

# Institute of Public Affairs Executive MPA



THE LONDON SCHOOL  
OF ECONOMICS AND  
POLITICAL SCIENCE ■



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## CONTACT US

If you have any queries about the Executive MPA, our administrative team will be happy to answer your queries.

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“LSE provides a unique environment in which to study policy. Many members of the LSE community move seamlessly between academia and policy-making. It is a place where ideas are both generated and debated in classrooms, public forums and research publications. The aim is to seek out effective long-term solutions to problems, not short-term palliatives. This means having the kind of grounding in rigorous thinking that LSE offers. The Executive MPA broadens the ways in which those aspiring to make policy better can access what LSE has to offer.”

Professor Tim Besley





# Programme directors' welcome

For more than a century, LSE has trained decision-makers in the public and private sector from around the globe. Among its alumni are numerous government and business leaders, and several Nobel Prize winners. The School's founders believed in the power of scholarship that addresses the fundamental socio-economic and political problems of our time to improve society. Throughout its history LSE has been at the cutting edge of research in the social sciences and the design of public policies.

The **Executive Master of Public Administration** (EMPA) brings together experts from across LSE to train future public policy leaders. The curriculum emphasises a core set of skills in economics, policy evaluation and political science, and shows how these can be applied to analyse policies in a broad range of settings. We integrate technical training in the core subjects with a choice of specialisations, as well as practical policy workshops. The curriculum is organised around intense teaching blocks in which students interact with leading academics and policy practitioners who have hands-on experience with the challenges of policy-making. The EMPA shares some classes with the **Civil Service and LSE Executive Master of Public Policy** (EMPP), a sponsored degree programme for senior levels of the UK Civil Service (see page 9). This allows EMPA students to benefit from the experience and insight of senior government decision-makers and for EMPP students to benefit from the diversity of experience in the EMPA cohort. The EMPA/EMPP peer network will provide support and inspiration throughout your professional career.

We look forward to welcoming you to the Executive MPA.

## Dr Daniel Sturm

EMPA Programme Director, Department of Economics

## Dr Joachim Wehner

EMPA Programme Director, Department of Government



**Daniel Sturm**, MSc (LSE), PhD (LSE), is an Associate Professor in Economics at LSE and also a Research Fellow of the Centre for Economic Policy Research (CEPR). Prior to joining LSE in 2006 he was an Assistant Professor of Economics at the University of Munich. His research interests are primarily in the areas of international trade, economic geography and political economy. In particular he works on the empirical implications of economic geography models and the effects of electoral accountability on policy choices. His work has been published in a number of academic journals, including the *American Economic Review*, *Quarterly Journal of Economics* and *Review of Economic Studies*.



**Joachim Wehner**, MA (Stellenbosch), MSc (LSE), PhD (LSE), is an Associate Professor in Public Policy at LSE, and a member of the Political Science and Political Economy (PSPE) research group and the Public Policy Group. He previously worked for five years as a policy analyst at the Institute for Democracy in South Africa (Idasa), specialising in public financial management and budget analysis. He has also been a consultant for a number of government bodies and other institutions, including the World Bank and the Organisation for Economic Co-operation and Development (OECD). His research interests are in the field of political economy, in particular budgeting and fiscal policy.





**Nelson Mandela**



**Bill Gates**



**Michelle Bachelet**



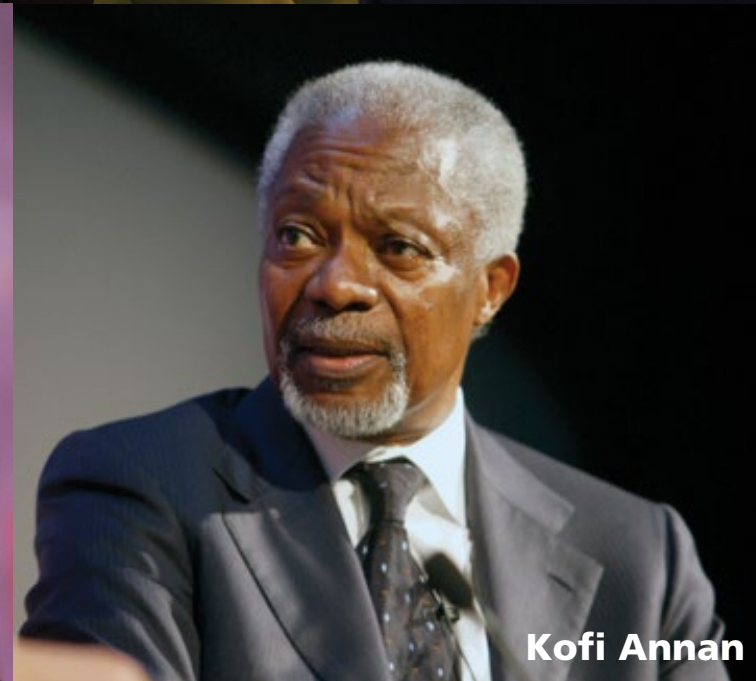
**Sri Indrawati**



**George Soros**



**Aung San Suu Kyi**



**Kofi Annan**



**Paul Volcker**



**William Hague**



**Madeleine Albright**



**Joseph Stiglitz**

## Public events at LSE

The London School of Economics and Political Science brings the outside world onto campus by regularly welcoming some of the most influential figures in the social sciences to speak at lectures and conferences throughout the academic year.

[lse.ac.uk/events](https://lse.ac.uk/events)





# Why LSE?

LSE offers a unique opportunity to study the social sciences at a university with a worldwide academic reputation, while enjoying the cultural, social and recreational facilities of one of the world's capital cities.

## The heart of London

The character of LSE is inseparable from its location. Situated in the heart of central London, the School is located in one of the most cosmopolitan cities in the world. Only a short distance from Europe's financial, legal and cultural centres, LSE stands at the crossroads of international debate, fundamental to our identity as an outward looking institution with an active involvement in UK and world affairs. LSE is stimulating, cosmopolitan and very much a part of the "real world". These qualities derive from the variety of its staff and students, from its active academic and political concerns, and from the easy interchange of ideas between the School and the world outside – Government, Parliament, the business and financial institutions of the City, the Law Courts and media are all on the School's doorstep. Each year, there are many influential outside speakers at the School (national and international politicians, business leaders, industrialists and civil servants) as well as leading academics from all around the world who visit to participate in teaching, to give public lectures and to pursue their

own research. LSE is compact and full to the brim with students and staff – this contributes to the vitality and friendliness of the place.

## A world centre of research and teaching

Our research informs and constantly invigorates our teaching. Graduate students play a valued and important role in the School's contribution to scholarship, through the research they undertake during their studies. LSE supports the research of its staff through academic departments and institutes, and also through a range of interdisciplinary research centres. Some 97 per cent of LSE academics are actively engaged in research. Staff are regularly sought out as advisers, consultants and commentators, becoming involved in

the practical impact of the subjects they teach and research.

The School's international reputation and London location ensure that in times of crisis it is to LSE that the media turn first for a response. Professor Nicholas Stern (climate change), Professor Conor Gearty (human rights), Professor Anne Power (housing policy), Professor Tony Travers (London and local government) and Professor Danny Quah (the weightless economy) will all be familiar names to many news addicts. For a guide to staff research and consultancy experience, and their leading publications, please see [lse.ac.uk/experts](http://lse.ac.uk/experts)

## Research quality

The Research Assessment Framework (formerly the Research Assessment

Exercise – RAE) is a UK-wide assessment of research at universities undertaken by the Higher Education Funding Council every five to seven years. The most recent REF took place in 2013 and the results (released in December 2014) confirmed LSE's position as a world leading research university, with the School topping or coming close to the top of a number of rankings of research excellence.

Individual subject areas at LSE also head national tables of excellence. LSE's Department of Media and Communications, European Institute and the combined entry of Management, Accounting and Finance all came top in the UK, based on a grade point average. When taking into account the percentage of research rated 4\* or 3\*, the departments of International Development, Social Policy, Media and Communication and Government and International Relations (combined entry) are all ranked first.

## The student community

Students who choose LSE are intent on experiencing an active and varied programme. The structure of our degrees emphasises the need for self-study and rigorous intellectual skills where an individual student's opinion matters. The student community at LSE is one of the most internationally diverse in the world, with students from over 145 countries living and studying on campus. This mix encourages a truly global and international approach to intellectual discovery and academic life at LSE, which cannot be matched elsewhere. The total student population at LSE is around 9,250 full-time and 900 part-time, 59 per cent of whom are studying at graduate level. If you are the kind of student who enjoys being challenged – intellectually, socially and personally – then choose LSE.



“LSE attracts truly outstanding individuals, passionate to make public policy more effective. Their interaction with leading members of our faculty engenders fundamental debate and innovative ideas. The Executive MPA allows like-minded professionals to learn from our experienced faculty as well as from their uniquely talented peers.”

Professor Oriana Bandiera



# Programme overview

The EMPA is a part-time degree for working professionals who typically have at least five years post-degree work experience. The programme is designed to be completed over 19 months. To obtain the EMPA, students must complete eight modules.

### Designed for working professionals

The EMPA is a part-time degree for working professionals with at least five years of post-degree work experience. The programme comprises eight modules taught over a period of 19 months starting in December. Participants require some additional time out of the office, but the programme is designed specifically to allow students to continue to work whilst they study for their degree.

### Intensive modular teaching

The EMPA is taught in a combination of week-long modules and Policy in Practice weekends. The week-long modules usually take place on the LSE campus from Monday – Friday. The Policy in Practice weekends usually run Friday – Sunday and also take place on campus. We use a variety of assessment methods, including individual written assignments and exams. Students complete a total of eight modules:

- three core modules that develop fundamental analytical skills;
- a choice of two modules from our options list; and
- three Policy in Practice weekends.

### Skills for public policy

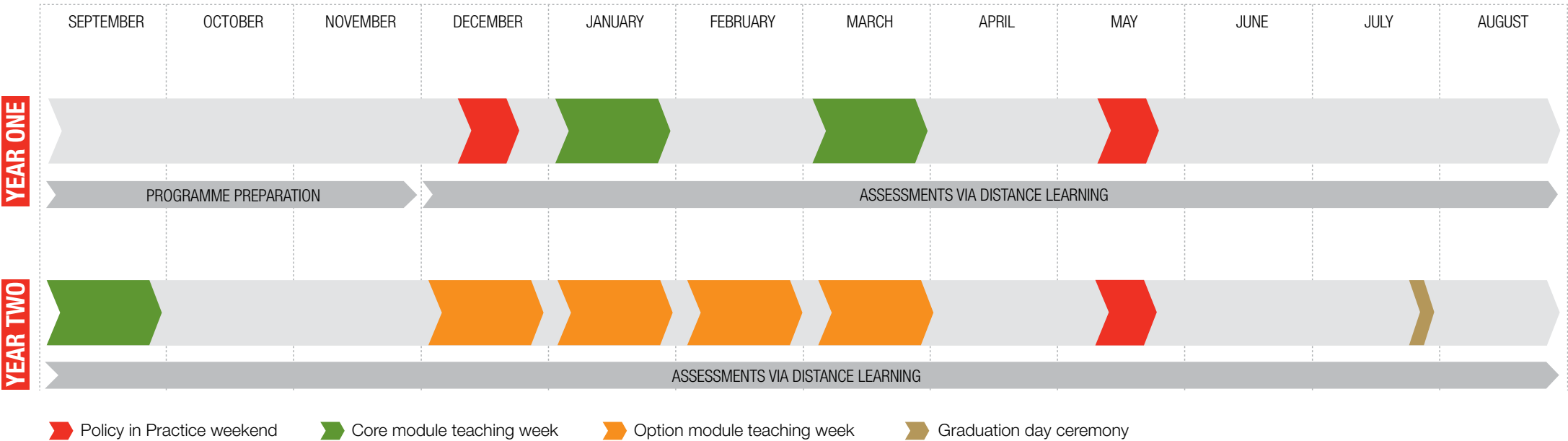
The core modules develop skills for the political and economic analysis of public policy, as well as quantitative methods. These skills are applied to current policy challenges in a series

of Policy in Practice weekends. In addition, a choice of two options allows students to develop skills in areas of specialisation that are most relevant in the context of their individual career plans. The EMPA shares some classes with the **Civil Service and LSE Executive Master of Public Policy (EMPP)**, a sponsored degree programme for senior levels of the UK Civil Service. This allows EMPA students to benefit from the experience and insight of senior government decision-makers and for EMPP students to benefit from the diversity of experience in the EMPA

cohort. Shared courses are indicated in the curriculum section.

### LSE faculty

The programme is delivered by LSE faculty associated with the Institute of Public Affairs and from several departments within the School. We also collaborate with carefully selected academic contributors from other institutions, as well as policy practitioners.





# Curriculum information

## Core Modules

### Policy in Practice Workshops I, II and III (EMPA only)

Each policy workshop applies the analytical tools that are taught in the week-long modules of the Executive MPA to specific policy areas. Teaching is based on a series of case studies. The case studies are taught by specialists in a particular policy area and are complemented with group working sessions and presentations by policy practitioners involved in the policy area.

### Political Science and Public Policy (EMPA/EMPP)

This course introduces a range of theoretical and empirical tools to analyse the politics of public policy-making. The main focus is on political institutions in modern democracies and how they relate to public policy. Topics include elections, representation, delegation, accountability, interest groups, legislatures, executives and decentralisation.

### Empirical Methods for Public Policy (EMPA/EMPP)

The course introduces students to the quantitative evaluation of public policies. The focus of the course is on practical applications of state of the art empirical methods. The course begins with an overview of the key benefits of randomised experiments and then covers a number of other widely used approaches to determining the effectiveness of public policy interventions.

### Economic Policy Analysis (EMPA/EMPP)

The course is an introductory graduate course providing an economics background suitable for high-level public policy-making. The emphasis is on acquiring sound models and methods suitable for appraising policy-making issues and applicable in a wide variety of contexts. The course covers both key microeconomic policy issues and macroeconomic issues.

## Option Modules

### Global Market Economics (EMPA/EMPP)

This course focusses on the economic interdependence between countries in a global economy. The first part of the course examines the structure and geography of world trade and examines popular hypothesis such as the “global village” or “flat earth”. The second part of the course analyses macroeconomic issues such as the magnitude and effects of international capital flows, the debate over fixed versus flexible exchange rates and the economics of a common currency.

### Regulatory Analysis (EMPA/EMPP)

This course examines contemporary issues in regulation in OECD countries and elsewhere. The focus is on exploring competing approaches towards regulation in the context of different domains ranging from utility, environmental to health and safety regulation. Particular attention is paid to issues such as institutional design, enforcement and compliance,

as well as the relationship between politicians, regulators, business and other important actors. Topics include institutional design, development and regulation, standard-setting, enforcement, “better regulation”, and accountability.

### Fiscal Governance and Budgeting (EMPA/EMPP)

The course examines contemporary issues in fiscal governance and public budgeting in OECD countries and elsewhere. The focus is on executive and legislative actors and the institutional structures within which they make budgetary choices. Following an introduction to theoretical approaches to the study of budgeting, topics include medium-term frameworks, top-down budgeting, fiscal rules and fiscal councils, performance budgeting, legislative budgeting, fiscal decentralisation, budget transparency, audit and accountability.

### Development Economics (EMPA/EMPP)

The main focus of this course is on acquiring the necessary theoretical and empirical skills to engage in the rigorous analysis of public policies in developing countries. Topics at the forefront of development economics will be covered. These include political economy, trade liberalisation, growth, access to finance, technology adoption, education, health, infrastructure, property rights, land reform, gender, environment, mass media and political accountability.









# Teaching and **assessment**

The Executive MPA modules are taught in either a week-long teaching block or long weekend format. A summary of teaching methods for both formats is included below.

## **Week-long teaching blocks**

The intensive week-long teaching blocks normally take place from Monday – Friday (inclusive) on campus at LSE. It is strongly recommended that students arrive in London on the evening before, as module teaching will start early the next morning. The timetable for these modules is a combination of lectures, seminars and group working exercises. Teaching for each module will typically be around 30 classroom hours in total. This

excludes additional hours required for personal study and individual preparation prior to the start of each module. Please note that students on the Executive MPA Programme will receive a number of core readings prior to the start of each modular block, which they will be required to study in advance of their teaching session.

## **Policy in Practice weekends**

The Policy in Practice weekends normally run from Friday – Sunday

(inclusive). If not a resident in the UK, students are encouraged to arrive in London on the evening before as teaching will start early on the first day.

The teaching over the course of the weekend will take a varied format, with sessions run by leading practitioners and policy makers. The teaching and group work sessions will be facilitated by an LSE academic who will oversee proceedings. The Policy in Practice weekends will usually involve around 18 hours of contact time, which excludes preparation

and private study time. Relevant course materials will be forwarded to students ahead of the weekend, with instructions for advance preparation.

## **Networking**

The week-long teaching blocks and the Policy in Practice weekends will also include a number of networking opportunities with fellow students and keynote speakers.

## **Assessment methods**

Executive MPA modules are assessed by a combination of policy and data analysis exercises and final examination. The detailed assessment methods for each module can be

found in the assessment section of the Graduate Course Guides, which are available on the LSE website:

[lse.ac.uk/resources/calendar/courseGuides/graduate.htm](https://lse.ac.uk/resources/calendar/courseGuides/graduate.htm).

Students are required to attend all core modules, Policy in Practice weekends and two optional units of study. For more information on teaching and assessment, please contact the EMPA Programme Office ([execmpa@lse.ac.uk](mailto:execmpa@lse.ac.uk)).

## **Optional Maths and Statistics Refresher**

At the start of the Executive MPA students will be offered the chance to participate in a specially designed two-day maths and statistics refresher module to bring them up to the required level of knowledge for the programme. The module, delivered by an experienced LSE faculty member, will involve pre-reading, lectures and individual and group exercises.



“The Executive MPA has been designed to provide students with a rigorous and interdisciplinary training in economics and political science. Our graduates will depart understanding key theories with the practical knowledge of how to apply them effectively. The programme features a wealth of in-depth contributions from internationally renowned academics and practitioners, which makes it a truly unique offering in the School’s portfolio.”

**Professor Simon Hix**





# The Civil Service and LSE Executive Master of Public Policy

The Civil Service and LSE Executive Master of Public Policy (EMPP) is a sponsored degree programme for senior levels of the UK Civil Service. This highly innovative public policy degree will be launched at the London School of Economics and Political Science in December 2015.

Following a competitive tender in 2014, the Civil Service Policy Profession is developing, in partnership with LSE's world-leading faculty in economics, political science and public policy, a customised degree that will equip senior civil servants with the

cutting-edge analytical tools required to deliver effective policy in an increasingly complex and inter-dependent world. This initiative builds on the 2012 Civil Service Reform Plan to further professionalise UK policy-making.

The degree is aimed at the development of people with the talent and drive to reach the very highest levels of the Civil Service Policy Profession, whose careers will see them working on the biggest issues in public policy, and who therefore

need to be proficient ambassadors for the best, most modern and most appropriate approaches to policy development. Competition will be high for a place on the course which is the first of its kind to be commissioned by a cross-government policy community in the UK.

The EMPP builds on the foundations of LSE's existing world-class public policy training. LSE's full-time Master

of Public Administration (MPA) has been offered for over a decade and attracts around 100 students per year and the Executive Master of Public Administration (EMPA) for working professionals, launched in 2013, attracts around 40 students per year. The MPA, EMPA and EMPP are offered through LSE's Institute of Public Affairs and delivered by the Department of Economics and the Department of Government in collaboration with leading scholars from across LSE. The Civil Service and LSE EMPP will share some classes with LSE's existing EMPA allowing for networking and exchange of policy ideas amongst a highly diverse and experienced set of international students.

The Civil Service and LSE Executive MPP is a sponsored programme open only to members of the UK Civil Service who apply through an approved route. If you are a UK Civil Servant and would like to know more please contact **[Policy.Profession@policyprofession.gsi.gov.uk](mailto:Policy.Profession@policyprofession.gsi.gov.uk)**



“This is a tremendous opportunity for LSE to help train the next generation of policy-makers and equip them with the rigorous analytical skills required for effective policy-making combined with political skills and a focus on delivery. LSE has a long tradition of working closely with the UK government and I am delighted to see that relationship developing further with this new degree.”

**Professor Stuart Corbridge**, Provost of LSE



“Civil Servants working in policy development have long been responsible for providing a professional service to ministers – advising on public policy decisions and ensuring the effective implementation of those decisions. But we have not, until now, had a specific professional qualification recognising the skills and knowledge needed for our work. Working with LSE we will now create a rigorous, academically accredited qualification for those aspiring to reach the top of our profession.”

**Chris Wormald**, Head of the Civil Service Policy Profession and Permanent Secretary for the Department of Education





# EMPA 2014 class profile (36 students)

LOCATION	NATIONALITY	SECTORS	AGE AND GENDER
Afghanistan	Afghan	Charity	Age range
Australia	Argentinian	Chemicals	25 – 45
Austria	American	Consulting	Average age
Azerbaijan	Australian	Diplomatic	35
Belgium	Austrian	Education	Gender
Colombia	Azerbaijani	Financial services	Female 53% Male 47%
Denmark	Belgian	Government	
France	British	Healthcare	
Germany	Canadian	Marketing	
India	Colombian	Media/Journalism	
Luxembourg	Egyptian	NGO/IGO	
Oman	French	Oil/Gas/Energy	
Qatar	German	Politics	
Switzerland	Hungarian	Professional services	
UK	Indian	Social enterprise	
USA	Lebanese	Think tanks	
	Mexican		
	Moroccan		
	Polish		
	Portuguese		
	Spanish		





# The faculty

The EMPA programme is delivered by LSE faculty associated with the Institute of Public Affairs. Below is an indicative list of faculty teaching on the various modules.

## Faculty members



**Professor Oriana Bandiera**

Department of Economics  
Development Economics



**Professor Andrew Bernard**

Tuck School of Management  
Global Market Economics



**Professor Timothy Besley**

Department of Economics  
Policy in Practice weekend



**Professor Robin Burgess**

Department of Economics  
Development Economics



**Professor Torun Dewan**

Department of Government  
Policy in Practice weekend



**Professor Patrick Dunleavy**

Department of Government  
Policy in Practice weekend



**Dr Paolo de Renzio**

International Budget Partnership  
Fiscal Governance and Budgeting



**Dr Andy Eggers**

Nuffield College, Oxford  
Political Science and Public Policy



**Dr Greg Fischer**

Department of Economics  
Empirical Methods for Public Policy



**Professor Conor Gearty**

Institute of Public Affairs  
Policy in Practice weekend



**Professor Simon Hix**

Department of Government  
Political Science and Public Policy



**Dr Ethan Ilzetzki**

Department of Economics  
Economic Policy Analysis



**Professor Stephen Jenkins**

Department of Social Policy  
Policy in Practice weekend



**Dr Mathias Koenig-Archibugi**

Department of Government  
Policy in Practice weekend



**Professor Martin Lodge**

Department of Government  
Regulatory Analysis



**Professor Michael Murphy**

Department of Social Policy  
Policy in Practice weekend



**Professor Henry Overman**

Department of Geography and Environment  
Policy in Practice weekend



**Professor Gerard Padró i Miquel**

Department of Economics  
Economic Policy Analysis



**Dr Daniel Sturm**

Department of Economics  
Empirical Methods for Public Policy



**Dr Joachim Wehner**

Department of Government  
Fiscal Governance and Budgeting









# Frequently asked questions

## Who should apply?

The EMPA has been developed specifically for working professionals in government departments, public agencies and the private sector who are seeking a formal graduate qualification in public administration and policy-making.

## What are your entry requirements?

The minimum entry requirements for the EMPA programme are:

- 2:1 degree in any discipline\*
- Higher standard of English
- Two references\*\*
- Personal statement
- Résumé or CV
- Five years work experience

\*See the Graduate Prospectus for further details: [lse.ac.uk/study/graduate/home.aspx](https://lse.ac.uk/study/graduate/home.aspx)

\*\* This programme requires either two academic references or one academic and one professional reference. The latter should be a reference from your most recent employer. If you graduated from your most recent academic study more

than 10 years ago and no academic references are available, you may supply two professional references. It is in your interest to supply academic references wherever possible.

## What is the fee level?

The current fee level for the EMPA programme can be found on our website [lse.ac.uk/empa](https://lse.ac.uk/empa)

## How do I apply to the EMPA?

All applications are made through LSE's Graduate Admissions Office ([lse.ac.uk/study/graduate/home.aspx](https://lse.ac.uk/study/graduate/home.aspx)). Full details of how to apply are available on the LSE Graduate Admissions homepage. This includes information about the entry requirements and the documents applicants are required to submit with their application. Please note that the higher English language requirement is needed for the EMPA.

## What are the application deadlines?

The EMPA does not have application deadlines. The EMPA has a limited

number of offers to make each year and once this limit has been reached, no further applications can be considered. We recommend that applicants submit their applications as early as possible.

## What is your GRE/GMAT policy?

We do not require applicants to have taken GRE/GMAT tests. However, if you have taken one of these, and you feel your results will support your application, you are welcome to include this.

## Do you accept transfer or occasional students?

No, the EMPA does not accept transfer credits. It is also not possible for students to attend individual courses without being registered for a degree programme at LSE.

## Can I visit the campus?

Yes. Although LSE does not have official campus tours, you are welcome to visit the campus and meet with the EMPA Programme Manager. Please email the EMPA

Programme Manager at [execempa@lse.ac.uk](mailto:execempa@lse.ac.uk) to arrange this.

## What happens after I submit my application?

The LSE Graduate Admissions Office will process your application. They will confirm to you that it has been received and if any further action or documents are required from you. Graduate Admissions receive applications and documentation for all graduate programmes. This means that it may take some time for your application to be processed. You can see the current processing times on-line. Once you have received your application number you can track the status of your application. Please note that all queries relating to application documents should be directed to Graduate Admissions.

## What if I can't complete the programme?

Whilst we expect that most of our EMPA students will complete the whole programme, we recognise that unexpected circumstances may sometimes make this unfeasible. With

this in mind, the EMPA also offers alternative exit points for students who have completed several modules but do not think it will be possible to complete the whole degree. An LSE Diploma is available on the completion of six modules and an LSE Certificate on the completion of four modules.

## Can I graduate with an MPP?

The Executive MPP is available only to members of the UK Civil Service who apply through an approved route. If you are a UK Civil Servant and would like to know more please contact

[Policy.Profession@policy.profession.gsi.gov.uk](mailto:Policy.Profession@policy.profession.gsi.gov.uk)

# Find out more **about the EMPA**

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[www.lse.ac.uk/IPA/EMPA/TheEMPA](http://www.lse.ac.uk/IPA/EMPA/TheEMPA)





Registered address: The London School of Economics and Political Science,  
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The London School of Economics and Political Science holds the dual status of an exempt charity under Section 2 of the Charities Act 1993 (as a constituent part of the University of London), and a company limited by guarantee under the Companies Act 1985 (Registration no. 70527).

Freedom of thought and expression is essential to the pursuit, advancement and dissemination of knowledge. LSE seeks to ensure that intellectual freedom and freedom of expression within the law is secured for all our members and those we invite to the School.

The School seeks to ensure that people are treated equitably, regardless of age, disability, race, nationality, ethnic or national origin, gender, religion, sexual orientation or personal circumstances. Equality and diversity are integral to the School's priorities and objectives. We will support inter-faith and inter-cultural dialogue and understanding and engage all students in playing a full and active role in wider engagement with society.

This brochure can be made available in alternative formats,  
on request. Please contact: Institute of Public Affairs

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**[lse.ac.uk/empa](https://lse.ac.uk/empa)**