



NATIONAL RESEARCH
UNIVERSITY



National Research University Higher School of Economics
London Metropolitan University

Dual Degree Master of Public Administration





This joint master's degree is an excellent example of what can be achieved through British-Russian collaboration. We believe that this programme will give you a unique experience of studying at two Universities at the same time and achieving both British and Russian qualifications while undergoing stimulating and intellectually demanding education.

Welcome to the Dual Degree Master of Public Administration

All the staff in the Faculty of Public Administration warmly welcome you to the National Research University, Higher School of Economics (NRU HSE).

The NRU HSE began running a Masters in Management (Public Administration) in 2005. Studying for the Masters allows people who have obtained a bachelors or a higher education degree of a specialist to continue their higher education. The Masters programme of study offers a higher professional qualification than the standard four/five-year course leading to bachelors' degree or qualification of a

specialist. The Masters programme aims to train specialists for professional practice and also to train researchers, who may go on to further postgraduate study in a related specialist field.

Although the programme integrates both a practical and a research focus, most of the programme content is aimed at the development of practical skills. The majority of prescribed course time is allocated to independent study, practical assignments and research or a placement with a government body or NGO.

Since 2011 the Russian Masters has been offered together with London Metropolitan University (Great Britain) as part of a joint programme leading to dual degrees. The aim of the programme is to give students an opportunity to study in English and receive an internationally recognised degree from a British university while studying on a Russian Masters Programme. This programme, which is consistent with the aims of integrating the Russian education system in the Bologna process, allows students to not only combine the advantages of the Russian and the traditional British education systems, but also improves graduates' prospects for finding employment both in Russia and abroad.

Students who successfully complete NRU HSE Masters programme, the required dual degree modules and their research project (Masters Dissertation) receive a Russian Masters in Public Administration and also a Master of Public Administration (MPA) from London Metropolitan University.

On completion of the course students will be able to:

- understand and evaluate the main perspectives which seek to explain changes in public management and 'governance' globally, and integrate this understanding into improved practice
- understand the role and functions of the principal international institutions, including donors, which have an impact on national development
- understand the main debates around 'development' and approaches to it which have a bearing on practice
- explain and evaluate examples of the 'New Public Management' from the UK and elsewhere
- prepare appropriate advanced plans, strategies and implementation frameworks for public sector organisations
- commission, design, evaluate and carry out research projects in a public sector setting, including studies involving international comparisons

- write and present analytical reports which address both applied policy problems and theoretical questions
- explain and evaluate differences in working practices, techniques and culture between public service organisations in different countries
- acquire language skills in English at a level to enable either further study abroad or basic functional competence in an international work setting

Students entering the programme and wishing to achieve the award of both London Metropolitan University and Higher School of Economics must meet requirements of both institutions. Students meeting the requirements of one institution only will receive only the award of that institution.

The structure of the Masters programme consists of education in the essential practical and theoretical skills. In the process students will study compulsory modules through lectures and independent study, practical work and the completion of a Master's level dissertation. The programme runs over two years. Study in the first semester conforms to the state standard of the Russian Federation, and the contents of the second and third semesters meet the requirements of both the Russian state standard and the requirements of London Metropolitan University and the British system of postgraduate education. The British element of the programme runs for one academic year (January – December of the second year), and consists of two semesters (1st semester: January - May; 2nd semester: September - December). Modules completed at either institution will also grant credit within the European system (ECTS).

During the programme students will study six modules, which combine class based work and individual study. They will also go on a work placement and write and defend a research project (Masters Dissertation).

In the first year of the course students will acquire some of the advanced knowledge they need in order to become effective managers in public services, with a command of modern techniques and methods. In the second year students will acquire most of the core knowledge and skills needed for the UK award. The final semester of the course is split between class based work, independent study, which includes writing a research project (Masters Dissertation), and a placement with a government body or a research organisation. The work carried out in the final semester should allow students to consolidate the skills acquired and to demonstrate these skills during their placement and when writing their research paper.

The programme is a full-time programme. All the programme modules are compulsory and must be completed in full.



Course Structure

Spring

Researching Public Services

The module enables students to design and conduct research in a public service setting. It also provides guidance and methodological support for the research required for projects and dissertations. Another focus of the module is to understand key issues in public policy research.

Managing Public Services

The module introduces students to the management of public services. After examining developments at a macro level, students go on to examine approaches to public service performance and human resource management within organisations. The module begins by placing the current public management reform agenda within a broader historical and theoretical framework. The module then goes on to identify and examine three key themes of this agenda – the market, management, and

governance. The module explores both national and international developments in this area. Here detailed aspects of the management of modernization are examined including competition, consultation, cooperation, challenge and comparison. Case study materials are designed to be focused on developments and best practice in the UK and Russian public administration systems.

Human Resource Strategy

The module considers HR strategies, HRM models, decision-making in organizations and the links to organizational performance through managing people in Public Administration.

The module aims to critically assess and evaluate the HRM literature and its usefulness for Public Administration. The module focuses on the strategy, structure and culture of organizations in Public Administration as well as specific activities of human resource strategies - such as training, reward, performance management, learning

core competencies and equality. They are examined with reference to external and internal constraints and opportunities. The HRM aspects of change management is a theme of the module.

Autumn

Comparative Public Policy

The module will explore the explanations that have been given for the variations in policy in fields such as health, education, urban policy, etc between nations and groups of nations. It will draw on examples of policy in each area from both developing and developed nations. Students will be encouraged to research case studies in particular fields of policy and to present these. Particular concentration on policy issues in Russia in each field will provide an additional stimulus to discussion.

Public Service Policy and Strategy

This module introduces students to the concept of public service strategies and how they relate to the public policy making process. The attention will be focused on the strategy making process in an organization of students' choice. After an introduction to concepts of strategy and policy, administration and management, special attention will be paid to concepts of context analysis, core values and competencies, option analysis, change management, models of decision making and strategy implementation. Strategies of and management of change are of a key focus. The appraisal of the organization's environment, the drivers and resisters of change, the conditions for the success of different strategic choices are also considered. The module enables students to deepen their knowledge about the strategic

level of public management and their understanding of different problems of change management. It involves students in the critical analysis of public service strategies by requiring them to focus on the strategy making process and to analyze alternatives in strategic approaches.

Project Management

This module will equip people working in public services (statutory, voluntary or private) with a range of tools for designing, developing, managing and monitoring projects. By the end of the module students will be able to write project proposals incorporating design, delivery and monitoring arrangements. They will be able to identify a range of tools and other resources for managing project development, implementation and accountability.

Public Service Placement

This module provides students with the opportunity to spend 40 days in a Russian, UK or international public sector working environment. The aim of the Public Service Placement module is to enable students to experience directly the work of a relevant area of public service in an organisation over a substantial period of time. Through a sustained period of work-based experiential learning, and through exposure to and engagement with current professional practice in public administration, students will have the opportunity to:

- become familiar with current practices and recent developments in public administration methods and processes, within a specific organisational context and policy area;

- develop and strengthen their practical knowledge and theoretical understanding of public service systems and mechanisms;
- acquire a range of appropriate professional competencies and more general transferable skills in public administration work, which can support them in future practitioner roles as change agents in their own societies and future work roles;
- develop a reflexive understanding of what constitutes effectiveness in public administration and how to evaluate this.

Dissertation

Students have to complete a 12-15000 word project of 70 pages in length. The Project provides the opportunity for students to integrate the theory, practice and experiential learning gained through the rest of their course in a piece of extended research in international public administration. The module may be completed either at NRU HSE or London Metropolitan, subject to satisfactory progress and supervision arrangements.

Awards

Award	Credits at level M	Modules Required
Masters Degree	180 credits	6 modules + dissertation
Postgraduate Diploma	120 credits	6 modules
Postgraduate Certificate	60 credits	3 modules

The Postgraduate Certificate and Diploma awards offer the opportunity to obtain a postgraduate qualification if you are unable to complete the full programme of study leading to a University Masters' award. They are particularly useful for students in certain circumstances, for example when a student finds they have to curtail their postgraduate studies unexpectedly, for personal or employment reasons, or who find that their aims and ambitions change and they wish to take a different direction. The

Postgraduate Certificate and Diploma are available with Merit or with Distinction grades.

For most students, of course, the goal will be to achieve the full Masters qualification. The Faculty of Public Administration wishes you every success in achieving this ambition and hopes that you have an intellectually stimulating and personally rewarding time as a postgraduate student at NRU HSE and London Metropolitan University.

Introduction to the Faculty of Public Administration of NRU HSE

The Faculty of Public Administration administers the Public Services Management Courses (MPA and Masters in Public Health). The Faculty has a well-established reputation for its commitment to the excellence in education and the quality of its teaching. Teaching is principally delivered through lectures and seminars, as well as interactive sessions as described below. In addition, you can take the opportunity to discuss academic work on a one-to-one basis with staff during their office hours, and there is a formal advisory structure and organised one-to-one meetings for those who take the honours level project and dissertation. Most modules are delivered through a series of weekly sessions over a semester. However, some modules are delivered through intensive short courses. Most weekly sessions involve a combination of lectures and workshops delivered through a three hour slot. Lectures are followed up with seminars and workshops. Given the courses aim to develop students' critical understanding of the contexts of public policy and public services management, you should be prepared to contribute to and learn from interactive discussions with fellow course members.

The MPA course of London Metropolitan University is integrated into the teaching plan of the NRU HSE MPA programme. The students can be enrolled to a dual degree programme only if they have successfully passed entrance exams and are admitted to one of the graduate programmes at NRU HSE. Students may

choose to study the Russian MPA only or they may choose to study on a dual degree programme if their knowledge of English meets the standard of 6.0 IELTS. On the dual degree programme students study all HSE required modules and 6 modules in English, which they choose among the optional modules. Students will also have to write and defend the dissertation in English, which is equivalent of the Russian graduate qualification paper.

The dual degree course is validated by London Metropolitan University. This means that by successfully completing all parts of the course graduates will receive a London Metropolitan award and may, if they wish, attend the University's Awards Ceremony, normally held at the Barbican in London in December.

If you do not complete the course, you will be awarded credit for the parts of the course you have passed. If you have accumulated enough credit you may be entitled to an alternative award. For further information please refer to the London Metropolitan University Academic Regulations at: <http://www.londonmet.ac.uk/academic-regulations/>.

The Faculty of Law, Governance and International Relations of London Metropolitan University and its Links with NRU HSE

The Faculty of Law, Governance and International Relations (LGIR) is the largest faculty of its kind in the UK, which offers a wide range of courses in Law, Politics and International Relations at undergraduate and postgraduate level. The Faculty has a commitment to excellence in teaching and provides support to the students to ensure that they succeed. Academic staff of the Faculty include many scholars who are recognised for their high quality research as well as their expertise in teaching. Each member of the Faculty has a web-page where students can read about their teaching and research interests and see a selection of their published work and other research activities. Those who are interested in studying for a PhD will find a potential supervisor for their work.

As well as excellent courses and staff, the Faculty benefits from being in some of London's liveliest locations. To one side of the City campus is the Capital's financial district with its fantastic modern and traditional architecture, but to the other you find the trendy quarters around Spitalfields and Brick Lane. The North campus is based at Ladbroke House in lively Islington, with its many shops, restaurants and cafes and the Arsenal football club.

Students on courses that have been validated by, or are franchises of, London

Metropolitan University, are registered with the University and will receive an award of the University. The University accepts responsibility for the quality assurance of these courses and employs a number of mechanisms to ensure quality, namely: course validation and review; the employment of an external examiner; annual course monitoring; assessment boards and most importantly, good communication between the two institutions.

The University and NRU HSE sign a Contract whereby each agrees to the conditions of the collaboration and in so doing, the University devolves responsibility for the delivery of the course to NRU HSE.

Progression to London Metropolitan Course / Further Opportunity of Study

All students on the course may transfer to London Metropolitan University for whole or part of the course, commencing at the start of the first, second or third semester of the UK course component. For Russian students this would mean studying in the UK in either the spring semester of their first year, or the autumn semester of their second year. For those who wish a shorter period of study away from home London Metropolitan University offers a short two week summer school programme in London each summer with the Certificate of Completion. For further details of these opportunities, please consult your Course Leader.

Scholarships for one year study in London are available for exceptional candidates (generally those with excellent English (IELTS 7.0 or above), an outstanding

academic record, and with clear personal goals. For full details, see <http://www.londonmet.ac.uk/international/howtoapply/scholarships/postgraduate-scholarships/gradschol.cfm> Note the deadline for this scholarship is 31st October and 31st May each year.

You may also wish to apply for the Londonmet/Chevening scholarship for Russian students only: <http://www.londonmet.ac.uk/international/howtoapply/scholarships/postgraduate-scholarships/london-met-chevening-scholarship-scheme.cfm> Note the deadline for this scholarship is the end of February each year.

In each case to be eligible for scholarship you will need to apply first for the London Metropolitan MPA programme and to receive an unconditional offer of a place.

Enrolment

Students may be enrolled to the dual award programme only after their successful admission to one of the Post Graduate Programmes at NRU HSE. Education on the dual award programme is fee based. The tentative tuition fee for the British part of the programme is 2 000 GBP. NRU HSE part of the programme is usually funded from the State budget.

Selection Criteria:

- A 5 or 4 year State Diploma in Public Administration or a related discipline with minimum average overall grade of 4 or above.
- Successfully passed entrance examinations and enrolled to one of the NRU HSE postgraduate courses
- English language proficiency - minimum IELTS score of 6.0, with a minimum 5.5 in speaking and writing and 5.5 in listening and reading.

Students may choose to study all modules of the London Metropolitan part of the dual award programme at NRU HSE in English or they may as part of their course choose to study on the identical Master of Public Administration Course, taught entirely in London. To do so students must be prepared to meet the London Metropolitan entry requirements, including a minimum IELTS score of 6.0, and be able to pay full fees and support themselves in London. Modules studied at London Metropolitan will be credited by NRU HSE and vice versa.

At enrolment students receive their NRU HSE student card and London Metropolitan University ID card as well as other useful documentation, including a library number and network username. It will allow access to selected on-line resources at London Metropolitan University. At the same time, NRU HSE student card will allow entry into NRU HSE's buildings and library resources.

Your main contacts for personal academic advice concerning your course and studies, including detailed advice on programme planning and for programme approval, are your Course Leader Elena Guseletova and Deputy Dean in Charge of Graduate Programmes Sergey Parkhomenko.



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