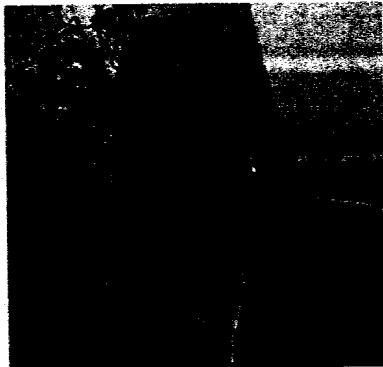


MASTER IN PUBLIC MANAGEMENT 2013



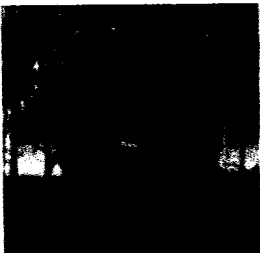
Professor Huang Jing
China's Politics & Foreign Relations



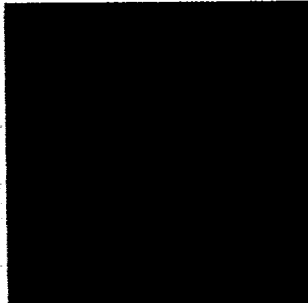
Assistant Professor Caroline Brassard
Economic Development Policy



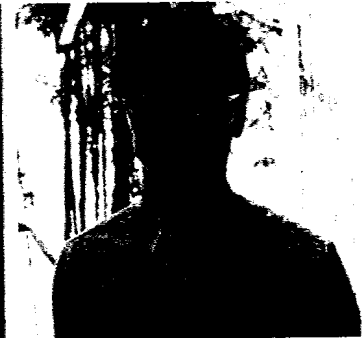
Ha Hai Anh
State Bank of Vietnam, MPM 2012



Rowena Nieves Adena Tan
*Supreme Court, Philippines,
MPM 2010*



Associate Professor Scott Fritzen
Governance Reforms



Boo Chong-Han
Ministry of Education, Singapore, MPM 2011



M Maheshwar Rao
*Indian Administrative Service,
MPM 2010*



Wu Jian
*Ministry of Foreign Affairs, China,
MPM 2011*

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FAST FACTS

Programme	: Master in Public Management
Duration	: 1 year full-time
Starting	: January 2013
Language of Instruction	: English
Cohort Size	: 20-25 students
Average Age	: 40 years
Work Experience	: Over 8 years
Tuition Fees NUS	: International S\$10,670 Local/PRs S\$8,080
Partner University	: S\$30,000 <i>Please refer to website for full details</i>
Fellowship	: The prestigious LKY Fellowship is awarded on a competitive basis
International Component	• Harvard Kennedy School • Columbia SIPA
Curriculum Focus	• Intellectual renewal • Skills enhancement • Management & Leadership
Admission Requirements	: Bachelor Degree with Honours, at least 8 years of work experience
Application Documents	• 3 Essays • University Transcripts • 3 Reference Letters • Resumé • TOEFL/IELTS (if applicable)
GRE/GMAT	: Optional

Lee Kuan Yew Fellowship in Partnership with Harvard Kennedy School or Columbia SIPA

**This is the Asian Century.
Lead it with the Lee Kuan Yew Fellowship.**

The Lee Kuan Yew Fellowship is one of the most prestigious and generous scholarships in the world awarded by Ministry of Foreign Affairs (Singapore) each year to senior officials for the Master in Public Management programme (MPM) at the Lee Kuan Yew School of Public Policy, National University of Singapore.

LKY Fellows come from all across Asia and beyond. The typical LKY Fellow is an experienced Asian professional with over 12 years of work experience and a proven trajectory in positions of leadership, high-level decision making, and a strong commitment to public service.

The MPM classroom brings together the next generation of Asian leaders that are helping shape the 'New Asian Century'. Each year the MPM brings together 20-25 senior Asian officials to debate, analyse and share ideas on how to exercise effective leadership and improve governance in Asia.

A typical MPM class includes experienced professionals who have assumed leadership roles in foreign affairs, trade and commerce, finance, infrastructure, education, energy, defence, environmental preservation, central banking, journalism, law, politics, and economic planning.

The MPM classroom exposes the LKY Fellows to the ideas and strategies of leading thinkers and practitioners in economic, political, and social development issues. The emphasis of the MPM programme is on developing a broad range of analytical and leadership skills required to initiate and to implement major political, social, or economic change.

Be a part of this high power network of senior public private and non-profit sector leaders to advance your career and effect positive change in your organisation and society at large.

LEADERS
WANTED

For more information, including application details,
please visit www.lkyspp.nus.edu.sg
or email lkysppmpm@nus.edu.sg

APPLICATION DEADLINE
30 JUNE 2012

PROGRAMMES GUIDE

Master in Public Policy (MPP)	Master in Public Administration (MPA)	Master in Public Management (MPM)	Doctor of Philosophy (PhD)
2 Years - Full Time	1 Year - Full Time	1 Year - Full Time	4 Years - Full Time
	2-4 Years - Part Time		
CURRICULUM FOCUS			
Quantitative Skills & Analysis	Decision-Making & Problem Solving Skills	Emphasis on Intellectual Renewal & Skills Enhancement	Strengthen the capability and effectiveness in researching complex multi-dimensional policy issues
Economics	Emphasis on Management & Leadership		
Political Science & Management			
UNIQUE FEATURES			
Double Degree with London School of Economics and Political Science, School of International & Public Affairs of Columbia University, Sciences Po, Paris, University of Tokyo, University of Geneva, Peking University, NUS Business School or NUS Law School	Double Degree with NUS Business School or NUS Law School	Semester at Harvard Kennedy School or Columbia University	Strong focus on Asia
AVERAGE AGE			
26 Years	35 Years	40 Years	30 Years
WORK EXPERIENCE			
0 - 5 Years	5 - 8 Years	Over 8 Years	8 Years

PART I :: PROGRAMME INFORMATION

INTRODUCTION

The 1-year Master in Public Management (MPM) programme was developed for senior managers and policymakers with a proven leadership track-record in public service. Designed to enhance the skills of these accomplished senior officials, who hold key positions within their organisations, the curriculum provides a broad strategic view of issues and an emphasis on management perspectives.

Every year, a select group of around 25 senior officials from Asia and beyond convene in the MPM classroom, bringing with them a wealth of diverse experience to enhance learning. MPM students will not only develop new perspectives about governance but also gain invaluable practical experience during their attachment to Singapore ministries and agencies. Singaporean students may also be attached to overseas organisations with outstanding public policy initiatives that pertain to their area of study. This practical experience provides students with the opportunity to bridge theory with practice during their course of study. In addition, the programme employs problem-based learning methods such as case studies, which transcend the mere assimilation of facts and allows students an opportunity to learn by doing. Students also spend a full semester in Harvard University or Columbia University as part of the MPM programme requirements.

PROGRAMME FEATURES

SEMESTER AT HARVARD KENNEDY SCHOOL OR COLUMBIA SIPA

The MPM programme offers candidates a unique opportunity to spend the first semester studying at the LKY School of Public Policy and the second semester at the John F Kennedy School of Government (KSG), Harvard University or School of International and Public Affairs (SIPA), Columbia University.

ATTACHMENT PROGRAMME

The emphasis of the programme is on developing a broad range of analytical and leadership skills required to initiate and to implement major institutional, political, social or economic change. The MPM programme includes a five-week attachment to a Singapore Government Ministry or Statutory Board which aims to deepen candidates' understanding of policy making and implementation in Singapore and encourage reflection on its relevance to their own country.

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 NGO officials, as well as leading business people and consultants.

EXECUTIVE PROGRAMMES

Executive programmes enable leaders in the public, private and not-for-profit sectors to continue to refresh their knowledge and acquire new skills. These programmes, some of which are jointly run with other renowned institutions, are targeted specifically 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 Management programme, you must have:

- a National University of Singapore (NUS) honours degree (at least 2nd Upper) or an equivalent degree, such as a 4-year Bachelor degree with an average grade of B or better and at least 8 years of relevant work experience; or
- a good Bachelors degree and passed the School's placement test, and at least 8 years of relevant work experience.

A typical LKY Fellow usually has over 12 years of work experience.

Other qualifications and experience 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 for the MPM is 1 year and the maximum is 18 months. Within that time, you must earn at least 40 graduate-level modular credits (MCs) by completing at least 5 modules at NUS (of which 4 are core modules) and 4 modules at the John F Kennedy School of Government, Harvard University or School of International and Public Affairs, Columbia University. In addition, you must complete an attachment programme and present a paper pertaining to the attachment. You are also required to make a final presentation during a Public Management Seminar module at the end of the MPM programme.

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 3 consecutive semesters. If you fail a core module you must retake and pass the examination in that core module in a subsequent semester. If you fail an elective module you may, subject to approval of the School, retake the module or choose an alternative module and must pass the examination in the module in a subsequent semester. 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 MPM, you must pass the Attachment Programme and 4 core modules as well as obtain a CAP of at least 3.0 for the best 40 graduate level MCs. You also need to obtain a Satisfactory (S) grade for the Public Management Seminar module.

ACADEMIC CALENDAR

The academic calendar for the 2013 MPM is as follows:

SEMESTER 1

National University of Singapore	Orientation and Review Programme
January – April	3 core modules and 1 elective Examinations and Break
May – June	Attachment Programme Break

SEMESTER 2

June – August	1 core module Completion and presentation of attachment paper Examinations and Break
Partner University	4 electives
August – December	Examinations and Break
National University of Singapore	Public Management Seminar module
End December – mid January	Valedictory Dinner

FEES AND COSTS

The following fees apply to the MPM 2013 programme. Please note that fees are subject to change.

Costs At National University of Singapore

Tuition Fees (Singapore Citizens and Permanent Residents)	S\$8,080.00
Tuition Fees (International Students)	S\$10,670.00
Full Fees *	S\$22,540.00
Application Fee (non-refundable)	S\$20.00 (online application) / S\$40.00 (paper application)
Registration Fee (one-time payment)	S\$53.50
Examination Fee (one-time payment)	S\$267.50
Student Activity and Service Fee (per year)	S\$68.48
Academic Related Fee (per year)	S\$23.70
Group Medical Insurance Scheme (per year)	S\$117.70

Costs At Partner University

Tuition Fees	S\$30,000.00
Accommodation	S\$28,000.00
Curriculum Materials and Activities	S\$3,000.00
Local Expenses	S\$1,350.00
Field Trip	S\$3,000.00

* Students who have previously enjoyed government subsidy or sponsorship by a Singapore government agency (such as scholarships offered by the Ministries, Public Service Commission and Statutory Boards) in a graduate programme will **not** be eligible for Ministry of Education subsidy in another graduate programme at the same or lower level. Instead, such students will be liable to pay "Full Fees" ("Full Fees" to be paid is inclusive of prevailing GST). For example, students who had previously enjoyed subsidy/scholarship in a Masters programme and had attained the Masters degree will not be eligible for subsidy in another programme at Masters or lower level. For more details, please visit <http://www.nus.edu.sg/registraredu/gd-fees.html>.

Unless you are on a full fellowship, 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 student development seminars, 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\$7,000 for the duration of the programme.

FINANCIAL AID

Financial aid is available to students. Please refer to page 23 if you wish to apply for financial aid.

ESTIMATED LIVING COST IN SINGAPORE

If you are applying for admission to the MPM as a self-financing candidate, you may wish to refer to the table below for an estimate of living costs in Singapore. Please note that these costs exclude living expenses for the second semester at the partner university.

Items	Per Student Per Month (SGD)
Off Campus Accommodation (Room rental in private apartment / house)	S\$900 - S\$1,300
Food	
University canteens	S\$200 - S\$300
Meals outside campus	S\$440 - S\$525
Books/Supplies	
(depends on course of study)	S\$80 - S\$100
In-country transportation	
Public bus/MRT	S\$250 - S\$300
Personal expenses	
(Toiletries, clothings, miscellaneous)	S\$150 - S\$200
Estimated cost of living	S\$1,580 - S\$2,425 per month

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

COURSES

NATIONAL UNIVERSITY OF SINGAPORE COMPONENT

The 5 modules at NUS comprise 4 core modules and 1 elective. Of the 5 modules, 4 will be read in the first semester (January to April) and 1 in the condensed semester (June to August).

CORE MODULES

PP5301 Economic Reasoning and Policy
 PP5303 Public Management
 PP5308 Frameworks for Policy Analysis
 PP5311 Globalisation and Public Policy
 or
 PP5312 Public Financial Management

If a candidate reads both PP5311 and PP5312, one of these modules will be considered as an elective. Candidates may also choose to read an elective from the list of the electives (PP52XX series) offered by the School.

ELECTIVES

PP5136 Applied Public Sector Economics
 PP5201 Singapore: Global City, Global Risks
 PP5202 Soft Power in the Asia Pacific
 PP5204 Evolving Practices of Governance in Singapore
 PP5205 Economic Policy in a Global Economy
 PP5206 Politics and Policy in Southeast Asia
 PP5208 Water Law, Governance and Management in Asia
 PP5209 Exercising Leadership
 PP5210 UN and Global Governance
 PP5211 Analytical Issues in Money & Banking
 PP5212 Financial Issues, Trade and Investment in Asia
 PP5213 Contemporary Financial Policy Issues in Emerging Asia
 PP5214 Ethics and the Public Official
 PP5215 Changes in Singapore Political Economy
 PP5217 Innovation
 PP5220 National Science and Technology Policy Analysis
 PP5221 The EU – Special Topics
 PP5224 Negotiation and Conflict Management
 PP5225 India's Foreign Policy & National Security
 PP5226 Social Policy Issues and Options
 PP5227 Environmental Policy and Natural Resource Management

PP5230 Strategic Management in Public Organisations
 PP5235 Development Policy in Southeast Asia
 PP5237 Strategies for Poverty Alleviation
 PP5238 Urban Development and Policy
 PP5239 Law and Economics
 PP5240 Topics in Applied Policy Analysis
 PP5241 Topics in Economics or Quantitative Analysis
 PP5242 Topics in Institutional or Political Analysis
 PP5243 Infrastructure Policy
 PP5244 Public Sector Reform in Developing Countries
 PP5245 Project Management for the Public Sector
 PP5246 Public Policy and Management of Health Systems
 PP5247 International Economic Policy
 PP5248 International Conflict Resolution
 PP5249 Media, Public Opinion and Public Policy
 PP5250 Economic Development Policy
 PP5251 Institutions and Public Policy
 PP5252 Ethnic Politics and Governance in Asia
 PP5253 International Financial Policy and Issues
 PP5254 WMD Proliferation and International Security
 PP5255 Energy Policy and Security in Asia
 PP5256 Financial Regulation and Development
 PP5257 Water Policy and Governance
 PP5258 International Relations and Diplomacy
 PP5259 Crisis Management
 PP5260 Intelligence, National Security and Policymaking
 PP5261 International Security - Concepts, Issues and Policies
 PP5262 Public Roles of the Private Sector
 PP5263 Global Issues and Institutions
 PP5264 States, Markets and International Governance
 PP5265 Law and Public Policy
 PP5266 Global Health Policy and Issues
 PP5267 Urban Transport Policy A Global View

PP5268 Institutional Design and Analysis
 PP5269 Environmental Economics and Public Policy
 PP5270 Economic Policy in China
 PP5271 Political Risk Analysis
 PP5272 Energy Systems and Climate Policy
 PP5273 Political Islam and Governance
 PP5274 Financial Management for Policy Makers
 PP5275 Central Banks and Economic Management
 PP5276 Advanced Negotiation
 PP5277 Singapore's Development A Comparative Analysis
 PP5278 Health Economics and Public Policy
 PP5279 Clusters and National Competitiveness
 PP5280 Politics and Development Approaches, Issues and Cases
 PP5281 Business and the Environment
 PP5282 Macroeconomic Programming and Policies
 PP5285 State-Society Relations in Singapore
 PP5286 Comparative Public Management Reform
 PP5287 Leadership and Teamwork
 PP5288 Labour Market Policy Issues
 PP5289 Women, Leadership and Public Policy
 PP5290 Policymaking in China Structure and Process
 PP5291 Security in Asia-Pacific
 PP5292 The EU and Regional Economic Integration
 PP5293 Ruling the Net IT and Policy Making
 PP5294 Dynamic Modelling of Public Policy Systems
 PP5295 Aid Governance
 PP5296 Trade, Investment and Integration Issues in ASEAN
 PP5297 Public Policy for Sustainability
 PP5298 Public Policy and Management in Singapore
 PP5299 Singapore The City

(Please note that not all electives will be offered in any one semester.)

ATTACHMENT PROGRAMME IN SINGAPORE

PP5304 Attachment Programme in Singapore

The MPM candidate will be attached to Singapore Ministries or agencies and participate in a programme of visits to these organisations. The main objective of this attachment is to bridge theory and practice, and provide a strategic overview of policy areas and the processes of policy making. The training here will encourage the MPM candidate to explore factors leading to good governance, and is intended to provide hands-on practical experience in a particular area of interest the candidate may have. To complete the attachment programme, the MPM candidate will be required to present his paper. The audience will comprise fellow classmates, faculty members and officials from the Singapore Ministries and Statutory Boards.

PARTNER UNIVERSITY COMPONENT

The programme taps into the established strengths in public policy training at the Harvard Kennedy School or SIPA Columbia and complements the training provided at NUS. For this component, the MPM candidate will spend up to one semester (September to December) at a partner university on a specially designed academic programme.

ACADEMIC PROGRAMME

The academic programme consists of four electives from the regular curriculum offered at the partner university. Courses offered may include the following topics (subject to their being offered):

- National Security Organisation and Management
- Leadership and Ethics in Foreign Policy
- Foreign Policy, the News, and American Public Opinion
- International Law
- Central Issues in American Foreign Policy
- Management, Finance, Regulation and Public Infrastructure
- Public Management Reform and Innovation: A Comparative Survey
- Policy-making in Urban Settings
- Real Estate Finance and Development Fundamentals
- Strategic Management in the Public Sector
- Managing Policy Change in a Global Environment
- Poverty and Social Policy
- Why are so many countries poor, volatile and unequal?
- Introduction to Health Policy
- Health Policy Reform
- Managing Political Campaigns
- Politics of Policy-making
- Politics of Middle East and North Africa
- Theory of International Political Economy
- The American Presidency
- Leadership for a Digital World
- Ethics in Government
- Reasoning from History
- The Political Economy of Trade
- Public Finance in Open Economies
- Organisational Analysis for Managers
- Science, Technology, and Public Policy
- Ruling the Net: Technology, Policy, and the Future of Governance
- Southeast Asia

PROGRAMME CLOSURE AND CONCLUSION

The one-year programme will conclude in Singapore, following the programme at the partner university. The MPM candidate will prepare and present a public management paper from end-December to mid-January. The programme officially ends with a Valedictory Dinner.

INFORMATION FOR APPLICANTS

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

If you have any questions, please contact us at:

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

PROCEDURE FOR APPLICATION

You may submit an online or paper application. We strongly encourage that you apply online. Please refer to application guidelines below.

Item	Online Application	Paper Application
<p>ADMISSIONS APPLICATION FORM The application deadline is 30 June 2012.</p> <p>It is your responsibility to ensure that all application materials reach the Lee Kuan Yew School of Public Policy by 30 June 2012. We regret that late applications will not be accepted. They will instead be considered for the following year's intake.</p>	<p>https://inetapps.nus.edu.sg/gda/common/newLogin.aspx</p> <p>You will be asked to enter a 5-character password. Your password is important and can be used with your application number (generated by the online application system) to access the following online facilities related to your application:</p> <p>Online Application Status Enquiry* Online Update of Contact Details Online Reply to Offer of Admission</p> <p>*Note: Please allow 4 weeks before checking your admission and payment status if you have made the payment by bank draft.</p>	<p>Please complete application form on pages 11 to 16.</p> <p>Please send your complete application package to:</p> <p>Admissions Committee for the 2013 Master in Public Management Programme Lee Kuan Yew School of Public Policy National University of Singapore 469C Bukit Timah Road Oei Tiong Ham Building Singapore 259772</p>
<p>APPLICATION FEE</p>	<p>Application fee is S\$20/- or US\$15/- per application (inclusive of prevailing GST).</p> <p>You will be able to pay online by:</p> <ul style="list-style-type: none"> Credit Card (AMEX, VISA or MasterCard) Debit Card (applicants must have an online banking account with either of the following banks - POSB/DBS, UOB or Citibank). 	<p>Application fee is S\$40/- or US\$30/- per application (inclusive of prevailing GST).</p> <p>Please complete the Application Fee Form on page 21 and send it together with a bank draft (drawn on a bank in Singapore in Singapore dollars) made payable to "National University of Singapore". Please write your name, mailing address and "MPM 2013" at the reverse side of the bank draft.</p> <p>If you are unable to obtain a bank draft in Singapore dollars, you may submit a bank draft in US dollars of USD 30. The amount in USD includes bank charge which will be incurred by the University to process the bank draft.</p>
<p>TRANSCRIPTS AND CERTIFICATES</p>	<p>Please upload copies of transcripts of academic work and degrees/diplomas/certificates from each college or university you have attended in the section, "Documents". If your institution does not provide official transcripts, please upload a copy of your credentials with a list of courses taken and the grades/marks received. Please note that any offer of admission will be contingent upon the presentation of the original documents at the time of registration.</p> <p>If the credentials are not in English, they must be accompanied by notarised English translations.</p>	<p>Please submit copies of transcripts of academic work and degrees/diplomas/certificates from each college or university you have attended together with your completed application form. If your institution does not provide official transcripts, please send us a copy of your credentials with a list of courses taken and the grades/marks received. Please note that any offer of admission will be contingent upon the presentation of the original documents at the time of registration.</p> <p>If the credentials are not in English, they must be accompanied by notarised English translations.</p>

<p>4 STANDARDISED TEST SCORES</p> <p>Test scores for the TOEFL (Test of English as a Foreign Language) or IELTS (International English Language Testing System) must be submitted for all international applicants except those whose undergraduate or graduate degrees are from English-medium institutions in Australia, Canada, Ireland, New Zealand, Singapore, the United Kingdom or the United States.</p> <p>While the Admissions Committee does not set minimum scores for admissibility, experience suggests that successful applicants usually achieve or exceed the following scores:</p> <p>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</p> <p>Scores for TOEFL and IELTS are valid for 2 years.</p> <p>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 TOEFL, please use institution code 3720 for the Lee Kuan Yew School of Public Policy and subject code 94 for Public Administration/Policy.</p> <p>There is no need for institution or subject codes for IELTS.</p> <p>For more information about TOEFL or IELTS, and for instructions on registering, please contact the Educational Testing Service, Rosedale Road, Princeton, NJ, 08541, U.S.A (for TOEFL) or visit the websites www.toefl.org (for TOEFL) and www.ielts.org (for IELTS).</p>	<p>If you know your scores, please enter them in the application form and upload a copy of your score report in the section, "Documents".</p> <p>Official copies of the test scores must also be sent directly to the School. Final admissions decisions are contingent upon receipt of the official score report by the School.</p>	<p>If you know your scores, please enter them in the application form and submit a copy of your score report with your application documents.</p> <p>Official copies of the test scores must also be sent directly to the School. Final admissions decisions are contingent upon receipt of the official score report by the School.</p>
<p>5 GRADUATE RECORD EXAMINATION (GRE)</p> <p>It is not mandatory for applicants to submit GRE scores. If, however, you have taken the GRE, you should furnish these to provide the Admissions Committee with additional information in reviewing your application.</p> <p>The institution code for Lee Kuan Yew School of Public Policy is 0677 and the programme code is 4801.</p> <p>We will also accept GRE scores in place of IELTS or TOEFL.</p>	<p>If you know your scores, please enter them in the application form and upload a copy of your score report in the section, "Documents".</p> <p>Official copies of the test scores must also be sent directly to the School. Final admissions decisions are contingent upon receipt of the official score report by the School.</p>	<p>If you know your scores, please enter them in the application form and submit a copy of your score report with your application documents.</p> <p>Official copies of the test scores must also be sent directly to the School. Final admissions decisions are contingent upon receipt of the official score report by the School.</p>
<p>6 CURRICULUM VITAE / RESUMÉ</p> <p>Please submit your 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.</p>	<p>Please upload your CV in the section, "Documents".</p>	<p>Please submit a copy of your CV with your application documents.</p>
<p>7 CURRENT POSITION AND CAREER TRAJECTORY</p> <p>Please describe your current position and major responsibilities, and the size and relevance of your unit/organisation. Illustrate the level of your current position and your career trajectory with an organisation chart including two levels above and two levels below your current position. Please also indicate the number of staff members who report to you.</p>	<p>Please upload this as a Word or PDF file in the section, "Documents".</p>	<p>Please submit a hard copy with your application documents.</p>

<p>8</p> <p>ESSAYS</p> <p>Please limit your essays to 300 words each. Type your name and the program name on the application form in the upper right-hand corner of each page and clearly mark each essay. Essays: _____</p> <p>Essay 1 Describe an instance in which you showed leadership in addressing a public problem.</p> <p>Essay 2 What is the most critical public problem facing your organization or community? What should be done about it?</p> <p>Essay 3 How do you see the MPM programme helping you to further your personal and career goals?</p> <p>Optional: If you have concerns about your prior academic background, you may wish to give a brief explanation of your performance in college and its relation to your past and future career accomplishments.</p>	<p>Please refer to the "Instructions" section of "Documents".</p>	<p>Please submit your completed application documents.</p>
<p>9</p> <p>REFERENCES</p> <p>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. One of your referees must be the Chief Executive Officer (or equivalent) of your organisation. If you are a Singaporean public sector applicant you are strongly advised to seek references from the Permanent Secretary of your Ministry, or the Chief Executive Officer of your Statutory Board.</p>	<p>Please provide a list of referees with their email addresses in the online application. Once the application has been submitted, your referees will be contacted by email with a request to fill the "REFERENCE FORM" which they may then send electronically to the Lee Kuan Yew School of Public Policy.</p>	<p>Please provide the "Reference Form: 2013 Master in Public Management" available in this application booklet to your referees.</p> <p>You will be required to include your referee reports in individually sealed envelopes with your application documents.</p>
<p>10</p> <p>FINANCIAL AID APPLICATION FORM (if applicable)</p> <p>Please refer to page 23 for the list of available scholarships.</p>	<p>If you would like to apply for scholarship please complete the "FINANCIAL AID APPLICATION FORM" on Page 25 or download a copy from Section A of "Documents". Please upload a scanned copy of the completed form in the section, "Documents".</p>	<p>If you would like to apply for scholarship please complete the "FINANCIAL AID APPLICATION FORM" on Page 25 or download a copy from Section A of "Documents". Please upload a scanned copy of the completed form in the section, "Documents".</p>

Note: For online application, once you have submitted the application you will not be able to change your preferences and/or information.

ADMISSIONS APPLICATION FORM

2013 MASTER IN PUBLIC MANAGEMENT

PERSONAL PARTICULARS (Please print in BLOCK letters)

Applicants are strongly encouraged to complete and submit an online application at <https://inetapps.nus.edu.sg/gca/common/newLogin.aspx>. Applicants who apply using the online system pay a reduced application fee of S\$20 or US\$15.

Dr Mr Mrs Mom Miss Ms^r

Please attach a recent passport-sized photograph of yourself here.

Name as in Identity Card/Passport. Please UNDERLINE surname/family name

Date of birth (dd/mm/yyyy)

Place of birth

Age

Nationality

Ethnic group

Domicile (Country you live in permanently)

City

State

Country

Zip Code

Telephone

Passport no.

Place of issue

Date of issue

Date of expiry

NRIC Number (For Singapore citizens and permanent residents only)

Pink

Blue

Mailing address

Postal Code

Telephone

Fax number

Permanent home address

Postal Code

Telephone

Mobile number

Email

Name of next-of-kin

Relationship

Address

Postal Code

Telephone

Please check box accordingly:

Male

Female

Single

Married

Divorced

Widowed

No. of children _____

WORK EXPERIENCE

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

Position: _____ Organisation: _____

Full-time Part-time

Date employed (From): _____ (To): _____

Nature of organisation: Government Private Not-for-profit sector

Mailing address: _____

Postal Code: _____ Telephone: _____ Fax number: _____

Position: _____ Organisation: _____

Full-time Part-time

Date employed (From): _____ (To): _____

Nature of organisation: Government Private Not-for-profit sector

Mailing address: _____

Postal Code: _____ Telephone: _____ Fax number: _____

Position: _____ Organisation: _____

Full-time Part-time

Date employed (From): _____ (To): _____

Nature of organisation: Government Private Not-for-profit sector

Mailing address: _____

Postal Code: _____ Telephone: _____ Fax number: _____

Full-time Part-time

Total years of work experience as of 31 December 2012: _____

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)

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

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 _____

Please indicate the type of test you are taking/have taken
 Paper-based test Computer-based test Internet-based test

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) _____

Registration number _____

Verbal score / percentile _____

Quantitative score / percentile _____

Analytical score / percentile _____

Total score / percentile _____

GMAT Date (mm/yyyy) _____

Registration number _____

Verbal score / percentile _____

Quantitative score / percentile _____

Analytical 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 below 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 25.

PREVIOUS APPLICATION

1. Have you previously applied for admission or been admitted to an undergraduate programme at the National University of Singapore?

Yes No _____
If yes, please identify the programme 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 commencing in January 2013?

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 not however guarantee the provision of special aid (financial or otherwise) to any student.

* Please check/tick accordingly.

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 MPM programme. (Please indicate all relevant channels)

Word of mouth (Please select all relevant options and specify them)

- Referral from faculty or staff at LKY School
- Referral from alumni of LKY School
- Referral from current students at LKY School
- Referral from own organisation
- Referral from diplomatic missions
- Others
- Not Applicable

Print Media (Please select all relevant options and specify them)

- Advertisement
- Interview/ feature on LKY School and/ or faculty
- Others
- Not Applicable

Online Media (Please select all relevant options and specify them)

- Internet search (Please specify search engine)
- Online advertisement e.g. web banner
- Online referral or mention in blogs, chat sites etc.
- Others
- Not Applicable

Information Sessions or Exhibitions (Please select all relevant options and specify them)

- LKY School information session
- Education exhibitions
- Others
- Not Applicable

If you have indicated multiple channels, please list your top 3 channels in order of the influence they had in stimulating your interest in LKY School

Channel	Order of Ranking (eg. 1, 2, 3)
Word of Mouth	
Print Media	
Online Media	
Information Sessions/Exhibitions	
Others (please specify)	

If you are not selected for the MPM programme, do you wish to be considered for another degree programme at the LKYSPP?
 Yes / No

If yes, please indicate which degree programme: _____
 Information on LKYSPP degree programmes can be found at www.lkyspp.nus.edu.sg.

DECLARATION

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

 Signature Date

REFERENCE FORM: 2013 MASTER IN PUBLIC MANAGEMENT

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. Please duplicate this reference form for each of your referees.

Dr Mr Mrs Ms Miss Mst

Name of applicant as in identity Card/Passport. Kindly UNDERLINE surname/family name

Name of referee

Position

Name of institution

Address

Telephone number

Fax number

Email

TO THE REFEREE

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

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

Please write as fully as you can about the applicant, 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 and include your signature.**

1. How long have you known the applicant 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 on his or her future success.

* Please check accordingly.

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

	Unable to comment	Marginal (lower 50%)	Average (top 50%)	Good (top 25%)	Excellent (top 10%)	Superior (top 3%)
i. Intellectual ability						
ii. Analytic frame of mind						
iii. Problem-solving orientation						
iv. Leadership skills						
v. Quality of oral expression						
vi. Quality of written expression						
vii. Motivation and energy						
viii. Organisational ability						
ix. Sense of humour						
x. Emotional maturity						
xi. Ability to meet a deadline						
xii. Ability to work with others						
xiii. Commitment to public service						
xiv. 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). If there is insufficient space, please use a separate sheet of paper and attach it with your reference.

Signature

Date

Thank you for your time and effort in completing this reference.

TRANSCRIPT REQUEST FORM: 2013 MASTER IN PUBLIC MANAGEMENT

Dr Mr Mrs Ms Miss Mx

Name of applicant as in identity Card/Passport (indicate UNDERLINE surname/family name)

Institution

Date of enrolment (From)

(To)

Degree and date of conferment

TO THE REGISTRAR OR AUTHORISED PERSON

The above-named applicant is applying for admission to the **Master in Public Management** programme at the Lee Kuan Yew School of Public Policy, National University of Singapore. 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 forward 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 governing your university, the transcript should include:

1. Date of enrolment
2. A list of all subjects taken (with dates), and the grades obtained in each subject
3. Title of degree awarded and date of conferment
4. Rank in class
5. 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 check/tick accordingly.

Please send the official transcript to:

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

ATTENTION: MASTER IN PUBLIC MANAGEMENT PROGRAMME

APPLICATION FEE FORM

A non-refundable fee of S\$40 (or US\$30) is required for each paper application. The application fee for each online application is S\$20 (or US\$15). 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 "2013 MPM" at the back of the cheque/draft. Payment by telegraphic transfer will not be accepted. Applicants who send cash do so at their own risk. Please note that your application will be processed only upon receipt of the application fee.

Please submit this entire page with your application form.

PERSONAL PARTICULARS (Please print in BLOCK letters)

Dr Mr Mrs Mdm Miss Ms*

Name of applicant as in Identity Card/Passport. Kindly UNDERLINE surname/family name

Mailing address

Telephone

Mobile no.

Fax no.

Email

* Please check/tick accordingly.

FOR OFFICIAL USE ONLY

Date: _____ Receipt number: _____

Received the sum of S\$40 / US\$30 for paper application or S\$20 / US\$15 for online application in payment of application fee for admission to the 2013 Master in Public Management programme.

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SCHOLARSHIPS/FELLOWSHIPS

The Scholarships/Fellowships below are offered on a competitive basis to recognise outstanding MPM candidates who have clearly demonstrated exceptional leadership qualities and are committed to public service. A Scholarship/Fellowship fully finances the candidate's education in the Master in Public Management programme.

Due to the prestige of the Scholarship/Fellowship, not all awards will be made unless there are candidates of sufficient merit. In addition to meeting the stringent criteria for entry into the MPM programme, all Fellows/Scholars should also demonstrate exceptional academic ability and professional distinction.

Fellows/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 Fellow/Scholar to be employed by NUS or in Singapore.

The information below is correct at the time of printing.

Note 1: Each Scholarship/Fellowship provides for the following expenses:

- A monthly stipend throughout the period of the award
- A one-time book allowance
- A one-time settling-in allowance
- Shared housing
- Tuition, examination, health insurance and other approved fees
- Tuition fees and accommodation at partner university
- Cost of travel from home country to Singapore on award of the Fellowship
- Cost of travel from Singapore to partner university
- Cost of travel from partner university to Singapore
- Cost of travel from Singapore to home country on graduation

LEE KUAN YEW FELLOWSHIP/LEE KUAN YEW SCHOOL OF PUBLIC POLICY GRADUATE FELLOWSHIP

The Fellowship is available to all nationals (except Singaporeans). Please refer to **Note 1** for the terms of this Fellowship.

GOVERNMENT OF PUNJAB – LKYSPP SCHOLARSHIP

The Government of Punjab and the Lee Kuan Yew School of Public Policy offer joint Scholarships to students who are recommended by the Planning and Development Department of the Government of Punjab. Please refer to **Note 1** for the terms of this Scholarship.

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FINANCIAL AID APPLICATION FORM

SCHOLARSHIPS/FELLOWSHIPS

If you would like to apply for financial assistance, please complete this form and submit it together with the "ADMISSIONS APPLICATION FORM" on page 11-16. Please read the information on page 23 or visit www.lkyspp.nus.edu.sg for the most up-to-date list of scholarships and their specific requirements and conditions. Please note that different scholarships have different eligibility criteria. If you are applying online, please upload a scanned copy of the completed form in the section, "Documents".

CHOICE OF SCHOLARSHIPS/FELLOWSHIPS

Please indicate with a tick the scholarship(s) to which you wish to apply. 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	Preference	Name of Scholarship	Preference
Lee Kuan Yew Fellowship; Lee Kuan Yew School of Public Policy Graduate Fellowship	<input type="radio"/>	Government of Punjab – LKYSPP Scholarship	<input type="radio"/>

PERSONAL PARTICULARS (Please print in BLOCK letters)

Dr Mr Mrs Mdm Miss Ms*

Name of applicant as in Identity Card/Passport. Please UNDERLINE surname/family name.

Mailing address

Telephone

Mobile no.

Fax no.

Email

QUESTIONS

1. Are you currently applying for any other scholarship, fellowship or award offered by an organisation other than the School?

Yes No*

If yes, please identify the scholarship, fellowship or award and the funding organisation.

2. Are you currently holding any other scholarship, fellowship or award?

Yes No*

If yes, please identify the scholarship, fellowship or award and the funding organisation.

3. If you are unsuccessful in obtaining any financial aid, would you still like to be considered for admission to the MPM programme?

Yes No*

* please check/tick 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 awarded.

Signature

Date

FOR OFFICIAL USE ONLY

Date received: _____ Application number: _____

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CHECKLIST

Please check that you have enclosed the following in your application package. Please attention the complete application package to the Admissions Committee for the 2013 Master in Public Management Programme and mail the complete application package to the following address:

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

- Completed admissions application form
- Application fee of S\$40 (or US\$30) for paper application or S\$20 (or US\$15) for online application and application fee form
- Official transcripts
- Copies of degree certificates
- TOEFL or IELTS score and/or GRE or GMAT scores (if available)
- Curriculum Vitae/Resumé
- Description of current position and career trajectory
- 3 essays
- 3 references
- Completed financial aid application form (if applicable)
- Copy of passport, identity card or birth certificate
- Copies of supporting documents

REMINDER

It is your responsibility to ensure that all application materials mailed in time to reach the Lee Kuan Yew School of Public Policy by **30 June 2012**. We regret that late applications will not be accepted. They will instead be considered for the following intake.

The information in this booklet is accurate at time of publication in February 2012.

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

The Administrator
Master in Public Management Programme

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

Tel (+65) 6516 6134
Email: lkysppmpm@nus.edu.sg

Web: www.lkyspp.nus.edu.sg