyond.