



كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

Mohammed Bin Rashid School of Government

The Mohammed Bin Rashid School of Government 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. The School aims to support good governance in the UAE and the Arab world, and empower future leaders through an integrated system offering academic and training programs, as well as evidence based policy analysis and research. To that extent, the school ascribes to the UN's Principles of Responsible Management Education (PRME), as we believe in "Empowering Future Leaders".

The School began offering its first postgraduate program, the Master of Public Administration program in 2009. The School expanded its program portfolio in 2017 to include 3 Master programs under the title "Future Government Programs". The School's operations are founded on global best practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the applied aspects of governance. The School also collaborates with several government and private institutions both regionally and internationally. The overall design and implementation of training programs is built on the foundation of scientific thought and is inspired by the reality of Arab public administration and with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the Arab world. The School also organizes international and regional conferences and specialized workshops, and holds forums to facilitate the exchange of ideas and knowledge between Arab region and the world.

"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"

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

Program Information- Overview

“The purpose of government is to serve the people, the aim of public administration is to serve society and the role of government procedures, systems and laws is to serve human beings”.

The Master of Public Administration degree program is a two-year graduate program offered by the Mohammed Bin Rashid School of Government. We are honored to prepare future public service leaders for management and leadership careers in public sector. Our MPA offers a solid foundation of core courses in governance, organizational behavior, economics and finance, and qualitative and quantitative research methods. As a student, you will receive a rich combination of theory through interactive lectures, group projects, coursework and practical experience, with hands-on opportunities offered both inside and outside of the classroom. You will be part of a cohort of in-service public service employees who bring a rich experience, which adds value to the peer interaction and collaboration in the classroom. MPA graduates go on to work for a wide range of governmental, nonprofit and private organizations, where they serve as managers, executives, and policy analysts, among various other positions.

The MPA degree program places a strong emphasis on experiential learning through field trips, authentic consultation environments and a final dissertation project which aims to make a significant contribution to the body of literature about public service in the UAE. The academic and professional experiences help you develop the skill set you need to be successful in your current and future careers.

Our flexible, interdisciplinary curriculum also affords you the opportunity to study part time, full time a diverse faculty that brings a wealth of international and regional expertise into the classroom.

Program Learning Outcomes

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

- Apply contemporary organizational and management theories to the analysis of institutional performance and the development of innovative structures, processes and systems in public management.
- Compare how laws, norms and ethical principles influence the effectiveness of public organizations.
- Differentiate the character of public organizations and the nature of their interaction with markets and with civil society.
- Analyze public policy issues using applicable research principles and methods to formulate alternative solutions and make evidence based decisions.
- Evaluate the impact of global political and economic institutions, knowledge sharing and current trends on public governance.
- Use effective leadership and teamwork skills to solve complex organizational problems and communicate policy decisions.

Careers and Employability

The MBRSG MPA program will provide you with contemporary knowledge of current trends in public management and support your development as a leader / manager. MBRSG MPA graduates currently work in a variety of levels within the public and private sectors as directors, managers, policy analysts and advisors. MBRSG MPA graduates are noted for using the skills which have been developed in the MPA program to promote social and economic development. The program equips aspiring and current managers in government, private and non-profit organizations with applied knowledge of 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.

Admission Requirements

1. Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSG website
2. Provision of attested official university and college degrees and transcripts (back and front), from a recognized Bachelor's degree, earned in a discipline appropriate for the prospective graduate degree, with a minimum (equivalent) Grade Point Average (GPA) of 3.00 (on a 4.0 Scale) for full admission or 2.50 (on a 4.0 Scale) for Conditional Admission.
3. Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
4. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for EmSAT or TOEFL or Academic IELTS scores as required to satisfy the English language proficiency requirement as follows:
 - Full Admission: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (1400 or more) or (ii) a TOEFL score of 550 or more (213 CBT, 79 iBT) equivalent or IELTS (6.0 or more) OR
 - Conditional Admission: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for an (i) EmSAT score of a minimum of 1250, OR (ii) a TOEFL score of 530 or more (197 CBT, 71 iBT) equivalent OR an IELTS (Academic) score of a minimum of 5.5.
 - Students who have completed undergraduate education in an English-medium institution might be allowed admission into a graduate program without demonstrating TOEFL score of 550 (or equivalent). This exemption can be applicable only to those students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference/native English speaking country (e.g. UK, USA, Australia, New Zealand).

- Applicants will be expected to have a minimum of three (3) years' relevant work experience, except for applicants who have a CGPA of 3.5 or above on a 4.0 scale, and who are already working in the public sector or a non-profit organization, who may be accepted with a minimum relevant work experience of eighteen months.

Delivery Mode & Duration

The MBRSG MPA program begins with six taught modules which provide the essential knowledge and tools that are necessary skills for public and private sector management. This is followed by a dissertation, which involves students in independent research on specific issues related to contemporary public administration and policy.

Students are expected to complete the MPA program in an academic year if they enroll on a full-time basis. Alternatively, they can opt for part-time study that should be completed in a minimum of twenty months or within a three-year period.

The MPA modules are shown below.

Module code	Module Title
MPA 501	Public Administration and Governance
MPA 502	Public Policy Analysis
MPA 503	Public Sector Finance
MPA 504	Organizational Behaviour and Leadership in the Public Sector
MPA 505	Research Methods
MPA 506	Economic Foundation of Policy Analysis
MPA 901	Dissertation

Delivery Mode & Duration

To achieve the MBRSG MPA award, you will need to successfully complete 180 CATS credits made up of six taught modules of 20 credits each and a 60 credit dissertation. Students need to meet the minimum overall average grade of 70% (Pass with Merit) under the CATS credit system, to be eligible for the MPA degree in accordance with the MBRSG Graduate Completion Policy.

Minimum and Maximum completion times for MBRSG exit awards

Masters (MPP)

180 CATS Credits

The duration of the full-time Master's program will be a minimum of 12 months and will not exceed three years.

The minimum program duration of the MPA program in part time mode is 18 months and will not exceed five years.

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. (12 months)



Program Structure:

MPA Program Structure

Semester	Full Time		Part Time	
1	MPA 501	credits 20	MPA 501	credits 20
	MPA 502	credits 20	MPA 502	credits 20
	MPA 503	credits 20		
2	MPA 504	credits 20	MPA 503	credits 20
	MPA 505	credits 20	MPA 504	credits 20
	MPA 506	credits 20		
3	MPP 901	credits 60	MPA 505	credits 20
			MPA 506	credits 20
4			MPP 901	credits 60
Total		credits 180		credits 180

Course Description:

MPA 501 Public Administration and Governance (20 CATS Credits)

This module introduces students to the broad issues of Public Administration and Governance in comparative perspective on a global, regional and national level. The opening set of themes and topics delivered through this module prepares students for other modules in the MPA. It explores evolving administrative theories and the major shifts in administrative practice and processes, underlining the importance of the context in which they operate. It also develops a critical awareness of the approaches of theoretical and practical understanding of the impact of globalization on governance. The module introduces the challenges of governance reform as well as some of the key issues confronting public sector management such as globalization, public value, leadership, citizen engagement, ethics, smart government and innovation.

MPA 502 Public Policy Analysis (20 CATS Credits)

This Module introduces students to the analytical skills and tools available for analyzing public policy. The course explores the different theoretical traditions underpinning policy analysis and emphasizes the importance of using such frameworks for analyzing policy-making in the UAE and the wider MENA region. Its focal aim is to teach various analytical approaches and techniques that may be used throughout the policy-making cycle, be it during the agenda setting, policy formulation, options generation, implementation or

evaluation stage. In an interactive setting, students will examine relevant policy case studies from real life and utilize their analytical intelligence to evaluate the effect and impact of government interventions in different contexts.

MPA 503 Public Sector Finance (20 CATS Credits)

This Module provides an introduction to public financial management and is intended to give students a working knowledge of the key concepts, theories and structures of fiscal administration. It explores the sources of public funds and mechanisms used to collect them as well as the impact of decisions about how government raises revenue. We develop understanding of public sector budgeting and other methods for financial management and control using an exploration of contemporary public finance issues. Also explored are the political, economic, historical, institutional and cultural dynamics that influence public finance decisions in the context of the Gulf region. This Module requires students to develop a hands-on familiarity with financial management techniques through the use of practical exercises in budgeting, cost-benefit analysis, project evaluation and proposal preparation.



MPA 504 Organizational Behavior and Leadership in the Public Sector (20 CATS Credits)

In this Module students will be introduced to theories of organizational behavior and culture before considering how these principles influence the practice of administrative leadership in public sector organizations. The way in which administrative leaders undertake their duties influences organizational performance and, in turn, the ability of employees to achieve organizational goals and objectives. Conversely, public sector leaders are themselves influenced by norms, values and other cultural considerations prevalent in the organization. Thus, this course considers the interrelationship between organizational behavior and leadership in government. Administrative leadership theories and models are examined in order to underline the characteristics of effective public leaders and to distinguish the notion of public leadership from other similar concepts. The impact of organizational culture on leadership styles and dynamics will be studied to determine how different organizational norms, attitudes, and values reflect in the practice of leadership in public organizations. Class discussions and activities will focus on the analysis of administrative leadership and organizational culture in the context of the UAE, as well as comparing this experience with leadership in other nations. Case studies will help students understand organizational cultures in public organizations and apply best practices, in addition to underscoring the pitfalls of ineffective administrative leadership.

MPA 505 Research Methods (20 CATS Credits)

This Module will help you understand the process of research and develop quantitative and qualitative analytical tools which will help you conduct research in your field of interest. This Module is designed to give students an understanding of the qualitative and quantitative research methods needed for public policy analysis. Module topics include 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 such as descriptive statistics and regression analysis. The Module will enhance students' skills in evaluating published research and teach them how to use different research methods in their own studies to grasp and analyze 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 (MPA 901) and research projects in other courses.

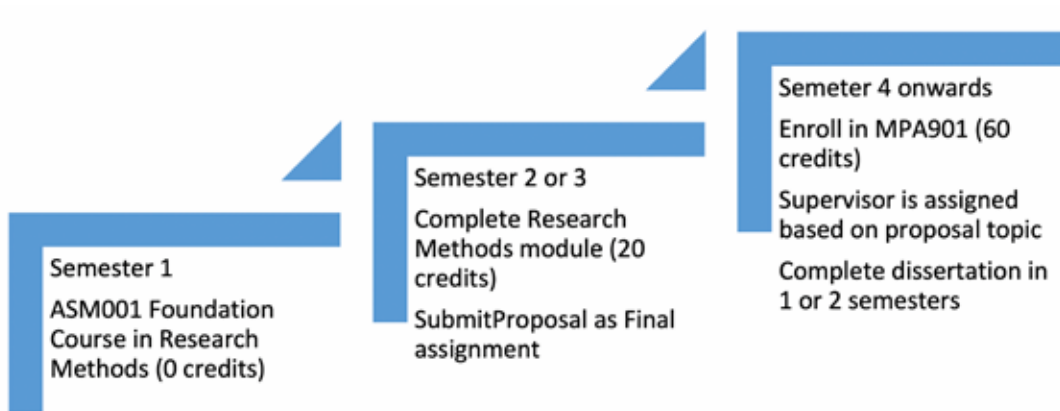
MPA 506 Economic Foundations of Policy Analysis (20 CATS Credits)

This Module will prepare students for more advanced courses in public policy and enable them to apply economic tools to analyze questions in public administration and policy. 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 Module 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. It also provides an overview of regulatory economics and reviews the recent research on implications of behavioral economics for public policy making.

MPP 901 Dissertation (60 CATS Credits)

The Dissertation in Public Administration is designed to enable MBRSG's Master candidates 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, the candidate will need to develop, enhance and apply these concepts through demonstrating 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 to the region or one which has the potential to impact on 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 and the choice and utilization of research methods. By the end of the dissertation, students will have demonstrated their ability to conduct applied research, engaging the capacities and knowledge gained during the program. In essence, the dissertation will also serve as a program-level assessment of student performance.

Dissertation Stages



Mohammed Bin Rashid School of Government offers 3 other degree options for your consideration.

1. Master of Public Policy (MPP) with specializations in
 - Social Policy
 - Education
 - Health
 - Sustainable Development
 - Science and Technology
2. Master of Innovation Management (MIM)
3. Executive Master in Public Administration (EMPA)(Arabic)

Program Coordinator and Staff 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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