



2007 MASTER IN  
**PUBLIC ADMINISTRATION**  
APPLICATION BOOKLET

*Inspiring Leaders Improving Lives Transforming Asia*



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## PART I :: PROGRAMME INFORMATION

### INTRODUCTION

The newest addition to the School's degree programmes, the 1-year Master in Public Administration (MPA) programme provides an intensive, interdisciplinary course of study for experienced professionals who wish to acquire new knowledge and skills to enhance their leadership and managerial capabilities. This innovative programme can be taken full-time or part-time.

Taught by expert faculty using a problem-based learning approach and real-world case studies, MPA students learn to apply the techniques of policy analysis and programme evaluation to resolve complex multi-dimensional policy challenges, as well as sharpen their leadership and communication skills. The School also conducts an active programme of seminars and public lectures by political, not-for-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 MPA class comprises approximately 60 accomplished and motivated individuals who bring with them a wealth of diverse experiences to enhance the classroom learning experience. In the pioneer MPA class of 2006, students come from 17 different countries – from Southeast Asia, South Asia, East Asia and the Pacific and Africa. They work in a variety of sectors such as finance, trade, education, media, health, transport, housing, foreign affairs and development. Despite their short time together, or perhaps because of the shared experience of learning and working under tremendous pressure, MPA students forge an enduring international network of professional and personal contacts.

The School expects its MPA graduates to serve in a wide range of middle- to senior-level positions in the government, not-for-profit organisations, international organisations and the private sector.



### PROGRAMME FEATURES

Several key features distinguish the School's degree programmes from more traditional academic programmes. These features make learning at the School innovative and challenging.

#### CASE METHOD

Cases are first-hand accounts of actual situations 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 officials from non-governmental organisations, as well as leading business people and consultants.

#### EXECUTIVE PROGRAMMES

The School offers a diverse set of executive programmes to enable leaders in the public- and private-sectors and not-for-profit organisations to continue to refresh their knowledge and acquire new skills. These programmes, some of which are jointly run with other renowned institutions, are targeted at busy executives who wish to update themselves on state of the art developments in specific areas of knowledge and skills. As the Executive Programmes, usually lasting 1 week, are attended by local and international participants who hold leadership positions in their organisations, they afford great opportunities for networking. As a student, you will have the chance to participate in some of these programmes.

## ELIGIBILITY

To be considered for the Master in Public Administration programme, you must have at least 5 years of work experience and:

- 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 Bachelor degree and passed the School's placement test.

Other qualifications may be accepted subject to approval by the NUS Board of Graduate Studies.

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

## PROGRAMME REQUIREMENTS

The minimum candidature period for the MPA is 1 year and the maximum is 4 years. Within that time, you must earn at least 40 graduate-level modular credits (MCs) by completing at least 10 modules, comprising 6 core modules (24 MCs) and 4 electives (16 MCs). Most full-time MPA students read 4 modules each in the 2 regular semesters and 2 modules in the Special Term, which is a condensed semester that runs from mid-May to mid-July. You may apply to read electives (up to 8 MCs) taught in other programmes within NUS. Full-time students may read a maximum of 5 modules per regular semester and 2 in the Special Term. Part-time students may read a maximum of 2 modules per regular semester and 1 in the Special Term.

### CAPSTONE EXAMINATION

The capstone examination is an intensive, week-long, integrative exercise held in the Special Term. You will be expected to demonstrate your ability to apply the concepts you have learned in the core curriculum to a complex real-world problem described in a case study. Your response may be required in the form of a memo or a report.

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+) for 2 consecutive semesters or 3.0 (equivalent to B-) for 2 consecutive semesters and the special term. If you fail a core module, you must retake and pass that module in the next semester/term. If you fail an elective module, you may apply to retake the module or take another module in the next semester/term. If you fail any module on the second attempt, or fail 3 modules in the course of the programme, you will be required to leave the programme.

To graduate with the MPA, you must pass the capstone examination and obtain at least a CAP of 3.0 for the best 40 graduate-level MCs, inclusive of the 6 core modules or modules approved by the School.

## ACADEMIC CALENDAR

The academic calendar for the 2007 MPA is as follows:

### SEMESTER 1

Mid-July – November	Orientation 2 core modules and 2 electives
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December	Vacation
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### SEMESTER 2

January – April	2 core modules and 2 electives
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Beginning May – Mid-May	Vacation
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### SPECIAL TERM

Mid-May – Mid-July (condensed semester)	2 core modules Capstone examination
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## CORE MODULES

**PP5501 Economic Applications for Public Organisations**

The main objective of this module is to describe how basic concepts in economics are applicable at different levels in public administration. The module commences with a presentation of the basic concepts and then illustrates the applicability and relevance of these concepts to decision making by recourse to a set of case studies as well as widely cited examples in public administration. Topics covered include: markets and pareto efficiency; markets and property rights; market failure; natural monopolies; strategic outcomes; economic cycles and stabilisation; as well as long-run economic processes and structural changes.

**PP5502 Public Administration in Theory and Practice**

This module introduces the key concepts relating to the theory and practice of public administration. The module is organised around four themes: foundations (key concepts and contexts of public administration); core functions (different types of public organisation); key processes; values; and challenges. The module uses both a comparative approach and case studies from Asia to link theory to real-world practice of public administration. Upon completion of the module, students will be familiar with the key issues in public administration and will be able in better position to relate the various components of their degree programme.

**PP5503 Managing the Public Sector**

This module covers major approaches to the understanding and management of public sector organisations, including both government and not-for-profit organisations. It introduces students to specific concepts and tools in important functional areas of public administration, such as human and financial resource management. Students will also learn how to apply and critique a range of mechanisms to improve the performance of public sector organisations, including those arising from the so-called New Public Management school of thought.

**PP5504 Public Finance and Budgeting**

The objectives of this module are to understand the basic principles and logic of government fiscal activities and government budgets. This module helps MPA students become familiar with analytical approaches for resource allocation and decision evaluations in the public sector. Major topics covered include rationale for public sector; options for financing government expenditure; taxation policy; expenditure policy; fiscal decentralisation; privatisation; role of cost recovery and user charges; budgeting systems and techniques; as well as capital budgeting.

**PP5505 Policy Analysis and Programme Evaluation**

Government officials are frequently confronted with decisions about whether or not to initiate, continue, modify, or terminate policies or programmes, and the skills in policy analysis and programme evaluation are essential for them to make intelligent choices. This module introduces the key concepts and tools in the professional practices of policy analysis and programme evaluation in the public sector. Main topics covered in the module are: process of policy analysis; market failures; government failures; information structuring; data collection methods; decision matrices; cost-benefit analysis; and programme evaluation.

**PP5506 Leadership and Dynamics of Communication**

Taking a prescriptive and practical approach, this module explores the exercise of leadership in the public sector in midst of the conflicting forces that arise within political and organisational systems when faced with adaptive challenges. Upon completion of the course, students would be able to distinguish between authority and leadership, assess typical mechanisms by which social systems avoid work on critical issues, and explore strategies and tactics of intervention to mobilise adaptive work. The course will also provide students with the conceptual understanding and analytical framework of effective communication, and develop their competence in communication.

## 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.



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### **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.

### **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 and Natural Resource Policy**

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.

### **PP5230 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.

### **PP5235 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.



### **PP5237 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.

### **PP5238 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.

### **PP5239 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.

### **PP5240 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.

### **PP5241 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.

### **PP5242 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 MPA students who are interested in learning more about infrastructure.



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### **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 non-governmental 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.

### **PP5250 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.

### **PP5251 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.

### **PP5252 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.

### **PP5253 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.

### **PP5254 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.

### **PP5255 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.

### **PP5256 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.





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### **PP5259 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.

### **PP5260 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.

### **PP5261 International Security – Concepts, Issues and Policies**

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-9/11 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.

### **PP5307 Institutional Design and Analysis**

This course will familiarise students with the role of institutions in politics, economics and the law, and the consequences of alternative institutional design. It begins with a discussion and development of the concept of "institutions" in law, economics and politics. 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 with the "big" picture institutional questions of democracy, capitalism and reform.

### **PP5310 Topics in Market Economics**

Most countries are moving, to one degree or another, to a market-based economy, so it is important for policy makers to understand how market economies work. This course is intended to reinforce and extend economic skills developed in other core courses by examining two topics: capital markets and investment evaluation and the role of government in regulating and promoting markets.

### **PP5311 Globalisation and Public Policy**

The module analyses how globalisation affects and is affected by domestic public policy. The objective of the module is to understand the opportunities that global structures and processes make available to national policy makers as well as the constraints they impose. Topics to be covered include: international investment; production; trade; security and global governance. Students will be introduced to both theoretical and empirical materials on the covered topics.



## FEES AND COSTS

The following fees apply in Academic Year 2007:  
Please note that fees are subject to change.

TUITION FEES	FULL-TIME			PART-TIME		
	Semester 1	Semester 2	Special Term	Semester 1	Semester 2	Special Term
Singapore Citizens and Permanent Residents	S\$2,725	S\$2,725	S\$681.25	S\$1,365	S\$1,365	S\$681.25
International Students	S\$3,000	S\$3,000	S\$750	S\$1,500	S\$1,500	S\$750

OTHER FEES	FULL-TIME	PART-TIME
Registration Fee (one-time payment)	S\$52.50	S\$52.50
Examination Fee (one-time payment)	S\$262.50	S\$262.50
Student Activity and Service Fee (per year)	S\$67.20	S\$12.60
Academic Related Fee (per year)	S\$23.50	S\$23.50
Group Medical Insurance Scheme (per year)	S\$114.55	N/A

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.

### ADDITIONAL COSTS

Additional costs include payment for executive training 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 School. 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 36 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 7 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.

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**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 2 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*.



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**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.

**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, 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 2 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.

**KOH Buck Song (Adjunct Associate Professor)  
MA, Cambridge University; MPA, Harvard University**

Koh Buck Song studied leadership at Harvard University's John F Kennedy School of Government and Harvard Business School. He has spoken on the subject at international seminars at Harvard, MIT and the University of Chicago, and has written a series of newspaper columns on leadership. He is currently conducting research on a Singapore model of leadership. He was with *The Straits Times* for 11 years, as political supervisor and commentator; regular columnist, literary editor and assistant editor of a weekly world affairs section. He is the author and editor of 13 books on subjects including Singapore's investment promotion strategy, housing development, corporate governance, national service, Southeast Asian visual arts and poetry. His public service has included chairing citizens' committees on theatre and newspaper policies and standards, and being on the National Arts Council's Board and on two national Censorship Review Committees. He currently works as Campaign Strategist at the international communications consultancy, Hill & Knowlton.

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

Lam Chuan Leong is Second Permanent Secretary of the Singapore Ministry of Finance, in charge of Special Projects and an Ambassador at Large with the Ministry of Foreign Affairs. He is 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 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 modernisation; 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).



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**LIM Siong Guan (Adjunct Professor)**  
**BEng (Mechanical Engineering), (1st Class Hons), University of Adelaide**

Lim Siong Guan is Permanent Secretary of the Ministry of Finance. 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 Prime Minister's Office, the Ministry of Education and the Ministry of Defence. He is concurrently the Chairman of the Inland Revenue Authority of Singapore, Chairman of the Accounting and Corporate Regulatory Authority of Singapore, Deputy Chairman of Temasek Holdings, and a Member of the Monetary Authority of Singapore.

**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 at RSP Architects Planners and Engineers (Pte) Ltd. He is concurrently Chairman of the Advisory Committee, NUS Architecture School and sits 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)**  
**Honorary Doctorate, 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.



**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.

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 had several assignments with various agencies including, the Inter-American Development Bank, the United Nations Economic Commission for Asia and the Pacific and several other international organisations. He was also a Jane-Addams Fellow at Indiana University's Centre on Philanthropy. Alex teaches courses on the policy process, political and organisational analysis, and 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.

**PHUA Kai Hong (Associate Professor)**  
**PhD (Social Administration & Health Economics), London School of Economics & 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 & 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 6 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 4-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.

**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.

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**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 MPA 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](http://www.lkyspp.nus.edu.sg)

If you have any questions, please contact us at:

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### PROCEDURE FOR APPLICATION

#### HOW TO APPLY

To apply to the MPA 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. Curriculum Vitae
6. Essays
7. References
8. Completed financial aid application form (if applicable)

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 37.

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 may be required to withdraw from the MPA programme. Your full name, as written on the first page 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 materials are mailed in time to reach the Lee Kuan Yew School of Public Policy by the application deadlines. For the 2007 MPA programme, the deadline for early applications is 30 September 2006. The deadline for normal applications is 31 January 2007. Early applications are encouraged.

#### APPLICATION MATERIALS

Your application is considered to be complete for review by the Admissions Committee when the following materials have been received:

##### 1. Completed Application Form

You should complete the Admissions Application form on pages 21-26. 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 materials 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 35 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 33 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).

While the Admissions Committee does not set minimum scores for admissibility, experience suggests that successful applicants usually exceed the following scores:

- 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](http://www.toefl.org) (for TOEFL) and [www.ielts.org](http://www.ielts.org) (for IELTS).

### 5. Curriculum Vitae

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.

### 6. 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?

### 7. 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 on page 27-32; if additional pages are required, they must be typed on the referees' organisations' letterheads, with the referees' signatures.



# ADMISSIONS APPLICATION FORM

## 2007 MASTER IN PUBLIC ADMINISTRATION

### 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

Please attach a recent passport-sized photograph of yourself here

Mailing address \_\_\_\_\_

Telephone number(s) \_\_\_\_\_ Fax number \_\_\_\_\_

Permanent home address \_\_\_\_\_

Other contact number(s) \_\_\_\_\_ Email \_\_\_\_\_

Name of next-of-kin \_\_\_\_\_ Relationship \_\_\_\_\_

Address \_\_\_\_\_

Telephone number(s) \_\_\_\_\_

### TYPE OF PROGRAMME

Please indicate whether you would be pursuing studies on a full-time or part-time basis.

Full-time  Part-time

\* Please delete accordingly

**WORK EXPERIENCE**

List your current or most recent position first. Please do not refer us to your curriculum vitae.

Position: \_\_\_\_\_ Organisation: \_\_\_\_\_

Date employed (From) \_\_\_\_\_ (To) \_\_\_\_\_ Full-time / Part-time\*

Nature of organisation: Government / Not-for-profit / Private sector\*

Mailing address \_\_\_\_\_

Telephone number \_\_\_\_\_ Fax number \_\_\_\_\_

Position: \_\_\_\_\_ Organisation: \_\_\_\_\_

Date employed (From) \_\_\_\_\_ (To) \_\_\_\_\_ Full-time / Part-time\*

Nature of organisation: Government / Not-for-profit / Private sector\*

Mailing address \_\_\_\_\_

Telephone number \_\_\_\_\_ Fax number \_\_\_\_\_

Position: \_\_\_\_\_ Organisation: \_\_\_\_\_

Date employed (From) \_\_\_\_\_ (To) \_\_\_\_\_ Full-time / Part-time\*

Nature of organisation: Government / Not-for-profit / Private sector\*

Mailing address \_\_\_\_\_

Telephone number \_\_\_\_\_ Fax number \_\_\_\_\_

Total years of work experience as of 31 December 2006 \_\_\_\_\_ Full-time \_\_\_\_\_ Part-time

Total years of work experience in current position \_\_\_\_\_

Please describe your current position and major responsibilities.

\_\_\_\_\_

**TERTIARY EDUCATION**

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

From	To	Institution	Degree / Course of study	Class of Degree	Rank / Position	Duration of programme (no. of years)
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____

\* 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.

Subject	Level	Subject	Level	Subject	Level
Economics	_____	Political Science	_____	Mathematics	_____
Sociology	_____	Statistics	_____		

Any other public policy-related disciplines:

Subject	Level	Subject	Level	Subject	Level
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

\* Please delete accordingly

## 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 / confirmation number	_____
			Quantitative score / percentile	_____
			Analytical score / percentile	_____
			Total score / percentile	_____
GMAT	Date (mm/yyyy)	_____	Verbal score / percentile	_____
			Registration / appointment number	_____
			Quantitative score / percentile	_____
			Analytical writing score / percentile	_____
			Total score / percentile	_____

**PROFESSIONAL QUALIFICATIONS / CERTIFICATION**

From	To	Organisation/ Institution	Certificate / Diploma
_____	_____	_____	_____
_____	_____	_____	_____

**MEMBERSHIP OF PROFESSIONAL ORGANISATIONS**

From	To	Organisation/ Institution	Position
_____	_____	_____	_____
_____	_____	_____	_____

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

Activity	Office held or honours	Elected or appointed	Active dates mm/yyyy - mm/yyyy
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**REFERENCES**

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

Name \_\_\_\_\_ Position \_\_\_\_\_

Address of organisation / institution \_\_\_\_\_

\_\_\_\_\_ Telephone number \_\_\_\_\_ Fax number \_\_\_\_\_

Email \_\_\_\_\_

---

Name \_\_\_\_\_ Position \_\_\_\_\_

Address of organisation / institution \_\_\_\_\_

\_\_\_\_\_ Telephone number \_\_\_\_\_ Fax number \_\_\_\_\_

Email \_\_\_\_\_

---

Name \_\_\_\_\_ Position \_\_\_\_\_

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 37.

## 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 2007?  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 MPA 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

**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

### 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 Lee Kuan Yew School of Public Policy 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 peers and colleagues at the same level (please tick).

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

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

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[UNDERLINE surname/family name]

Name of referee \_\_\_\_\_ Position \_\_\_\_\_

Name of institution \_\_\_\_\_

Address \_\_\_\_\_

Telephone number \_\_\_\_\_ Fax number \_\_\_\_\_ Email \_\_\_\_\_

### TO THE REFEREE

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F. Quality of written expression						
G. Motivation and energy						
H. Leadership						
I. Organisational ability						
J. Sense of humour						
K. Emotional maturity						
L. Ability to meet a deadline						
M. Ability to work with others						
N. Commitment to public service						
O. Professional integrity						

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Signature

Date

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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

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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 peers and colleagues at the same level (please tick).

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

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.





## TRANSCRIPT REQUEST FORM

### 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 MPA programme at 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

---

Affix Stamp

Please send the official transcript to:

**Lee Kuan Yew School of Public Policy**

National University of Singapore  
29 Heng Mui Keng Terrace #10-01  
Singapore 119620

**ATTENTION: MASTER IN PUBLIC ADMINISTRATION PROGRAMME**

## APPLICATION FEE

### 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 "2007 MPA" 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 course 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 2007 Master in Public Administration programme.

### GRANTS

The School provides a number of grants to students. 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 tuition fee loan. 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. You 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, except for the Lien Foundation scholarship.

#### **Note 1: The following items are covered by the terms of the relevant scholarships:**

- A monthly stipend of S\$1,350 throughout the period of the award
- A one-time book allowance of S\$500
- A one-time settling-in allowance of S\$500
- 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

#### **Lee Kuan Yew School of Public Policy Graduate Scholarship**

The Lee Kuan Yew School of Public Policy Graduate Scholarship is available to full-time students who have demonstrated leadership and a desire to contribute to public service. It is available to all nationalities except Singapore citizens and permanent residents. Please refer to Note 1 for the terms of this scholarship.

#### **CapitaLand LKY SPP Scholarship**

The CapitaLand LKY SPP Scholarship is available to full-time students who are citizens of ASEAN countries (except Singapore), India or the People's Republic of China. Please refer to Note 1 for the terms of this scholarship.

#### **Hefner Scholarship**

The Hefner Scholarship is available to full-time students who are citizens of the People's Republic of China or the United States of America. Please refer to Note 1 for the terms of this scholarship.

#### **Lien Foundation Scholarship for Social Service Leaders**

The Lien Foundation Scholarship for Social Service Leaders aims to groom talent, build capability in the social service sector and develop outstanding leaders to serve the community. It is available to full-time and part-time students who are Singapore citizens or permanent residents.

The scholarship provides for:

- A monthly allowance (for full-time candidates only) throughout the period of the award
- A one-time book allowance of S\$500
- Tuition, health insurance, examination and other approved fees

For more information about the scholarship and to obtain the application form, please go to [www.ncss.org.sg/lien](http://www.ncss.org.sg/lien).

#### **Standard Chartered LKY SPP Scholarship**

The Standard Chartered LKY SPP Scholarship is available to full-time 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.

#### **Villa Foundation LKY SPP Scholarship**

The Villa Foundation LKY SPP Scholarship is available to full-time students who are citizens of the Maldives. Please refer to Note 1 for the terms of this scholarship.

# FINANCIAL AID APPLICATION FORM

## 2007 MASTER IN PUBLIC ADMINISTRATION

If you would like to apply for financial assistance, please complete this form and submit it together with the "ADMISSION APPLICATION" form on page 21. Please read the information overleaf or visit [www.lkyspp.nus.edu.sg](http://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 no more than 3 scholarships to which you wish to apply. Rank your choices 1, 2 and 3, with 1 as your most preferred choice. 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.

Name of Scholarship	Rank	Name of Scholarship	Rank
Lee Kuan Yew School of Public Policy Graduate Scholarship	_____	Lien Foundation Scholarship for Social Service Leaders	_____
CapitaLand LKY SPP Scholarship	_____	Standard Chartered LKY SPP Scholarship	_____
Hefner Scholarship	_____	Villa Foundation LKY SPP Scholarship	_____
Others (Please specify) _____	_____		_____

### 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

- 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. \_\_\_\_\_
- If you are unsuccessful in obtaining a scholarship, would you still like to be considered for a grant? Yes / No\*
- If you are unsuccessful in obtaining any financial aid, would you still like to be considered for admission to the MPA 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.

Signature

Date

### FOR OFFICIAL USE ONLY

Date received

Application no.

## CHECKLIST

PLEASE CHECK THAT YOU HAVE ENCLOSED THE FOLLOWING IN YOUR APPLICATION PACKAGE:

- 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
- 3 Essays
- 3 References
- Completed financial aid application form (if applicable)
- Copy of passport (or birth certificate)
- Copies of any other supporting documents

### **REMINDER**

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 the application deadlines. For the 2007 MPA programme, the deadline for early applications is 30 September 2006. The deadline for normal applications is 31 January 2007. Early applications are encouraged.

The information in this booklet is accurate as of June 2006.  
The Lee Kuan Yew School of Public Policy reserves the right to make changes.



**Lee Kuan Yew School of Public Policy**

National University of Singapore  
29 Heng Mui Keng Terrace #10-01  
Singapore 119620  
Telephone: (+65) 6516-6134  
Fax: (+65) 6778-1020  
Email: [LKYSPP@nus.edu.sg](mailto:LKYSPP@nus.edu.sg)

[www.lkyspp.nus.edu.sg](http://www.lkyspp.nus.edu.sg)