PART I :: PROGRAMME INFORMATION

INTRODUCTION

The 2-year Master in Public Policy (MPP) programme provides a strong foundation in conceptual and analytical skills for future public service leaders and individuals with an interest in understanding and influencing how public policy choices are made.

A typical MPP class brings together 60 talented and committed students — many in the early phases of their careers — from Asia and beyond to study with expert and dedicated faculty. Immersed in this richly diverse environment, and meeting often in small study groups, MPP students learn to confidently apply economic and management ideas and tools to analyse, design and manage efficient and effective public policies and organisations. The School’s emphasis on problem-based learning and use of case studies focuses students’ minds on complex real-world problems rather than simple textbook examples. MPP students also have ample opportunity to hone their skills in achieving a consensus for action through effective oral and written communications.

MPP students benefit from the School’s growing network of exchange arrangements of up to 1 year with other public policy schools worldwide. The School also conducts an active programme of seminars and public lectures by political, non-profit and business leaders to enable all students to complement their formal learning with the opportunity to interact with distinguished individuals who are shaping the future.

The School is proud of the fact that many MPP graduates have gone on to serve public interest in international and national organisations in Asia and beyond.

PROGRAMME FEATURES

Several key features distinguish the Lee Kuan Yew School of Public Policy degree programmes from more academic programmes. These features make learning at the School innovative and challenging.

CASE METHOD

Cases, which are first-hand accounts of actual situations, are used in teaching to re-create and dramatise the challenges that confront the public official or manager. This style of teaching requires the student to learn by doing, to realise that decision-making under actual conditions is not an exact science, and to understand that actions could lead to outcomes not entirely predictable through theory. The result is a deep learning experience that goes beyond the mastery of knowledge and skills.

SPEAKER SERIES

Talks, discussions and seminars form an integral part of learning in the programme. They provide opportunities for the free exchange of ideas on the important issues of the day, thus helping students to gain insights into the policy-making process, organisational development and world affairs. The speakers include government ministers, from Singapore and other countries, senior public officials and senior NGO officials, as well as leading business people and consultants.
ELIGIBILITY

To be considered for the Master in Public Policy programme, you must have:

- a National University of Singapore (NUS) honours degree (at least 2nd Upper) or an equivalent degree, such as a 4-year Bachelor degree with an average grade of B or better; or
- a good Bachelors degree and passed the School's placement test.

Other qualifications and experience may be accepted subject to approval by the NUS Board of Graduate Studies. Applicants should preferably have some background in economics and mathematics.

Note: These minimum requirements do not imply automatic admission into the programme.

PROGRAMME REQUIREMENTS

The minimum candidature period for the MPP is 18 months and the maximum is 3 years. Within that time, you must earn at least 72 graduate-level modular credits (MCs) by completing at least 16 modules, comprising 7 core modules (28 MCs) and 9 electives (36 MCs), plus a Policy Analysis Exercise (8 MCs). Most MPP students read 4 modules per semester and complete the requirements in 4 semesters spanning 2 years. You may apply to read electives (up to 12 MCs) taught in other programmes within NUS. You may read a maximum of 5 modules per semester.

To remain in the programme, you must maintain a good Cumulative Average Point (CAP) throughout your candidature. Your CAP must not fall below 2.5 (equivalent to C+) in any 2 consecutive semesters or 3.0 (equivalent to B-) in any 3 consecutive semesters. If you fail a core module, you must retake and pass that module in a subsequent semester. If you fail an elective module, you may apply to retake and pass that module in a subsequent semester. If you fail any module on the second attempt, or fail 3 modules, you will be required to leave the programme.

To graduate with the MPP, you must obtain a CAP of at least 3.0 for 72 graduate-level MCs, including the MCs for the 7 core modules and the Policy Analysis Exercise.

ACADEMIC CALENDAR

The academic calendar for the 2008 MPP is as follows:

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<th>SEMESTER 1</th>
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<tr>
<td>July</td>
<td>Orientation and Review Programme</td>
<td>January – May</td>
<td>August – December</td>
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<td>August – December</td>
<td>4 core modules</td>
<td>3 core modules and 1 elective</td>
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<td>December</td>
<td>Vacation</td>
<td>May – July</td>
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COURSES

CORE MODULES

PPS101 Economics and Public Policy I
This course is designed to develop an appreciation of how microeconomics concepts and tools can be utilised to analyse public policy issues. The course covers traditional microeconomics topics, such as theory of consumer behaviour, choice under uncertainty and behaviour of firms under various market structures. Economic theory is applied to a wide range of policy issues. The course emphasises application rather than formalism.

PPS102 Economics and Public Policy II
This course examines the essential features of key macroeconomic policy instruments used in the attainment of policy objectives such as full employment, price stability, and economic growth. Short-term policy tools such as monetary and/or exchange rate policy, government expenditure and levy policy, wages and foreign labour policy will be examined. Longer-term policies such as saving and investment policy, ways of achieving international competitiveness, human resource policy and policies aimed at promoting economic growth and factor productivity will also be covered. Emphasis will place on designing appropriate policy mixes to achieve desired policy targets.

PPS103 Political and Organisational Analysis
This course teaches students to look beneath the seemingly placid surface of governmental policy making processes to identify and understand the complex array of factors which influence policy outcomes. Course participants learn to recognise the role that organisations and individuals play in determining the direction of government policies, and learn the importance of studying policy issues within the relevant social, cultural and historical context.

PPS104 Empirical Analysis for Public Policy
This course is an introduction to statistical methods. Topics covered include descriptive statistics, sampling, inference and bivariate and multiple regression analysis. Emphasis is on the application of these statistical techniques to public policy issues. Students will be introduced to statistical software packages.

PPS105 Public Policy Research and Evaluation
This course introduces students to the basic concepts and methods in social science research and their application in public policy analysis. It focuses on the development of students' professional skills in research design, data collection techniques, and analysis for the purposes of conducting policy research and evaluation. Main topics for the course include measurement, experiments, sampling, survey research, qualitative data collection and analysis, and methods for secondary analysis. A strong emphasis will be given to cost-benefit analysis, an important tool of policy research and evaluation. Theoretical foundations and methodologies in conducting cost-benefit analysis will be examined.

PPS110 Policy Analysis Exercise (PAE)
The PAE is a client-based public policy or management study. PPS110 looks at the policy analysis process and framework: defining problem and goal, identifying appropriate research techniques, gathering and using information, formulating alternatives and systematically comparing and evaluating alternatives. It includes the skills of effectively communicating the analysis in a PAE genre and making oral presentation of key findings. The final product is a 40-page document which demonstrates student's ability to integrate the skills developed through the MPP Programme and to complete a substantial analysis similar to that in professional practice.

PPS111 Introduction to Public Policy and Analysis
This course is an introduction to public policy process and is meant for the beginning analyst or the person starting the study of policy analysis. It considers a number of fundamental questions: 1) rationales for collective interference in private affairs; 2) limitations to collective action; 3) generic instruments of public policy; 4) how social costs and benefits can be measured; and 5) what appropriate roles for policy analysts in democratic societies are. The course seeks to sharpen basic skills in analytical thinking, information gathering, and writing, as students attempt to answer the questions above.

PPS137 Public Management and Leadership
This course surveys major strategies for improving the performance of public sector organisations. It critically examines the so-called “New Public Management” (NPM) approaches to reform, exploring the conditions in which these may be successfully applied to a range of country contexts and organisational settings. The role of leadership in redefining organisational missions, building operational capacities and mustering political support for reform is a cross-cutting theme. The course introduces practical tools for organisational diagnosis and change management while cultivating through case study analysis an appreciation of the challenges inherent in their application.
ELECTIVES
Please note that not all electives will be offered in any one semester:

PP5136 Applied Public Sector Economics
This course is concerned with economic analysis of the public sector. It covers topics such as: economic boundaries of the state; public choice theory; government budgeting systems and their implications; economic effects of various taxes; the role of user charges; fiscal incentives; government expenditure policies; tax and expenditure reform; as well as economics of multilevel government. The course also examines the privatisation phenomenon.

PP5206 Politics and Policy in Southeast Asia
This course is designed to help students understand contemporary politics and policy in Southeast Asia in a comparative perspective. It will focus on the question of political stability and various government policies to achieve this goal. The policies include national integration, promotion of national ideology and values, promotion of political development and economic equity, and restrictions on political participation. The course will also introduce various theoretical frameworks in political science which explain the cause of conflict and their resolution with special reference to Southeast Asia.

PP5214 Ethics and the Public Official
The public official is constantly confronted with choices that have ethical dimensions. An obvious one is the attempt to influence officials’ decisions by corrupt means. However, ethical issues facing public officials are usually more subtle. They range from the way officials define their political mandate to how they think about policy options that profoundly affect the lives of others. This course will explore the range of ethical issues and choices that confronts public officials and develop skills in recognising and resolving them.

PP5220 National Science and Technology Policy Analysis
This course examines the contribution of science and technology (S&T) to national economic development and identifies the public policy roles of government in science and technology. It develops the concepts and analytic techniques for formulating and evaluating public policy towards science and technology, and analyses alternative institutional structures and processes for policy implementation. Comparative case studies on actual national S&T planning systems as well as specific policy experiences in selected advanced industrialised countries and newly-industrialised economies will be examined and their lessons and relevance for Singapore discussed.

PP5222 Southeast Asia in International Relations
As the Asia-Pacific region grows in political and economic power and prominence, its role in international relations becomes more important. This course will provide a basic framework for analysing international relations, and use it to consider Southeast Asia’s current and future role in the world.

PP5224 Negotiation and Conflict Management
This course considers theories and concepts in conflict and conflict resolution, and examines the processes of negotiation and mediation. It seeks to apply principles in conflict management and negotiation to specific case situations and cultural contexts. This course is experiential-based and students will have the opportunity to participate in negotiation and conflict management exercises, case discussions and practice sessions.

PP5226 Social Policy: Issues and Options
This course deals with social policy issues with special reference to Southeast Asian countries. The policies analysed include those relating to ethnicity, urbanisation, housing, migration, labour, poverty and its alleviation, education and health. The ideas of state responsibility to provide for basic needs and of a social safety net are considered.

PP5227 Environmental Policy and Natural Resource Management
The environment - along with the closely linked issue of natural resource management - is a topic of growing concern throughout the world. Southeast Asia is no exception. The Asia-Pacific region contains forest, mineral and petrochemical reserves, the management of which is of great importance to the region and the world. This course deals with the economic principles and political issues involved in protecting the environment and managing natural resources effectively. This module is targeted at students who are interested in environmental policy and natural resource management.
PPS230 Strategic Management in Public Organisations
Organisations, including government agencies, must create value through the actions of people. Public policies are only ideas until they are implemented by real agencies facing real constraints. Managers have the unique responsibility of co-ordinating workers and creating an environment in which they will understand the work to be done, and learn to do it better and more efficiently. Managers use a variety of tools to accomplish this task (for example, personnel policy, budgeting, production and operations analysis). This course examines these tools in a series of case discussions and readings. This module is for those interested in learning strategic management skills.

PPS235 Development Policy in Southeast Asia
This course begins by examining the recent history of national development in the “Third World” and competing models of development. It reviews the importance of policy reform in many countries, and considers which policies and circumstances are likely to promote growth. It then examines the role of various sectors, such as agriculture, industry, social welfare, and suggests roles for the public and private sector in promoting development and providing basic services to its citizens. This module is targeted at students who are interested in development policy in Southeast Asia.

PPS237 Strategies for Poverty Alleviation
This course aims to provide students with an understanding of how policy analysis can be applied to challenges of economic growth and poverty alleviation in Southeast Asia. The course discusses about the history of economic growth, and examines several theories of growth process. It will examine how government policy affects the pace and pattern of economic growth and levels of poverty. Students will develop a better understanding of how economic principles can be applied to a wide range of policy issues, and will practise applying those principles in class exercises and presentations.

PPS238 Urban Development and Policy
This course examines the development of urban areas and the public policies that lead to rational and effective urban structures and institutions. The course begins with an examination of the theories and principles that explain the existence of regions and cities. These principles will then be used to establish criteria for evaluating urban policies and to look at several urban problems. Substantive areas which will be explored in the course include land use, housing, transportation, economic development, the environment, urban public finance, and intergovernmental organisations/institutions.

PPS239 Law and Economics
The major purposes of the course are to review and discuss the incentives created by legal rules and their relationship to economic behaviour and activity, and to demonstrate the use of these analyses in the design of legal institutions. The objectives will include: better understanding of the relationships between law and economic activity; improved ability to analyse public policy opinion; further an appreciation of potential complementarities between fields such as law and economics; and a greater awareness of recent research related to law, economics, regulations, and economic development.

PPS240 Topics in Applied Policy Analysis
The course provides students with knowledge and skills to understand and effectively manage different aspects of the policy process: recognising problems; developing alternatives to address the problems; devising criteria for choosing alternatives; gaining support and acceptance from stakeholders; crafting implementation strategies; evaluating implementation; and dealing with unexpected consequences. The class discussions are contexts in realistic scenarios and current events. They present problem-solving skills in specific policy areas, such as health care, environment, transportation, science and technology, housing, social policy, etc. Specific contents of the course vary from year to year depending on interests of faculty and students, and current events.

PPS241: Topics in Economics or Quantitative Analysis
The course examines different economic principles and theories and quantitative techniques helpful to policy analysis. The focus can range from statistics and econometrics to survey design decision analysis, operations research and risk analysis depending on the policy issues and kind of theories and data relevant to the policy discussed. The course may also teach economic principles and their application to such areas as health care, environment, transportation, science and technology, housing and social policy. Specific contents of the course vary from year to year depending on the interests of faculty and students, and current events.

PPS242 Topics in Institutional or Political Analysis
The course deals with various ways in which institutional and political analysis can improve the policy process. Among the various issues examined are factors that advance or deter policy agendas, the determinants of decision-making, and the politics of implementation. The course teaches students how politics and institutional relationships shape the policy-making process in different areas of public policy, such as environment, health care, transportation, science and technology, education, housing, and social policy. This course helps students learn and apply leadership, managerial and analytical techniques to enhance their understanding of public institutions and the political environment they operate in. Readings and class discussions focus on the application of concepts, frameworks and techniques in realistic scenarios.
Specific contents of the course vary from year to year depending on the interests of faculty and students, and current events.

**PP5243 Infrastructure Policy**
This course takes a multi-disciplinary approach to public policy on infrastructure with a focus on dilemmas and topical controversies. Infrastructure systems are crucial elements in development strategies. However, infrastructure policy involves formidable dilemmas and has been a focus of many key public policy debates, including controversies over: privatisation and deregulation; cost-recovery and cross-subsidy issues; access for the poor to infrastructure-based services; corruption; environmental and social impacts; as well as public spending and investment priorities. This module is targeted at MPP students who are interested in learning more about infrastructure.

**PP5244 Public Sector Reform in Developing Countries**
Government performance everywhere – but especially in developing countries – often disappoints. “Public sector reform” is the label given to diverse attempts to achieve fundamental improvements in government performance. This course examines 10 controversial reform strategies that dominate contemporary debate over how to improve government performance in developing countries, including among others decentralisation, democratisation, and administrative and civil service reform. It will train students in three areas: 1) diagnosing causes of poor government performance; 2) analysing opportunities for; and constraints on; use of reforms that dominate public-sector reform debate; and 3) crafting realistic strategies from a public-manager’s perspective.

**PP5245 Project Management for the Public Sector**
The ability to effectively manage projects is one of the key skills for managers in today's bare-bones, hyper-speed workplace. Yet, in most public organisations, comprehensive project management training programmes remain more the exception than the rule, leaving public managers to make up the rules - and pick up the pieces - as each project takes on a life of its own. This module will introduce students to spearheading every stage of a project: from developing goals, setting up project plans, assigning and scheduling work, monitoring progress, and exercising control to achieve desired project results.

**PP5246 Public Policy and Management of Health Systems**
This module is an introduction to public policy in health care management, with a special focus on health care systems in Asia. It examines the roles and relationships between policy planning, implementation and evaluation processes, and different approaches of national systems in providing, regulating and paying for health care. Regional innovations in the organisation and financing of health care systems will be analysed through selected country case-studies. Seminar topics on current topical issues include comparative health care systems and health sector reforms, private-public participation, health care evaluation, and the future of health care in Asia.

**PP5247 International Economic Policy**
This course is an introduction to international economics and is conducted in two parts. The first part focuses on international finance theory and open economy macroeconomics policy while the second part deals with international trade theory and policy. The broad topics that will be examined include: theory of international trade and commercial policies; balance of payments accounting and its determinants; and the basics on foreign exchange. Extensive examples will be drawn from experiences of Asian economies.

**PP5248 International Conflict Resolution**
This module provides an introduction to contemporary cases in and analyses of international conflict resolution with a view to understanding responses to conflict at international, state, regional and nongovernmental levels. The module covers three main components: 1) conflict analysis (sources, actors, dynamics of emerging, current and post-conflict situations); 2) policy and material responses (international, state and regional) mandate, timing and scope; relation between Tracks I & II; and 3) capacity development and peace building: material, political, policy, and training issues. The principal learning objective is the development of a sound understanding of the range of policy and practical responses to conflict.

**PP5249 Media, Public Opinion and Public Policy**
This practice-based media and communication course will help them understand media management, marketing public policies, public opinion management, public consultation principles and the application of effective communication strategies. The aim is to ensure participants are equipped to manage public perception that affects the implementation of public policies. It will be case study mode of training based on the experiences of a practitioner. Students are expected to actively participate in the discussions and class work.
PPS250 Economic Development Policy
This course introduces the theoretical foundations of economic development policies, and analyses the political and historical factors influencing national developmental paths and public policy choices towards equitable and sustainable economic development. The four main themes covered are: 1) policy frameworks for economic development in a changing world; 2) the role of markets, governments and development organisations in the policy arena; 3) successes and failures of agricultural, industrial, trade and social welfare policies; and 4) the impact of regional integration, global interdependence and environmental degradation on the national and international policy arena, towards global economic growth and development.

PPS251 Institutions and Public Policy
The main purpose of this module is to assist students in developing systematic views regarding how institutions affect public policies. This module is based on the premise that public policies can be characterized as political equilibria determined by strategic interactions among self-interested agents in some political processes. This module covers the following main topics: normative and positive theories on the origin of government; political regimes of different types as policy-making mechanisms; rent-seeking models; roles of interest groups and bureaucracy in policy-making and policy implementation; relations between institutions and economic development.

PPS252 Ethnic Politics and Governance in Asia
Ethnicity and religion are some of the most powerful political forces in the world. In many instances they decide whether a country enjoys domestic stability and political/economic development, and more recently, they have been central in determining whether regions of the world are at peace or at war. Ethnic politics can take many forms, ranging from increased political assertiveness of minority ethnic groups to violent ethnic conflicts, genocide and secessionist movements. This module examines the intersection of ethnicity and politics in Asia. It will explore several dimensions of ethnic politics: the sources of ethnic politics and ethno-political conflict in Asia as well as the management and containment strategies used to regulate conflict in multi-ethnic polities in select Asian countries. The case studies will include ethnic politics in China, India, Sri Lanka, Indonesia, Malaysia, Singapore and Thailand.

PPS253 International Financial Policy and Issues
This course is aimed at providing a more in-depth understanding of important international financial issues and public policy challenges that confront Asia. Focus will be both on the analytics and public policy issues relating to the foreign exchange market, effects of a devaluation, import and export elasticities; international capital flows; the balance of payments; crisis management and prevention; and international monetary regionalism in Asia. Unlike narrow discipline-oriented courses that only focus on analytics, this course is interdisciplinary in nature, linking the analytics to real world conundrums.

PPS254 Nuclear Weapons and International Security
This course will cover the basic scientific and policy issues concerning nuclear weapons and delivery systems, and implications for national, regional and international security. The course will help the students to understand the historical evolution of the role of nuclear weapons in military strategy and international diplomacy and their relevance for civilian nuclear programmes worldwide. The course will provide required technical and political background to understand the contemporary relevance of nuclear weapons and material for arms control regimes, counter-proliferation initiatives, export control, and counter-terrorism. Special emphasis will be provided to issues specific to the Asia-Pacific context.

PPS255 Energy Policy and Security in Asia
This module will illustrate the role of various energy resources (especially mineral resources) in national policy planning and the perceived security concerns of external energy dependence and imports. Geological resource availability and utilisation will be discussed for Asian countries and regional aggregates against the backdrop of global and regional developments in energy security and policy challenges. Topics covered in this module include global and regional fossil and non-fossil energy endowment, technological challenges facing global energy future, national energy security policies of Asian countries, civilian nuclear electricity in Asia, policy issues concerning coal utilisation and the future of oil and natural gas markets in the region, and the implications for regional and global security.

PPS256 Financial Regulation and Development
This course would seek to provide an in-depth understanding of the important role played by the financial sector in a modern economy, including the potential contribution of a vibrant financial sector to economic growth and financial stability. The course would examine the preconditions for a strong financial sector and measures available to policy-makers for strengthening the financial sector. Particular emphasis would be placed on the special challenges of building strong financial sectors in developing countries. Much of the course would focus on financial regulation and supervision, its rationale and relationship to financial sector development. The two broad types of financial regulation, prudential and market conduct would be examined and consideration would be given to the characteristics of an effective system of regulation and supervision. Attention would also be given to financial crises, their capacity to undermine economic development and techniques available to policy makers, central bankers and regulators for minimising the risks and consequences of financial crises.
PPS259 Crisis Management
This course will be focused on three main areas: 1) the nature and characteristic of crises from the international, nation-state, organisational (including bureaucracies and corporations), and the individual standpoints; 2) introduction to the theoretical and practical literature on crises, their management and prevention methodologies with an emphasis on negotiation strategies, causes and magnitudes of crises, and consequence management; and 3) a review of key case studies in crisis management and how lessons can be applied to respond more effectively to a range of crises and catastrophes.

While government responses to a range of political-military crises will be reviewed in the course, an emphasis will also be placed on a comparative assessment of how corporations have dealt with crises, in addition to the role of leadership in the heat of a crisis. The highlight of the course will be focused on a “Simulation Exercise” or a “Gaming Exercise” during the last week of class.

PPS260 Intelligence, National Security and Policy-making
This course will focus on three main areas: 1) the changing characteristic and nature of “information” and “intelligence” in the “Information Age”; 2) the breakdown of traditional information boundaries and hierarchies, i.e., the accelerated proliferation of information through the internet, and ramifications in the public and private sectors; and 3) the impact of the “Information Revolution” on national security including decision-making, organisational behavior, and the role of the nation-state. Emphasis is also going to be placed on excavating “real-life” intelligence problems including the intelligence cycle that led to major failures, the use and misuse of corporate intelligence, and the increasing emphasis on IT in the realm of intelligence and national security planning.

This course offers a birds-eye-view of international security including traditional and non-traditional sources of conflict, problems associated with conflict management, and newly emerging global security challenges including post-911 dynamics. International security is a critical component of international relations but since its formulation as a discipline in the post-World War II era but particularly during the Cold War; international security grew into a more independent discipline. Today, the ever-changing field encompasses aspects of traditional international relations, military studies and defense planning, arms control and the proliferation of weapons of mass destruction, economic and energy security, international law and regimes, and human and environmental security.

PPS262 Non-state Actors in International Relations
Governments no longer govern alone. Corporations and a wide range of civil society groups now confound, constrain, and/or complement the work of governments on virtually all international issues. This course addresses a host of issues raised by the rapidly changing roles of governments, civil society, and the private sector: Who does, and who should, make what decisions? How can decision makers be held accountable? Can the three sectors work together more effectively in the public interest? After a thorough grounding in the relevant history and theory, students will undertake a role-playing exercise based on current international issues.

PPS263 Global Issues and Institutions
What roles can and should Asian countries play in a world that increasingly is beset by problems that respect no national boundaries and that is governed by global, not just national, rules? This course provides a solid understanding of those global issues and rules, the institutions through which rules are negotiated, and the processes by which global rules are made and implemented. The course covers the broad global agenda, from security to environment to economics. Students will learn to design global systems that can tackle these issues effectively.

PPS264 States, Markets and International Governance
This course introduces students to some of the most important contemporary structural changes in the global political-economy and the reconfiguration of power relations between nation-states and non-state actors occasioned by the advent of private sector authority in the international system. The course begins with an outline of the dominant modes of thinking about international political and economic relations, surveys the main theoretical schools of thought, and then examines the contemporary global political-economy; the emergence of international regimes and international organisations, and the advent of global capital markets and their implications for state capacity.
PPS266 Global Health Policy and Issues
This module gives an overview of global health policy and issues, with special focus on changing social, economic, technological and political conditions across the diverse countries and populations of Asia. It examines the roles and relationships among major players at the global level, and different approaches taken by various international organizations and national governments in tackling health and related problems. This module will examine global health trends and issues using a macro policy framework. Significant challenges in the organization of global health programmes and the complexities involved in international cooperation will be analysed through selected case-studies. Topics on current issues will include:- population health and development, role of international health organizations, international aid and development assistance, emerging epidemics and disasters, cross-border health issues, migration of health human resources (brain drain), international trade in health services and the future of global health.

PPS267 Urban Transport Policy: A Global View
This course links public policy principles with key contemporary urban transport choices. It aims to help students from diverse countries become discerning consumers or supervisors (although not producers) of urban transport policy analysis, with enough understanding to engage critically with technical analysts. A comparative policy perspective and cases from a variety of situations (in terms of income, motorization, city size, urban structure, institutions, etc.) help reveal both universal principles and a need for local knowledge. Key sections include: 1) Introduction to fundamentals; 2) Supply and demand choices regarding urban traffic; 3) Multimodal approaches; and 4) Links with urban planning.

PPS268 Institutional Design and Analysis
This course is designed to enable participants to become familiar with the role of institutions in politics, economics and the law and to begin to address the consequences of alternative institutional design. The course begins with a discussion and development of the concept of “institutions” in law, economics and politics. These include the notion of a market, developed, the concept of property, an institution that straddles law, economics and politics, and political institutions such as voting systems and regime types. Building on the concept of preferences in economics, we examine the concept of “social welfare” often used to justify political action and the public choice alternative explanations grounded in self-interest. These concepts are further developed in an examination of regulation. The course concludes by examining the “big” picture institutional questions of democracy and capitalism and reform.

PPS269 Environmental Economics and Public Policy
This module is based on the premise that the sustainability of the natural environment is a necessity for the sustainability of the economic system. Hence the module commences with how specific definitions and models in economics need to be modified in cognizance of certain laws of thermodynamics. The module is divided into four blocks. The first block concerns the introduction of pertinent concepts in economics and their adaptation in the context of the relevant laws of thermodynamics. The second and third blocks deal with the application of the adaptations to policy issues respectively at the microeconomic and macroeconomic level. The fourth block deals with the synthesis between microeconomic and macroeconomic analyses and the synergy between policies at the different levels.

PPS270 Economic Policy in China
The purpose of this module is to examine the economic policies that have promoted China’s growth and development during the reform era and to consider the current policy challenges that now loom. Policy areas to be covered include agriculture & rural development; population and employment; enterprise reform; financial sector development; international trade; exchange rate & currency convertibility; public finance; macroeconomic stabilization; social equity & social security; and environment & sustainability.

PPS271 Political Risk Analysis
This course introduces students to the problem of political risk: its causes, modes of articulation, measurement and analysis. Specifically, the course explores political risk in terms of its impact on cross-border commercial transactions and foreign investment, and analyses issues such as expropriation, nationalization, malfeasance, corruption, regulatory risk, contract repudiation, investment guarantees, and political risk insurance. The course begins with an examination of risk theory, surveys the theoretical literature on political and country risk assessment techniques, and then surveys the various forms of political risk through case examples. The course will use problem-based simulation exercises to introduce students to political risk analysis.

PPS272 Energy Systems and Climate Policy
This module will provide a basic understanding of various energy systems fuelling modern economic growth, and the growth potential and environmental constraints for their increased utilization. Description of various power generation systems and supply infrastructure will be provided in a way accessible to non-technical (science/engineering) majors. For those with technical background, discussion on policy aspects of energy production and consumption (economic, social, and political) will be more instructive. The overall objective is to provide a broader understanding of various energy options available for the future and their individual limitations.
**PP5274 Financial Management for Policy Makers**
This course equips students with the fundamental concepts and techniques of financial management with a special focus on their applications and implications for policy making and public management. The main topics covered in this course include: Fundamental Concepts in Financial Management, which includes Time Value of Money, Interest Rates and Bond Rating, Risk and Rates of Return, and Capital Asset Pricing Model; Assessment of Business Performance Valuation of Bonds and Stocks; Capital Budgeting; Derivatives and Risk Management; Mergers and Acquisitions; Investment Strategy; Applications of financial management concepts and techniques to policy analysis and public management.

**PP5275 Central Banks and Economic Management**
This course is aimed at providing an in-depth understanding of how central banks in the region implement monetary policy and maintain systemic financial stability. Particular attention will be paid to the instruments of monetary policy, the monetary transmission process, inflation targeting frameworks, monetary independence and transparency, the instruments to maintain systemic financial stability, and how the growth of capital markets and globalization are influencing central bank operations.

**PP5276 Advanced Negotiation**
This course builds on and expands the basic building blocks of skills and art developed in their first negotiation course. This course is divided into two sections. In the first section, students will be introduced to more advanced material relating to: (a) multi-party negotiations; (b) three-dimensional negotiation; (c) international and global negotiations; and (d) apparently intractable conflicts. These classes will occur over several weekends. In the second part of the course, students will be expected to delve into one particular context (regulatory, ethnic or identity-based, global treaty negotiations, etc…) of negotiation and/or conflict resolution in much more detail, producing a significant paper and presenting their findings to the class at the end of the semester.
FEES AND COSTS

The following fees apply in Academic Year 2008:
Please note that fees are subject to change.

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<th>TUITION FEES</th>
<th>SEMESTER 1</th>
<th>SEMESTER 2</th>
<th>SEMESTER 3</th>
<th>SEMESTER 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore Citizens and Permanent Residents</td>
<td>S$2,725</td>
<td>S$2,725</td>
<td>S$2,725</td>
<td>S$2,725</td>
</tr>
<tr>
<td>International Students</td>
<td>S$3,000</td>
<td>S$3,000</td>
<td>S$3,000</td>
<td>S$3,000</td>
</tr>
</tbody>
</table>

OTHER FEES

- Application Fee (non-refundable): S$30 / US$20
- Registration Fee (one-time payment): S$52.50
- Examination Fee (one-time payment): S$262.50
- Student Activity and Service Fee (per year): S$67.20
- Academic Related Fee (per year): S$36.50
- Group Medical Insurance Scheme (per year): S$114.55

Unless you are on a full scholarship, you should ensure that you have sufficient funds to cover the costs of your travel to and from your home country to Singapore, accommodation in Singapore and other living expenses. While all students are eligible to join the School’s medical insurance plan, a co-payment element is applicable. You are advised, therefore, to make provision for medical expenses.

ESTIMATED LIVING COST IN SINGAPORE

For applicants who are applying for admission as a self-financing candidate, please refer to the following table for an estimation of living costs in Singapore.

<table>
<thead>
<tr>
<th>Item</th>
<th>Per Student Per Month (SGD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off Campus Accommodation (Room rental in private apartment/house)</td>
<td>S$500 - S$600</td>
</tr>
<tr>
<td>Food</td>
<td></td>
</tr>
<tr>
<td>University canteens</td>
<td>S$200 - S$300</td>
</tr>
<tr>
<td>Meals outside university campus</td>
<td>S$440 - S$525</td>
</tr>
<tr>
<td>Books/Supplies</td>
<td>S$80 - S$100</td>
</tr>
<tr>
<td>In-country transportation (Public bus/Train)</td>
<td>S$100 - S$120</td>
</tr>
<tr>
<td>Personal expenses (Toiletries, clothing, miscellaneous)</td>
<td>S$150 - S$200</td>
</tr>
<tr>
<td>Estimated cost of living</td>
<td>S$1,030 - S$1,545 per month</td>
</tr>
</tbody>
</table>

N/B: The costs have been derived based on a conservative estimate of a reasonably comfortable lifestyle. The actual amount could be higher or lower depending on the individual student’s expenditure and lifestyle.

ADDITIONAL COSTS

Additional costs include payment for student development programmes, the orientation programme, student pass/visa fees, and the programme closure event. These costs vary from year to year, but are currently estimated to be S$3,000 for the duration of the programme.

FINANCIAL AID

Financial aid is available to students at the Lee Kuan Yew School of Public Policy. The School offers both scholarships and grants on a competitive basis. Generally, a scholarship would cover fully the cost of studying at the School, as well as living expenses, while grants will only partially cover fees and other costs. Please refer to page 40 if you wish to apply for financial aid.
PART II :: FACULTY

FACULTY PROFILES

Charles ADAMS (Visiting Professor)
PhD (Economics), Monash University
Research Areas: International monetary/financial economics; financial sector economics; monetary economics; and policy issues.

Charles Adams’ research areas include exchange rates; financial market developments and issues; monetary policy formulation; and regional economic integration and co-operation. He has published widely in various journals and recently co-edited a book on financial and corporate restructuring in the aftermath of the Asian crisis. For close to 25 years, Charles Adams was an official at the International Monetary Fund (IMF) where he worked on the IMF’s World Economic Outlook and International Capital Markets Reports and was, until last year, Assistant Director at the IMF’s Regional Office for Asia and the Pacific located in Tokyo. During the last few years, he represented the IMF at regional policy meetings of APEC, ASEAN, ASEAN +3, EMEAP and SEACEN and also represented the IMF on the Financial Stability Forum Working Group on Highly Leveraged Institutions. Since leaving the IMF, Charles Adams has been a visiting professor at Singapore Management University and a consultant in the Office of Regional Economic Integration at the Asian Development Bank.

Eduardo ARARAL (Assistant Professor)
PhD (Public Policy), Indiana University-Bloomington
Research Areas: Institutional and development economics; political economy; common pool resource; and collective action.

Ed’s thematic research interest focuses on the political economy of the causes and consequences of institutions that support development, particularly in Southeast Asia. These include research on the political economy of 1) property rights, 2) decentralisation, 3) public bureaucracies, 4) foreign aid, and 5) common pool resources. Ed has lectured at universities in the Philippines and at Indiana University and has published in the Policy Sciences and the World Bank Working Papers. He is a staff consultant at the World Bank’s rural and social development departments working as a development economist, institution/governance specialist and evaluation specialist. He was also a field staff/project manager for seven years for an ADB funded rural development project in the Philippines. Ed is a recipient of the Fulbright-Hays Award, Ronald Coase Institute Fellowship, International Water Management Institute Fellowship, and scholarship from the Workshop in Political Theory and Policy Analysis-Indiana University. He teaches public management and leadership, and institutional design and policy analysis.

Mukul ASHER (Professor)
PhD (Economics), Washington State University
Research Areas: Public finance in Asia; social security; and India’s external economic relations.

Mukul Asher specialises in public sector economics and social security issues in Asia. He has published extensively in international journals, and has authored and edited several books. He has been a consultant to the World Bank, International Monetary Fund, World Health Organization, Asian Development Bank, Organization for Economic Cooperation and Development, and other institutions. He has interacted with policy-makers as a resource person in several Asian countries such as India, Indonesia, Vietnam, People’s Republic of China, and Sri Lanka. He is on the Editorial Board of International Social Security Review, a leading journal in the field. He teaches applied public sector economics and economic reasoning for public policy.

Paul BARTER (Assistant Professor)
PhD, Murdoch University
Research Areas: Urban transport policy and practice in Asia and in developing countries; policies for reducing the impacts of urban transport; as well as international comparisons of urban transport and land use development.

Paul Barter’s published research is on urban transport with a focus on Southeast and East Asia, especially Malaysia and Singapore. Building on experience with two major international urban transport data collection and comparative policy projects, he has consulted on urban transport policy for the United Nations Development Programme and United Nations Centre for Human Settlements. He is a frequent invited speaker on urban transport policy issues in the region. He was founder (in 1996) and is now co-manager of the successful internet forum, sustran-discuss, on transport policy in developing Asian cities. Paul teaches urban policy and infrastructure policy.
Caroline BRASSARD (Assistant Professor)
PhD (Economics), School of Oriental and African Studies, University of London
Research Areas: Economic transition; poverty and inequality in Vietnam; allying qualitative and quantitative indicators to measure socio-economic development; rural development policy; and the development strategy in Bhutan.

Caroline Brassard worked as an economist for the Government of Ontario in Canada, and then undertook research and long-term consultancy work on poverty reduction strategies for several international non-governmental organisations in developing countries, including United Nations Children’s Fund in Madagascar; CARE in Bangladesh and Save the Children in Vietnam. She then went on to the University of London, where she taught empirical analysis for economics and management for two years, prior to joining the School. Caroline continues to consult with various international organisations including the United Nations Development Programme and she teaches development economics and empirical analysis for public policy.

Arindam DAS-GUPTA, (Associate Professor)
PhD (Economics), Cornell University
Research Areas: Revenue policy and administration; public financial management; and governance.

Arindam Das-Gupta’s recent work continues to focus on government finances and their management, particularly on tax administration. He has several papers published in international journals in this and related areas in addition to a number of commissioned studies. Earlier affiliations include faculty positions at the Indian Institute of Management, Ahmedabad, National Institute of Public Finance and Policy, New Delhi, Nanyang Business School, Singapore, and Indira Gandhi Institute of Development Research, Mumbai. He was also, by invitation, the first coordinator of the Tax Policy and Administration Thematic Group at the World Bank, Washington, DC, where he coordinated the establishment of their knowledge management website on this theme and where he was associated with tax reform operations in 22 countries. Subsequently he has consulted with the Arab Monetary Fund, Asian Development Bank, Planning Commission of the Government of India and the World Bank.

Scott FRITZEN (Assistant Professor)
PhD (Public and International Affairs), Princeton University
Research Areas: Governance reforms and capacity strengthening in developing countries; Vietnam; and Indonesia.

Scott Fritzen specialises in the analysis of governance reforms and capacity strengthening in developing countries. He runs a consulting practice in programme planning and evaluation, which has consulted widely for a range of clients in Southeast Asia. He was part of the team that developed an anti-corruption strategy for the World Bank in Indonesia, assisted the Ministry of Education and Training in Vietnam on administrative decentralisation, and in the evaluation of United Nations Children’s Fund’s efforts to strengthen social service delivery systems in Myanmar’s poorest townships. Scott was Fulbright Scholar in Vietnam and is effectively trilingual — English, Japanese and Vietnamese. He teaches political and organisational analysis, public management and leadership, and strategies for poverty alleviation.

Ann FLORINI (Visiting Professor and Director, Centre on Asia and Globalisation)
PhD (Political Science), University of California, Los Angeles
Research Areas: Global governance; international institutions; civil society; corporate social responsibility; and energy policy.

Ann Florini’s research focuses on new approaches to managing global issues. This includes reform of intergovernmental organisations, the roles of civil society and the private sector in addressing global issues, and uses of information policy and technology. She co-chairs the International Task Force on Transparency, part of an international consortium spearheaded by the Initiative for Policy Dialogue at Columbia University. Since 2002, Dr Florini has been Senior Fellow at the Brookings Institution in Washington DC. She was previously Senior Associate at the Carnegie Endowment for International Peace. Her book The Coming Democracy: New Rules for Running a New World (Island Press, 2003/Brookings Press 2005) has been praised as “a beautifully written, highly accessible, authoritative explanation of how the world is changing and what we can do about those changes”. Her edited volume, The Third Force: The Rise of Transnational Civil Society, was critically acclaimed as a “superb volume” that “makes the case for a new understanding of transnational civil society”. Her articles have appeared in such journals as Foreign Policy, International Security, and International Studies Quarterly.
Boyd FULLER (Assistant Professor)  
PhD (Urban and Regional Planning), Massachusetts Institute of Technology  
Research Areas: Sustainable water management; negotiation and conflict resolution; and infrastructure development.

Boyd Fuller is a practitioner, researcher and teacher whose main interests are the resolution of apparently irresolvable environmental conflicts and the design and implementation of sustainable community-based water supply projects. Prior to joining the School, Boyd taught courses at the University of Michigan on infrastructure development, sustainable development, negotiation and dispute resolution, and urban and environmental planning. At the Massachusetts Institute of Technology, he completed his PhD on the resolution of difficult, long-term regional environmental conflicts. Boyd first became interested in dispute resolution while managing, implementing, and evaluating water supply projects in Cambodia. Boyd has written and published about the resolution of apparently irreconcilable disputes, multi-stakeholder dialogues at the global scale, sustainable water management, the use of mediation for integrated coastal zone management, and negotiation pedagogy. In collaboration with the Institute for Social Studies in the Netherlands, Boyd is currently initiating research on the scaling up of community-based water management projects in Southeast Asia and Latin America.

Henri GHESQUIERE (Adjunct Professor)  
PhD (Economics), Yale University

Henri Ghesquiere specialises in comparative development and applied macroeconomic policy. He served on the staff of the International Monetary Fund during 1978-2005, the last two years as Director of the IMF-Singapore Regional Training Institute. At the IMF he was closely involved as an economist, mission head, and senior resident representative with macro-economic lending programs and growth-oriented stabilisation policies in 26 countries, including Brazil, Venezuela, Algeria, Egypt, Ukraine, Pakistan and Bangladesh. Earlier he taught economics in the Philippines and wrote a book on development challenges in South East Asia. In 2006 Henri Ghesquiere authored Singapore's Success: Engineering Economic Growth, a multidisciplinary analysis of the city-state’s remarkably rapid development and inquiry into its relevance for other countries. He currently teaches a course and consults on this subject.

Robert J HERBOLD (Adjunct Professor)  
PhD (Computer Science), Case Western Reserve University

Robert J (Bob) Herbold, retired Executive Vice President and Chief Operating Officer of Microsoft Corporation, is the Managing Director of Herbold Group, LLC, a consulting business focused on profitability. Herbold serves on the Board of Directors of Agilent Technologies, First Mutual Bank, and ICOS Corporation. Also, in 2002 he was appointed by US President Bush to the President’s Council of Advisors on Science and Technology. Herbold joined Microsoft in November 1994 as Executive Vice President and Chief Operating Officer, retiring in spring, 2001. Prior to joining Microsoft, Herbold spent 26 years at The Procter & Gamble Company. In his last 5 years with P&G, he served as Senior Vice President of marketing. Herbold authored an article in the January, 2002 issue of the Harvard Business Review entitled “Inside Microsoft: Balancing Discipline and Creativity”, which discusses how companies can improve their profitability and agility. Also, he recently authored a book (published by Doubleday) titled The Fiefdom Syndrome which focuses on the turf battles and bureaucracy that undermine careers and companies – and how to overcome them.

HUI Weng Tat (Associate Professor and Vice-Dean, Academic Affairs)  
PhD (Economics), Australian National University  
Research Areas: Labour market modeling; returns to education; globalisation and labour markets; migration policy; and labour market issues in Singapore.

Hui Weng Tat has taught labour economics and policy at the Department of Economics at NUS. His current research interests are focused on the economic issues of migration and education, the impact of globalisation on labour markets and labour market policy issues in Singapore. He has published in international labour and public economics journals, and co-edited and contributed to the book Singapore Economy in the 21st Century: Issues and Strategies (McGraw Hill). He has acted as a consultant to the Ministry of Manpower; the International Labour Organization and was the Associate Research Fellow of the then Singapore Institute of Labour Studies from 1991-94. He also served as a resource person to the National Wages Council and was a member of the Economic Review Sub-Committee Work Group on Wages and the Institute of Policy Studies Economic Restructuring Working Group. He has held various administrative appointments which include Deputy Director of the Public Policy Programme, Acting Head of the Department of Economics and Vice-Dean (Research and Graduate Studies) of the Faculty of Arts and Social Sciences at NUS.
Darryl S L Jarvis (Associate Professor)  
**PhD (International Relations), University of British Columbia**  
**Research Areas:** Risk analysis; risk in the Asia-Pacific; international relations; and international political economy.

Darryl Jarvis specialises in risk analysis and the study of political and economic risk in Asia, including investment, regulatory and institutional risk analysis. He is author and or editor of several books and has contributed articles to leading international journals. He has been a consultant to various government bodies and business organisations, and for two years was a member of the investigating team and then chief researcher on the Building Institutional Capacity in Asia (BICA) project commissioned by the Ministry of Finance, Japan. His current research is a large cross-national study of risk causality in four of Asia’s most dynamic industry sectors. He teaches courses on risk analysis, markets and international governance, and international political economy.

Suzaina Kadir (Assistant Professor)  
**PhD (Political Science), University of Wisconsin-Madison**  
**Research Areas:** Religion and politics; state-society relations and political change in Asia; and regional security of Southeast Asia.

Suzaina Kadir’s research interests and area specialisation include religion and politics, with special focus on Muslim politics in Southeast Asia and South Asia; state-society relations and political development in Asia, with special focus on Southeast Asia; and Regional Security of Southeast Asia with a focus on non-traditional security issues affecting ASEAN such as women’s rights and the impact of religion. She has been published in renowned journals and contributed to several books. In her free time, Suzaina volunteers at community-oriented projects and has served on several civic boards and panels. She is also actively engaged in fostering intra-faith dialogue. Suzaina teaches ethnic politics and governance in Asia and public policy in Southeast Asia. She will be introducing a course on Islamic frameworks of governance in the near future.

Lam Chuan Leong (Adjunct Professor)  
**MBA, Harvard Business School**

Lam Chuan Leong is an Ambassador-at-Large with the Ministry of Foreign Affairs, he is also concurrently the Chairman of the Infocomm Development Authority of Singapore and Chairman of the Competition Commission of Singapore. His key areas of interest and expertise are in the application of general management theories and also of micro-economics, particularly in regard to regulation of monopolies, competition policy, pricing and market efficiency, privatisation of government services, transport economics, and the structuring of public as well as private financing initiatives. Chuan Leong held the post of Permanent Secretary in the Ministry of Finance, Ministry of the Environment, the Ministry of National Development, the Ministry for Trade and Industry, and the Ministry of Communications and Information. From 1981 to 1984, he served as Principal Private Secretary to the Prime Minister of Singapore.

Lee Chung Min (Visiting Professor)  
**PhD (International Relations), The Fletcher School of Law and Diplomacy, Tufts University**  
**Research Areas:** International security; East Asian politics and security policy; crisis management; as well as intelligence and national security.

Since 1988, Chung Min’s research has focused on four main areas: East Asian defense transformation and force modernization; political-military dynamics on the Korean peninsula; weapons of mass destruction (WMD) proliferation in East Asia; and US strategy in the Asia-Pacific. He has published extensively on Asian security and is currently working on crisis management case studies in East Asia, East Asian leadership, and WMD proliferation trends. Currently on leave from the Graduate School of International Studies, Yonsei University (Seoul), he has had visiting appointments at the National Graduate Institute for Policy Studies (Tokyo) and the National Institute for Defense Studies (Tokyo). Chung Min also worked as a policy analyst at RAND, the Sejong Institute, and the Institute for Foreign Policy Analysis. He has served as an advisor to the National Security Council Secretariat, the Ministry of Foreign Affairs and Trade, the Joint Chiefs of Staff, and the ROK Air Force. He is a member of the IISS (London) and the Seoul Forum for International Affairs (Seoul).
LIM Siong Guan (Adjunct Professor)  
BEng (1st Class Hons) Mechanical Engineering, University of Adelaide, Australia

Lim Siong Guan is Chairman of the Singapore Economic Development Board. He spearheaded the PS21 movement in the Singapore Public Service, to transform the service for the 21st century and re-orientate it for excellence in the delivery of government policy. He drives the e-government efforts, and chairs a Public Service Committee tasked to cut bureaucracy, promote economy, pursue organisational excellence and harness Information Technology in the public sector. Siong Guan was the Head of the Singapore Civil Service until 31 March 2005. He held the post of Permanent Secretary in the Ministry of Finance, the Prime Minister’s Office, the Ministry of Education and the Ministry of Defence. He was Chairman of the Accounting and Corporate Regulatory, the Inland Revenue Authority of Singapore and the Central Provident Fund Board. He also sat on the board of the Monetary Authority of Singapore, Institute of Policy Studies and the Institute of Southeast Asian Studies. He has been a Director of DBS Bank Ltd, a Director of Neptune Orient Lines Ltd, and variously Chairman or Director of a number of companies which are now part of the Singapore Technologies Engineering group of companies.

LIU Thai Ker (Adjunct Professor)  
Honorary Doctorate, University of New South Wales

Liu Thai Ker is closely associated with both the successful implementation of public housing in Singapore and the formulation of a vision for the current and further urban development of the city. He joined the Singapore Housing and Development Board in 1969 and became Chief Executive Officer in 1979. During his time with the board he oversaw the completion of over half a million dwelling units as the government embarked on its “Home Ownership for All” policy. He also guided the board’s planning concept as it changed from large-scale estates with localised facilities to nearly self-sufficient new towns for 200,000 to 300,000 people. Thai Ker assumed the post of Chief Executive Officer and Chief Planner of the new Urban Redevelopment Authority in 1989, where he oversaw and completed the revision of the Concept Plan; the plan that is widely recognised as visionary, pragmatic and one which will contribute towards making Singapore a city of excellence. Currently, Thai Ker is Director of RSP Architects Planners and Engineers (Pte) Ltd and concurrently Chairman of the Advisory Committee, National University of Singapore Architecture School. He also sat on the boards of a number of Statutory Boards, principal among them are the National Arts Council, the Housing and Development Board, the Central Provident Fund Board and the National Heritage Board.

M Ramesh (Associate Professor)  
PhD (Political Science), University of British Columbia

Research Areas: Comparative public policy; education; health; housing; social security in Asia; political economy of Asia; and international political economy.

Ramesh is a leading expert on social policies and political economy in East and Southeast Asia. He is the author or co-author of Social Policies in East and Southeast Asia, Welfare Capitalism in Southeast Asia, Studying Public Policy, and Canadian Political Economy. He has also published widely in senior refereed journals and is the Editor of the journal Policy and Society. His recent research interest is in comparative political economy of China, India and Korea. His current teaching interests are in business and government; globalisation and public policy; and social policy. He is the current Co-President of the Asian Political and International Studies Association (APISA). He has held teaching or visiting appointments in Australia, Canada, Hong Kong, New Zealand, Norway, and USA.

Kishore MAHBUBANI (Dean and Professor in the Practice of Public Policy)  
MA (Political Philosophy), Dalhousie University

Research Areas: Globalisation; UN issues; America and the world; Asia-Pacific security; and Asian values.

Kishore Mahbubani was appointed Dean of the Lee Kuan Yew School of Public Policy on 16 August 2004 after having served 33 years in the Singapore Foreign Service (with postings in Cambodia, Malaysia, Washington DC and twice as Ambassador to the UN, during which he also served as President of the Security Council). He was the Permanent Secretary of the Foreign Ministry from 1993-1998. He is the author of Can Asians Think? published in Singapore, Canada, US, Mexico, India and People’s Republic of China and of Beyond The Age of Innocence: Rebuilding Trust between America and the World. He was also listed as one of the top 100 public intellectuals in the world by Foreign Policy and Prospect magazines in September 2005.
Jonathan MARSHALL (Assistant Professor)  
**PhD (Counselling Psychology) Stanford University**  
**Research Areas**: Leadership, peak performance, and the mind-body connection.

At the Harvard Business School Jonathan Marshall worked closely with the faculty, staff, and students to facilitate higher levels of individuals' personal and career performance. His doctorate, at Stanford University, focused on the use of hypnosis and meditation to improve mood and wellbeing. Prior to his current appointment, he helped to build the new psychology division at the Nanyang Technological University. Currently he conducts research on how individual leaders are perceived and he teaches courses on leadership development.

Alex MUTEBI (Assistant Professor)  
**PhD (Public and International Affairs), Princeton University**  
**Research Areas**: Comparative political economic development and underdevelopment; politics and the state; socio-economic development and the state; civil society and the development process; as well as bureaucracy and organisational management.

Alex Mutebi’s research interests are primarily in comparative political economy of development and underdevelopment, comparative politics, and economic and political geography. Some of his recent work has focused on more specifically on socioeconomic development and the state; well as on public bureaucracies, governance, and public sector reform with his main geographic research interests on mainland Southeast Asia, particularly Thailand. Before joining the School Alex was based in Thailand as a Public Sector Specialist for the World Bank. Previously, Alex also worked as a research associate for the Thailand Development Research Institute and has consulted for various international organisations including the the Asia Development Bank Institute, the United Nations Economic Commission for Asia and the Pacific. At the Lee Kuan Yew School, Alex teaches (or has taught) courses on the policy process; political and organisational analysis; political economy of development.

Basskaran NAIR (Adjunct Associate Professor)  
**MA, East-West Center/ University of Hawaii**

Basskaran Nair first worked as a journalist, followed by more than 25 years in public relations counsel and marketing communications in the public and private sectors. In the public sector, he managed national, regional and international events and was responsible for most of the national publicity campaigns in the early days of Singapore’s nation-building. In the private sector, Basskaran headed the Development Bank of Singapore’s Public Affairs Department and later held the position of Chairman and Equity Partner for the Singapore/ASEAN office of an international financial communications firm. He joined CapitaLand in 2001 and has been involved in real estate investment trusts (Reits) and other property related financial transactions. Basskaran is also currently a Board Member of Cisco Security Pte Ltd, and Chairman of Media Development Authority’s Publication Consultative Panel. He has authored books. His latest book is From Main Street to Cyber Street: Changes in the Practice of Communication.

NEO Boon Siong (Visiting Professor and Director, Asian Competitiveness Institute)  
**PhD (Business Administration), University of Pittsburgh**

Neo Boon Siong is Founder and Director of the Information Management Research Centre (IMARC) and former Dean of the Nanyang Business School, Nanyang Technological University, Singapore. He is a Certified Public Accountant (Singapore) and prior to joining the University, he held professional and management positions at Arthur Andersen, Hewlett-Packard and Shell Petroleum companies in Singapore.

NGIAM Tong Dow (Adjunct Professor)  
**MPA, Harvard University**

Ngiam Tong Dow is currently the Chairman of Surbana Corporation Pte Ltd, and concurrently a Director of United Overseas Bank Ltd, Singapore Press Holdings Ltd, and Yeo Hiap Seng Ltd. Prior to his present appointments, Tong Dow held numerous appointments in the public and private sectors. These appointments included the chairmanship of various statutory boards and companies, including the Economic Development Board, the Singapore Technologies Holdings, The Development Bank of Singapore and the Central Provident Fund Board. He also held the post of Permanent Secretary in several key government ministries, including the Ministry of Finance, the Prime Minister’s Office, the Ministry of Communications, the Ministry of Trade and Industry, and the Ministry of National Development.
John PALMER (Adjunct Professor)
BA, University of British Columbia, FCA, Ontario and British Columbia

John Palmer qualified as a Chartered Accountant (B.C. Gold Medal) following a career with KPMG, including a term as Deputy Chairman and Managing Partner of the Canadian firm. He served for seven years as Superintendent of Financial Institutions in Canada and for three years as Deputy Managing Director of the Monetary Authority of Singapore, responsible for the supervision of banks and insurance firms. He has served on the Basle Committee on Banking Supervision and the Financial Stability Forum, and on the Council on Corporate Disclosure and Governance in Singapore. John is currently Chairman of the Toronto International Leadership Centre for Financial Sector Supervision and a director of the Accounting and Corporate Regulatory Authority.

PHUA Kai Hong (Associate Professor)
PhD (Social Administration and Health Economics), London School of Economics and Political Science

Research Areas: Comparative health systems and health sector reforms; with a focus on the newly industrialising economies of Asia; population ageing and services for the elderly; privatisation and corporatisation of social services; and social policies for health and economic development.

Phua Kai Hong holds a joint appointment with the School of Medicine at NUS. He has worked previously as medical care administrator in the New York State Department of Health’s Office of Health Systems Management, and the Ministry of Health, Singapore. He has served on various editorial boards of international journals, and on numerous national health policy and advisory committees in Singapore. He is also frequently consulted in health economics and financing by many governments within the region, public and international bodies, including the Asian Development Bank, Red Cross, WHO and World Bank. Kai Hong teaches health policy and management.

JY PILLAY (Adjunct Professor)
BSc (1st Class Hons), Imperial College of Science and Technology, University of London

J Y Pillay has held the position of Chairman, Singapore Exchange Limited, since November 1999. He is a member of various councils and advisory panels including the Council of Presidential Advisers of the Republic of Singapore and the Investment Committee of the United Nations Pension Fund since 1997. Joe served in the Administrative Service of the Government of Singapore and was Permanent Secretary of various key ministries, including finance, defence and national development. He was appointed Managing Director of the Monetary Authority of Singapore and the Government of Singapore Investment Corporation, and held the chairmanship of several government companies including the Development Bank of Singapore and Temasek Holdings. But he is perhaps best known as the man who led Singapore Airlines from a small startup with just 12 aircrafts to a global industry leader.

T S Gopi RETHINARAJ (Assistant Professor)
PhD (Nuclear Engineering), University of Illinois at Urbana-Champaign

Research Areas: Energy security and policy; science and technology policy; nuclear weapons and arms control; South Asian security; climate change policy; and science journalism.

T S Gopi Rethinaraj was involved in various research and teaching activities in the mentioned areas for six years at the Program in Arms Control, Disarmament and International Security, a multi-disciplinary teaching and research programme at Illinois devoted to military and non-military security policy issues. He also had a four-year stint as journalist with The Indian Express based in Mumbai, and has written on science, technology, and security issues for Jane’s Intelligence Review and Reuters. He received a visiting fellowship from the Bulletin of the Atomic Scientists, Chicago, in 1999 for investigative reporting on South Asian nuclear security issues. Gopi teaches courses on science and technology policy, energy economics and policy, and nuclear security affairs.
Kenneth Paul TAN (Assistant Professor)  
**PhD (Social and Political Sciences), University of Cambridge**  
**Research Areas:** Political theory (liberal and radical theories of democracy, civil society, and culture), comparative politics (Singapore politics and society), cinema studies (film theory, Singapore films)

Kenneth Paul TAN (b. 1972) is an assistant professor at the Lee Kuan Yew School of Public Policy. A multiple-award-winning teacher, he has also taught at the National University of Singapore’s Political Science Department and University Scholars Programme. His research interests have spanned the fields of political theory, comparative politics, and cinema studies, specializing in Singapore studies. Apart from several journal articles and book chapters on democracy, civil society, media, multiculturalism, and meritocracy, his publications include a forthcoming book on film and television in Singapore. He is currently working on a book on the politics of Singapore as a global city. The recipient of the 1995 Lee Kuan Yew Postgraduate Scholarship, he received his Ph.D. in social and political sciences in 2000 at the University of Cambridge (UK). In 1994, he obtained a first class honours degree in the joint school of economics and politics at the University of Bristol (UK) on a Public Service Commission overseas merit (open) scholarship. He is the founding chair of the Asian Film Archive’s board of directors, sits on the board of directors of theatre company The Necessary Stage, and has composed music for some of its performances.

Dodo J Thampapillai (Associate Professor)  
**PhD (Economics), University of New England, Australia**  
**Research Areas:** Macroeconomics and public policy; environmental economics; development economics; and operations research.

Dodo Thampapillai holds a Personal Chair in Environmental Economics at Macquarie University, Sydney and an Adjunct Professorship in Environmental Economics at the Swedish University of Agricultural Sciences at Uppsala. In March 2005, he was included in the list of Eminent Environmental Economists by UNESCAP to speak at the Environmental Economics Symposium as part of the Fifth Ministerial Meetings on Environment and Development at Seoul, Korea. He has over 80 publications including seven books and nine refereed monographs. He was also awarded the DFG Professorship (University of Kiel, Germany 1999/2000) and SLU visiting Professorship (Sweden-1999/2000). He has also consulted with World Bank, United Nations Development Programme, Food and Agricultural Organization of the United Nations and International Labour Organization, and the Australian Government. Dodo teaches macroeconomics and economic policy in a global economy.

Vu Minh Khuong (Assistant Professor)  
**PhD (Public Policy), Harvard University**  
**Research Areas:** Economic growth; competitiveness; governance; as well as impact of information and communication technology.

Vu Minh Khuong's research specialises in economic growth, competitiveness, and development; in particular, policy issues for enhancing institutional quality, local competitiveness, and the diffusion of Information and Communication Technology. His research has appeared in international journals and other publications. He has been a consultant to the IMF, World Bank, IFC, and USAID. He has also worked as a senior consultant for KPMG and Monitor: He has held various positions in Vietnam: CEO of Songcam Chemical Company, Chief Economic Adviser to the Mayor of Haiphong City, and Associate Fellow at the Prime Minister’s Research Commission. He has taught at Suffolk University (Boston) and Keio University (Tokyo). He teaches empirical analysis and research methods in public policy.

Calla Wiemer (Visiting Associate Professor)  
**PhD (Economics), University of Wisconsin**  
**Research Areas:** Chinese economy; exchange rate regimes; as well as economic development and structural change.

Calla Wiemer specialises on the Chinese economy. Her research on China has covered a wide range of topics including the exchange rate and balance of payments, income distribution, economic development and structural change, labor and employment, regional development, and rural industrialisation. Her consulting work with Chinese government agencies has involved contributions to preparing the China Human Development Report, 2005, to improving GDP measurement techniques, and to aiding cross-border economic integration between China and Central Asia. Her recent academic publications include Asian Economic Cooperation in the New Millennium: China’s Economic Presence co-edited with Heping Cao and articles on China’s rural taxation and the economy of Xinjiang. Her early academic career was spent in the Economics Department of the University of Hawaii (1984-1997).
WONG Poh Kam (Associate Professor)
PhD (Regional Planning), Massachusetts Institute of Technology

Research Areas: Innovation policy; industrial and competitiveness policy; and technology entrepreneurship.

Wong Poh Kam is concurrently an Associate Professor at the School of Business at NUS, as well as Director for NUS Entrepreneurship Centre. He has published in numerous international refereed journals on innovation policy, industrial and competitiveness policy and technology entrepreneurship, and has also consulted widely for international agencies such as the World Bank and Asian Development Bank, various government agencies in Singapore such as A*STAR, EDB and IDA, and many high tech firms in Asia. An entrepreneur who co-founded three companies prior to joining academia, he is now an active angel investor and/or board member of several high tech start-ups in Silicon Valley, Singapore, China and Malaysia. He was a Fulbright Visiting Scholar at UC Berkeley and a visiting researcher at Stanford University and KTH, Sweden. He received a Public Administration Medal (Bronze) from the Singapore Government in 2005.

WU Wenbo (Assistant Professor)
PhD (Public Policy and Management), Carnegie Mellon University

Research Areas: Applied microeconomics; organisational economics; and positive political economy.

Wu Wenbo’s main research interests are in the empirical analyses of institutions and development, institutional changes, and theoretical studies of institutions and organisations in the public sector. His teaching interests include microeconomics, public economics, political economy, and organisations. Wenbo was a Research Associate at China Academy of Urban Planning and Design, and a Fellow at the United Nations University’s Institute of Advanced Studies. He has held visiting positions at Tokyo University, Tsinghua University, and Zhejiang University. Wenbo teaches economics and public policy at the School.

WU Xun (Assistant Professor)
PhD (Public Policy Analysis), University of North Carolina at Chapel Hill

Research Areas: Energy policy; water resource management; and comparative political economy.

Wu Xun’s research focuses on the political economy of public policy reforms in developing countries. He has published in academic journals such as Governance, Energy Policy, Energy Economics, and Water Policy, as well as in multiple edited volumes. His current research interests include electricity sector restructuring in Southeast Asia, corporate governance and corruption, health policy reforms in Asia, and conflict resolution in international river basins. He has consulted for various international organisations such as the World Bank and International Vaccine Institute. He teaches environmental policy, natural resource management, policy research methods, policy evaluation, and cost-benefit analysis.

Stavros Yiannouka (Vice-Dean, Executive Education and Development)
MBA (Distinction), London Business School

Stavros Yiannouka joined the management team of the School in June 2005. His areas of interest include leadership, organisational change and the impact of technology on the competitive dynamics of industry. Prior to joining the School, Stavros was a senior consultant with McKinsey & Company. Based in Singapore, he served major public sector clients across a range of sectors from financial services to healthcare and higher education. Before joining McKinsey & Company, Stavros practiced corporate and commercial law in the City of London. He is also currently a member of the Governing Board of the Institute of System Science at NUS.
PART III :: APPLICATION AND ADMISSIONS

INFORMATION FOR APPLICANTS

This section has been prepared to help you apply for admission to the MPP programme at the Lee Kuan Yew School of Public Policy. It contains all the material needed to file an application. You may also browse the School’s website at www.lkyspp.nus.edu.sg.

If you have any questions, please contact us at:

The Administrator
Master in Public Policy Programme
Lee Kuan Yew School of Public Policy
National University of Singapore
469C Bukit Timah Road
Oei Tiong Ham Building
Singapore 259772
Tel: (+65) 6516-6134
Fax: (+65) 6872-9291
Email: LKYSPPmpp@nus.edu.sg

PROCEDURE FOR APPLICATION

HOW TO APPLY
To apply to the MPP programme, you must submit a complete application package that includes all of the following items:

1. Completed admissions application form
2. Application fee
3. Official transcripts and certificates
4. Standardised test scores
5. Graduate Record Examination (GRE) score (if available)
6. Curriculum vitae/resume
7. Essays
8. References
9. Completed financial aid application form (if applicable)
10. Copy of passport, identity card or birth certificate

If you would like to be considered for scholarships or other forms of financial aid, you must submit the “FINANCIAL AID APPLICATION FORM” on page 42.

The application form must be completed in English. Non-English supporting documents must be accompanied by a notarised English translation. The originals of submitted documents must be furnished for verification at student registration. Students found to have given inaccurate or false information will be required to withdraw from the MPP programme. Your full name, as written on page one of the application form, should appear on every document submitted. Please call our attention to any variation in your name that may appear on any material submitted.

It is your responsibility to ensure that all application material are mailed in time to reach the Lee Kuan Yew School of Public Policy by 31 January 2008. We regret that late applications will not be accepted. They will instead be considered for the following intake.

APPLICATION MATERIAL
Your application is considered to be complete for review by the admissions committee when the following material have been received:

1. Completed Application Form
You should complete the “ADMISSION APPLICATION FORM” on pages 25-39. Where summaries of academic or professional activities are requested on the form, please complete the form as required; do not refer us to a resume or transcript. Please do not submit videotapes, computer disks, books or manuscripts as they will be discarded. Please do not send application material by fax.
2. Application Fee
The application fee is S$30 or US$20. Please attach a bank draft (drawn on a bank in Singapore) for the appropriate amount made payable to “NATIONAL UNIVERSITY OF SINGAPORE”. Please submit the “APPLICATION FEE FORM” on page 39 together with your application. (For applicants residing in Singapore, local cheques will be accepted.) Payment by telegraphic transfer will not be accepted. Applicants who send cash do so at their own risk.

3. Official Transcripts and Certificates
Official transcripts of academic work and degrees/ diplomas/ certificates from each college or university you have attended must be submitted directly to the Lee Kuan Yew School of Public Policy from your college or university registrar. Present the “TRANSCRIPT REQUEST FORM” on page 37 to your college or university registrar. Make additional copies of the request form if necessary. If your institution does not provide official transcripts, please provide a certified copy of your credentials and a list of courses taken and the grades/ marks received. These documents should be signed by an official of the institution and mailed directly to the Lee Kuan Yew School of Public Policy in an envelope that is signed across the sealed flap. If the credentials are not in English, they must be accompanied by English translations that have been notarised.

4. Standardised Test Scores
If your native language is not English or your undergraduate degree programme was not conducted in English, you must submit your test scores for the TOEFL (Test of English as a Foreign Language) or IELTS (International English Language Testing System).

- 580 on the TOEFL paper-based test
- 237 on the TOEFL computer-based test
- 85 on the TOEFL internet-based test
- 6.5 on the IELTS test

Scores for the TOEFL and IELTS are valid for 2 years.

Please note that the tests are conducted only at specific times. It takes about 4 months from the date of registration for the test, for the score to be finally received by an institution. You should allow sufficient time for the School to receive the results. When registering for the TOEFL, please use institution code 3720 for the Lee Kuan Yew School of Public Policy and subject code 94 for Public Administration / Policy. There is no need for institution or subject codes for the IELTS. Official copies of the test scores must be sent directly to the School. If you know your scores, please enter them on the application form. You may also include a photocopy of your score report. However, final admissions decisions are contingent upon the receipt of the official score report by the School.

For more information about the TOEFL or IELTS, and for instructions on registering, please contact the Educational Testing Service, Rosedale Road, Princeton, NJ, 08541, U.S.A (for TOEFL) or visit the websites www.toefl.org (for TOEFL) and www.ielts.org (for IELTS).

5. Graduate Record Examination (GRE)
Applicants are encouraged to take the GRE and submit their scores.

6. Curriculum vitae/ Resume
Please give us a curriculum vitae (CV) listing your academic, professional, and personal achievements, including significant appointments that you have held. For each appointment, indicate the organisation, the period (include month and year) during which you held the appointment, your major responsibilities, your starting- and ending-salary and the name and title of your supervisor. Please explain any gaps in your employment history. Please also tell us about your hobbies and interests.
7. Essays
Please limit your essays to 500 words each. Type your name and the programme you are applying for in the upper right-hand corner of each page and clearly mark each essay “Essay #__”.

Essay 1: Describe your contribution to a project which was successful and to another which was unsuccessful. What did you learn about management, implementation problems and yourself from these experiences?

Essay 2: What competencies do you expect to gain from studying at the Lee Kuan Yew School of Public Policy?

Essay 3: If admitted, what do you expect to contribute to the classroom learning experience at the Lee Kuan Yew School of Public Policy?

8. References
You must provide 3 references in English from individuals who know you and your work. It is important that you select referees who are able to comment on your abilities in the professional setting. All references must be submitted on the “REFERENCE” forms in this booklet; if additional pages are required, they must be typed on the referees’ organisations’ letterheads, with the referees’ signatures.
PERSONAL PARTICULARS (Please print in BLOCK letters)

Name (Dr/Mr/Mrs/Mdm/Miss/Ms)*

(As in Identity Card/Passport) (UNDERLINE surname/family name)

Date of birth ___________ Place of birth ___________ Age ___________
(dd/mm/yyyy)

Nationality __________________ Ethnic group __________________

Domicile __________________ (Country you live in permanently)

Sex ___________________ Marital status ________________________ No. of children ___________

Passport no. ___________ Place of issue __________________ Date of issue ___________ Date of expiry ___________

For Singapore citizens and permanent residents only:

NRIC no. ________________________ ☐ Pink ☐ Blue

Mailing address _____________________________________________

_______________________________________________________________

Telephone number __________________ Fax number __________________

Permanent home address _______________________________________

_______________________________________________________________

Mobile number __________________ Email _______________________

_______________________________________________________________

Name of next-of-kin __________________ Relationship __________________

Address ______________________________________________________

________________________________________________________________________

Telephone number(s) _____________________________________________

* Please delete accordingly
**WORK EXPERIENCE**
List your current or most recent position first. Please do not refer us to your curriculum vitae.

<table>
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<tr>
<th>Position:</th>
<th>Organisation:</th>
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<tr>
<td>Date employed (From)</td>
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<tr>
<td>Nature of organisation:</td>
<td>Government / Not-for-profit / Private sector*</td>
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<td>Nature of organisation:</td>
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Total years of work experience as of 31 December 2007 Full-time Part-time

Total years of work experience in current position

Please describe your current position and major responsibilities.

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**TERTIARY EDUCATION**
Please list your undergraduate and graduate education, as well as any courses you are currently enrolled in and their expected completion dates.

<table>
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<tr>
<th>From</th>
<th>To</th>
<th>Institution</th>
<th>Degree / Course of study</th>
<th>Class of Degree</th>
<th>Rank / Position</th>
<th>Duration of programme (no. of years)</th>
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* Please delete accordingly
EDUCATIONAL RECORD
Please indicate if you have previously studied the subjects below and whether it was at the post-secondary/high school or tertiary levels.

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<tr>
<th>Subject</th>
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<td>Economics</td>
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<td>Political Science</td>
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<td>Mathematics</td>
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<td>Sociology</td>
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<td>Statistics</td>
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Any other public policy-related disciplines:

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STANDARDISED TEST SCORES
Please provide either your TOEFL or IELTS scores below. Do not report institutional test scores. Final admissions decisions are contingent upon the receipt of the official score report by the School.

TOEFL  
Date (mm/yyyy)  
Listening score  
Writing score  
Reading score  
Total score  

IELTS  
Date (mm/yyyy)  
Score  

OTHER GRADUATE ADMISSIONS EXAMINATIONS (OPTIONAL)
If you have taken any of the following, please give details:

GRE  
Date (mm/yyyy)  
Verbal score / percentile  
Registration number  
Quantitative score / percentile  
Analytical score / percentile  
Total score / percentile  

GMAT  
Date (mm/yyyy)  
Verbal score / percentile  
Registration number  
Quantitative score / percentile  
Analytical writing score / percentile  
Total score / percentile
## PROFESSIONAL QUALIFICATIONS / CERTIFICATION

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Organisation/ Institution</th>
<th>Certificate / Diploma</th>
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## MEMBERSHIP OF PROFESSIONAL ORGANISATIONS

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<th>From</th>
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<th>Organisation/ Institution</th>
<th>Position</th>
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</table>

## MAJOR EXTRA-CURRICULAR AND CIVIC OR COMMUNITY ACTIVITIES (Please list in order of importance)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Office held or honours</th>
<th>Elected or appointed</th>
<th>Active dates</th>
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## REFERENCES

Please provide the details of your three referees. Please note that references have to be in English.

1. Name: 
   - Address of organisation / institution: 
     - Telephone number: 
     - Fax number: 
     - Email: 

2. Name: 
   - Address of organisation / institution: 
     - Telephone number: 
     - Fax number: 
     - Email: 

3. Name: 
   - Address of organisation / institution: 
     - Telephone number: 
     - Fax number: 
     - Email: 

FUNDING
If you are seeking funds from or are funded by a government, foundation or private agency, please identify the source of funding and indicate whether the funding is confirmed:

Name of funding source ___________________________ Amount of funding ___________________________ Confirmed / Not confirmed *

If you are a self-financing student, please tick here. ■

If you wish to apply for financial aid from/through the School please fill in the “FINANCIAL AID APPLICATION FORM” on page 42.

PREVIOUS APPLICATION
1. Have you previously applied for admission or been admitted to any graduate programme at the National University of Singapore? □ Yes □ No

If yes, please identify the programmes you applied to and the year of application: ___________________________

Outcome of application: Successful / Unsuccessful *

If successful, please indicate: Date of enrolment (From) ___________________________ (To) ___________________________

Current status: Graduated / Withdrawn / Failed / Current student *

2. Are you applying to any other graduate programme at NUS for Academic Year 2008? □ Yes □ No

If yes, please identify them: ___________________________

3. Are you applying to any other universities? □ Yes □ No

If yes, please identify them: ___________________________

DISABILITIES AND SPECIAL NEEDS
Do you have any disabilities (including but not limited to chronic illnesses, communicable diseases, mental illness, colour blindness, visual or other physical constraints or limitations) which may or may not cause you to require special assistance or facilities while studying at the University? □ Yes □ No

If yes, please provide all relevant information on a separate sheet of paper (and attach the relevant medical documents).

Note: This information will enable the University to develop a complete profile of an applicant and to determine whether he/she might need additional resources in his/her studies. The University does, however, not guarantee the provision of special aid (financial or otherwise) to any student.

NATIONAL SERVICE
(Applicable to Singapore citizens and ex-citizens only.)

□ Completed (ORD) □ Currently serving (Expected ORD _____________ ) □ Disrupted
□ Exempted □ Did not serve NS

FEEDBACK
To help us reach out better to prospective students, please tell us how you first came to know about the MPP programme:

□ Received mailing □ LKY SPP alumni (name and year of graduation) ___________________________
□ LKY SPP faculty or staff □ Current LKY SPP Student (name and programme) ___________________________
□ LKY SPP website □ Through own organisation (please identify) ___________________________
□ Through diplomatic channels □ Advertisement (please identify publication) ___________________________
□ Others (please identify) ___________________________

If you have indicated multiple channels, please tell us which channel most influenced you to apply: ___________________________

* Please delete accordingly
If you are not selected for the MPP programme, do you wish to be considered for another degree programme at the LKYSPP?

☐ Yes  ☐ No

If yes, please indicate which degree programme:

Information on LKYSPP degree programmes can be found at www.lkyspp.nus.edu.sg

DECLARATION
I certify that all statements made by me on this form are correct. I understand that any inaccurate or false information (or omission of material information) will render this application invalid and that, if admitted on the basis of such information, I may be required to withdraw from the University.

__________________________  ____________________________
Signature                  Date
REFERENCE FORM : 2008 MASTER IN PUBLIC POLICY

TO THE APPLICANT

Please complete this section and forward this form to the person who will write your reference. Each reference must be put in a sealed envelope, signed across the seal by the referee and returned to you for submission with your application package.

Name of applicant (Dr/Mr/Mrs/Mdm/Miss/Ms)* ____________________________ [UNDERLINE surname/family name]

Name of referee ___________________________________________ Position __________________

Name of institution __________________________________________

Address ______________________________________________________

Telephone number __________________ Fax number __________________ Email __________________

TO THE REFEREE

The above-named applicant is applying for admission to the Master in Public Policy programme at the Lee Kuan Yew School of Public Policy, National University of Singapore.

The School requires applicants to submit individual references. Please complete and return this form in a sealed envelope to the applicant, who will forward it, unopened, to the School. When you seal the envelope, please sign across the seal.

Please write as fully as you can about the student, describing strengths as well as weaknesses. The School is interested in admitting students of outstanding intellectual promise and sufficient preparation to participate successfully in a rigorous professional education programme. Your reference must be in English and typed on your organisation’s letterhead, with your signature.

1. How long have you known the student and in what capacity?

2. What do you consider to be the applicant’s strengths? You may wish to comment on breadth of knowledge and quality of oral and written expression in English.

3. Please describe an activity or programme in which the applicant was involved that illustrates his or her special abilities and/or leadership skills or potential.

4. What do you consider to be the applicant’s weaknesses?

5. Where do you think the applicant would have greatest difficulty in an intensive graduate professional course of study? This would be an area where the applicant ought to receive additional preparation if admitted.

6. Please comment on the applicant’s knowledge of economics and mathematics.

7. Please comment on the applicant’s career potential and your projection of his or her future success.

* Please delete accordingly
8. Rate the applicant in the areas indicated below. We are interested in your comparison of the applicant with his/her peers and colleagues at the same level (please tick).

<table>
<thead>
<tr>
<th>Area</th>
<th>Unable to comment</th>
<th>Marginal (lower 50%)</th>
<th>Average (top 50%)</th>
<th>Good (top 25%)</th>
<th>Excellent (top 10%)</th>
<th>Superior (top 3%)</th>
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<tbody>
<tr>
<td>A. Intellectual ability</td>
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<td>B. Analytic frame of mind</td>
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<td>C. Problem-solving orientation</td>
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<td>D. Ability/promise as a leader</td>
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<td>E. Quality of oral expression</td>
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<td>F. Quality of written expression</td>
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<td>G. Motivation and energy</td>
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<td>H. Leadership</td>
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<td>I. Organisational ability</td>
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<td>J. Sense of humour</td>
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<td>K. Emotional maturity</td>
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<td>L. Ability to meet a deadline</td>
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<td>M. Ability to work with others</td>
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<tr>
<td>N. Commitment to public service</td>
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<td>O. Professional integrity</td>
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</table>

9. Please make any additional comments about the applicant’s potential or personal qualities which you feel would be helpful to the Admissions Committee. We are especially interested in anything you might add that would not otherwise be apparent in the applicant’s record (e.g. evidence of character, values, a point of interest or concern about which the applicant is particularly enthusiastic, and any special talent or quality he or she possesses).

Signature          Date

Thank you for your time and effort in completing this reference.
REFERENCE FORM : 2008 MASTER IN PUBLIC POLICY

TO THE APPLICANT

Please complete this section and forward this form to the person who will write your reference. Each reference must be put in a sealed envelope, signed across the seal by the referee and returned to you for submission with your application package.

Name of applicant (Dr/Mr/Mrs/Mdm/Miss/Ms)* ____________________________ [UNDERLINE surname/family name] ____________________________

Name of referee ____________________________ Position ____________________________

Name of institution ____________________________

Address ____________________________

Telephone number ____________________________ Fax number ____________________________ Email ____________________________

TO THE REFEREE

The above-named applicant is applying for admission to the Master in Public Policy programme at the Lee Kuan Yew School of Public Policy, National University of Singapore.

The School requires applicants to submit individual references. Please complete and return this form in a sealed envelope to the applicant, who will forward it, unopened, to the School. When you seal the envelope, please sign across the seal.

Please write as fully as you can about the student, describing strengths as well as weaknesses. The School is interested in admitting students of outstanding intellectual promise and sufficient preparation to participate successfully in a rigorous professional education programme. Your reference must be in English and typed on your organisation’s letterhead, with your signature.

1. How long have you known the student and in what capacity?

2. What do you consider to be the applicant’s strengths? You may wish to comment on breadth of knowledge and quality of oral and written expression in English.

3. Please describe an activity or programme in which the applicant was involved that illustrates his or her special abilities and/or leadership skills or potential.

4. What do you consider to be the applicant’s weaknesses?

5. Where do you think the applicant would have greatest difficulty in an intensive graduate professional course of study? This would be an area where the applicant ought to receive additional preparation if admitted.

6. Please comment on the applicant’s knowledge of economics and mathematics.

7. Please comment on the applicant’s career potential and your projection of his or her future success.

* Please delete accordingly
8. Rate the applicant in the areas indicated below: We are interested in your comparison of the applicant with his/her peers and colleagues at the same level (please tick).

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<tr>
<th>Area of Evaluation</th>
<th>Unable to comment</th>
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9. Please make any additional comments about the applicant’s potential or personal qualities which you feel would be helpful to the Admissions Committee. We are especially interested in anything you might add that would not otherwise be apparent in the applicant’s record (e.g. evidence of character, values, a point of interest or concern about which the applicant is particularly enthusiastic, and any special talent or quality he or she possesses).

__________________________
Signature

__________________________
Date

Thank you for your time and effort in completing this reference.
REFERENCE FORM : 2008 MASTER IN PUBLIC POLICY

TO THE APPLICANT

Please complete this section and forward this form to the person who will write your reference. Each reference must be put in a sealed envelope, signed across the seal by the referee and returned to you for submission with your application package.

Name of applicant (Dr/Mr/Mrs/Mdm/Miss/Ms)* ________________________________
[UNDERLINE surname/family name]

Name of referee ________________________________ Position ________________________________

Name of institution ________________________________

Address ________________________________

Telephone number ________________________________ Fax number ________________________________ Email ________________________________

TO THE REFEREE

The above-named applicant is applying for admission to the Master in Public Policy programme at the Lee Kuan Yew School of Public Policy, National University of Singapore.

The School requires applicants to submit individual references. Please complete and return this form in a sealed envelope to the applicant, who will forward it, unopened, to the School. When you seal the envelope, please sign across the seal.

Please write as fully as you can about the student, describing strengths as well as weaknesses. The School is interested in admitting students of outstanding intellectual promise and sufficient preparation to participate successfully in a rigorous professional education programme. Your reference must be in English and typed on your organisation’s letterhead, with your signature.

1. How long have you known the student and in what capacity?

2. What do you consider to be the applicant’s strengths? You may wish to comment on breadth of knowledge and quality of oral and written expression in English.

3. Please describe an activity or programme in which the applicant was involved that illustrates his or her special abilities and/or leadership skills or potential.

4. What do you consider to be the applicant’s weaknesses?

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6. Please comment on the applicant’s knowledge of economics and mathematics.

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__________________________  ____________________________
Signature                          Date

Thank you for your time and effort in completing this reference.
TRANSCRIPT REQUEST FORM : 2008 MASTER IN PUBLIC POLICY

TO THE APPLICANT

Name of Applicant (Dr/Mr/Mrs/Mdm/Miss/Ms)* ____________________________________________ [UNDERLINE surname/family name]

Institution ____________________________________________________________________________

Date of enrolment (From) ____________________________ (To) ________________________________

Degree and date of conferment _______________________________________________________________________

TO THE REGISTRAR OR AUTHORISED PERSON

The above-named individual is applying for admission to the Lee Kuan Yew School of Public Policy. The School requires all applicants to submit a complete set of official transcripts with their application materials. Without this, the application cannot be considered complete. The transcripts must bear the stamp of your university and the name and signature of the registrar or an authorised person. Please complete this form and place it together with the transcripts in an envelope. Seal the envelope, sign across the seal and return it to the Lee Kuan Yew School of Public Policy. If the transcripts are in a language other than English, please provide official translations.

Subject to the rules of governing your university, the transcript should include:

A. Date of enrolment
B. A list of all subjects taken (with dates), and the grades obtained in each subject
C. Title of degree awarded and date of conferment
D. Rank in class
E. Interpretation or explanation of the grade, marks or scores

If a copy of the student's academic record cannot be forwarded, please provide the reasons.

As not all grading systems are familiar to us, please include information on your grading system and policy (use a separate sheet if necessary).

* Please delete accordingly
Please send the official transcript to:

Lee Kuan Yew School of Public Policy
National University of Singapore
469C Bukit Timah Road
Oei Tiong Ham Building
Singapore 259772

**ATTENTION: MASTER IN PUBLIC POLICY PROGRAMME**
APPLICATION FEE FORM

TO THE APPLICANT

A non-refundable fee of S$30 (or US$20) is required for each application. Please attach a bank draft (drawn on a bank in Singapore) for the appropriate amount made payable to “NATIONAL UNIVERSITY OF SINGAPORE”. (For applicants residing in Singapore, local cheques will be accepted). Please write your name and “2008 MPP” at the back of the cheque/draft. Payment by telegraphic transfer will not be accepted. Applicants who send cash do so at their own risk. Please note that your application will be processed only upon receipt of the application fee.

Please submit this entire page with your application form.

PERSONAL PARTICULARS (Please print in BLOCK letters)

Name (Dr/Mr/Mrs/Mdm/Miss/Ms)* ________________________________ (As in Identity Card/Passport) (UNDERLINE surname/family name)

Mailing address ____________________________________________

Telephone number __________________________ Fax number __________________________

Mobile number __________________________ Email __________________________

* Please delete accordingly

FOR OFFICIAL USE ONLY

Date: __________________________ Receipt number: __________________________

Received the sum of S$30/US$20 in payment of application fee for admission to the 2008 Master in Public Policy programme.
PART IV :: FINANCIAL AID

GRANTS

The School provides for a number of grants to students as a form of financial assistance. Although the specific value and coverage may vary, a grant will generally cover 20% of tuition fees, as well as cover additional fees and provide a modest stipend. For the remaining portion of the tuition fee not covered by the grant, grant recipients may apply to NUS for a loan of up to 80% of the tuition fee. More specific information on grants will be communicated to you if you are successful in your application.

SCHOLARSHIPS

The scholarships below are offered on a competitive basis. Applicants must have good academic and professional records. They must also have demonstrated leadership and a desire to contribute to public service. Not all the awards will be made unless there are candidates of sufficient merit. Scholars may not concurrently hold any other scholarship, fellowship or award without the prior approval of the School.

There is no bond or obligation for the scholar to be employed by NUS or in Singapore.

The information below is correct at the time of printing.

Note 1: The following items are covered by the terms of the relevant scholarships:
- A monthly stipend throughout the period of the award
- A one-time book allowance
- A one-time settling-in allowance
- Shared housing
- Tuition, health insurance, examination and other approved fees
- Cost of travel from home country to Singapore on award of the scholarship
- Cost of travel from Singapore to home country on graduation

The Lee Kuan Yew School of Public Policy Graduate Scholarship

The Lee Kuan Yew School of Public Policy Graduate Scholarship is available to candidates who have demonstrated leadership and a desire to contribute to public service.

The terms of this scholarship for Singapore citizens and permanent residents are as follows:
- A monthly stipend throughout the period of the award
- A one-time book allowance
- Tuition, health insurance, examination and other approved fees

Please refer to Note 1 for the terms of this scholarship for all other nationalities.

APEC Scholarship

The APEC Scholarship is offered by the National University of Singapore. It is available to students who are citizens or permanent residents of the following APEC members (except Singapore): Australia; Brunei Darussalam; Canada; Chile; People’s Republic of China; Hong Kong, China; Indonesia; Japan; Republic of Korea; Malaysia; Mexico; New Zealand; Papua New Guinea; Peru; Philippines; Russia; Chinese Taipei; Thailand; United States of America and Vietnam. Please refer to Note 1 for the terms of this scholarship.

Asian Development Bank – Japan Scholarship Programme

The Asian Development Bank – Japan Scholarship Programme was established in April 1988 with financing from the Government of Japan. It aims to provide an opportunity for well-qualified citizens of ADB’s developing member countries to pursue postgraduate studies in economics, management, science and technology and other development-related fields at participating academic institutions in the Asian and Pacific Region. Upon completion of their study programmes, scholars are expected to contribute to the economic and social development of their home countries.

The eligible ADB developing member countries are: Afghanistan; Azerbaijan; Bangladesh; Bhutan; Cambodia; People’s Republic of China; Cook Islands; Democratic Republic of East Timor; Fiji Islands; Hong Kong, China; India; Indonesia; Kazakhstan; Kiribati; Republic of Korea; Kyrgyz Republic; Lao People’s Democratic Republic; Malaysia; Maldives; Republic of the Marshall Islands; Federated States of Micronesia; Mongolia; Myanmar; Nauru; Nepal; Pakistan; Papua New Guinea; Philippines; Samoa; Solomon Islands; Sri Lanka; Taipei, China; Tajikistan; Thailand; Tonga; Turkmenistan; Tuvalu; Uzbekistan; Vanuatu; Vietnam.
The scholarship is awarded for one year with an extension to the second year of study, which shall be conditional on the scholar maintaining a satisfactory level of performance as determined by the institute.

The Scholarship provides for:
- A one-time book allowance of S$250 per regular semester
- Tuition, health insurance, examination and other approved fees
- Cost of travel from home country to Singapore on award of the scholarship
- Cost of travel from Singapore to home country on graduation

**NUS Graduate Scholarship for ASEAN Nationals**
The NUS Graduate Scholarship is available for award to students who are citizens or permanent residents of ASEAN countries (except Singapore). The award is initially for an academic year (2 semesters), but may be extended on a semester basis, subject to the scholar’s performance during the previous semesters.

The Scholarship provides for:
- A one-time book allowance
- Tuition, health insurance, examination and other approved fees
- Cost of travel from home country to Singapore on award of the scholarship
- Cost of travel from Singapore to home country on graduation

**OCBC International Master in Public Policy Scholarship**
The OCBC International Master in Public Policy Scholarships are offered to bright and talented students who are citizens of China, Malaysia or Indonesia. Please refer to Note 1 for the terms of this scholarship.

**Papua New Guinea Simbu Province Government - LKY SPP Scholarship**
The Papua New Guinea Simbu Province Government and the Lee Kuan Yew School of Public Policy offer a joint scholarship to students who are recommended by the Simbu Province Government. Please refer to Note 1 for the terms of this scholarship.

**Standard Chartered LKY SPP Scholarship**
The Standard Chartered LKY SPP Scholarship is available to students who are citizens or permanent residents of ASEAN countries (except Singapore), India, the People’s Republic of China or the United Arab Emirates. Please refer to Note 1 for the terms of this scholarship.

**Temasek Scholarship**
The Temasek Scholarship is offered by the National University of Singapore. It is available to students who are citizens or permanent residents of member countries of ASEAN (except Singapore) and countries of the Asia-Pacific region. Please refer to Note 1 for the terms of this scholarship.

**Villa Foundation – LKY SPP Scholarship**
The Villa Foundation – LKY SPP Scholarship is available to students who are citizens of the Maldives. Please refer to Note 1 for the terms of this scholarship.
FINANCIAL AID APPLICATION FORM

2008 MASTER IN PUBLIC POLICY

If you would like to apply for financial assistance, please complete this form and submit it together with the “ADMISSION APPLICATION” form on page 25. Please read the information overleaf or visit www.lkyspp.nus.edu.sg for the most up-to-date list of scholarships and their specific requirements and conditions. Please note that different scholarships have different eligibility criteria.

CHOICE OF SCHOLARSHIPS
Please indicate with a tick in no more than 3 scholarships. Note that, in order to facilitate your scholarship application(s), the School may send relevant parts of your application material to the organisations that are providing the scholarships.

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<tr>
<th>Name of Scholarship</th>
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PERSONAL PARTICULARS (Please print in BLOCK letters)

Name (Dr/Mr/Mrs/Mdm/Miss/Ms)* ____________________________ (As in Identity Card/Passport) (UNDERLINE surname/family name)

Mailing address ________________________________________

Telephone number __________________ Fax number __________

Mobile number ______________________________ Email _______

QUESTIONS
1. Are you currently applying for any other scholarship, fellowship or award offered by an organisation other than the School? Yes / No*
   If yes, please identify the scholarship, fellowship or award and the funding organisation. ____________________________________________

2. If you are unsuccessful in obtaining a scholarship, would you still like to be considered for a grant? Yes / No*

3. If you are unsuccessful in obtaining any financial aid, would you still like to be considered for admission to the MPP programme? Yes / No*

* Please delete accordingly

DECLARATION
I declare the information given in this application is true, accurate and complete. I understand that any inaccurate information and/or omission of relevant information will render this application invalid and will result in the revocation of any scholarship / grant awarded.

_________________________________________ Date

Signature Date

FOR OFFICIAL USE ONLY

Date received Application no.
CHECKLIST

Please check that you have enclosed the following in your application package. Please attention the complete application package to the ‘Admissions Committee for the 2008 Master in Public Policy Programme’ and mail the complete application package to the following address:

Lee Kuan Yew School of Public Policy
National University of Singapore
469C Bukit Timah Road
Oei Tiong Ham Building
Singapore 259772

- Completed admissions application form
- Application fee of S$30 (or US$20) and application fee form
- Official transcripts
- Copies of degree certificates
- TOEFL or IELTS score and/or GRE or GMAT scores (if available)
- Curriculum Vitae/ Resume
- 3 Essays
- 3 References
- Completed financial aid application form (if applicable)
- Copy of passport, identity card or birth certificate
- Copies of any other supporting documents

REMINDE

It is your responsibility to ensure that all application materials are mailed in time to reach the Lee Kuan Yew School of Public Policy by 31 January 2008. We regret that late applications will not be accepted. They will be instead be considered for the following intake.

The information in this booklet is accurate at time of publication in April 2007. The Lee Kuan Yew School of Public Policy reserves the right to make changes.