



KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT (KUSOM)

Master of Public Policy and Management (MPPM)

An Innovative and Pioneer Academic Program in Nepal

A Program jointly run by Kathmandu University School of Management (KU SOM) and Institute for Integrated Development Studies (IIDS) in collaboration with Government of Nepal/Ministry of Federal Affairs and General Administration (GoN/MoFAGA)



Pinchhe Tole, Sasatancha, Balkumari, Lalitpur,
P.O.Box: 6250, Kathmandu Tel: 977-1-5186091, 5186029, Fax:977-1-5186414
Email: info@kusom.edu.np

Master of Public Policy and Management (MPPM)

THE KATHMANDU UNIVERSITY

The Kathmandu University is an autonomous, not-for-profit, non-government public institution created through private initiative. Kathmandu University was established by an Act of Parliament on November 1991. It started functioning from December 11, 1991.

THE SCHOOL OF MANAGEMENT

The Kathmandu University School of Management (KU SOM) was established in August 1993 as a premier management development institute in the country with a mission *to improve the practice and profession of management for overall national development*. In pursuing its mission, the School of Management aims to:

- Provide both public and private sector organizations with a stream of highly competent and committed management professionals; and
- Improve the practice of management in the organizations through management education, training, research, and consulting.

Within the framework of its institutional mission and goals, the School of Management has the objectives to:

- Prepare individuals aspiring for career in management as a profession in business, social, development and public organizations,
- Develop and support practicing managers for their professional enrichment and career advancement,
- Enhance managerial capability of practicing managers for better performance and effectiveness,
- Assist organizations in planning and implementing changes in various functional areas of management and help them to improve their managerial practices and organizational performance, and
- Develop a base of management knowledge relevant to the country and share it for application with organizations for improving the quality of management.

PROGRAMS AT KU SCHOOL OF MANAGEMENT (KU SOM)

The School currently offers MBA and MBA (Executive) at the master level and Bachelor in Business Administration, Bachelor in Business Information System and Bachelor in Hotel and Tourism Management at the undergraduate level. The programs are of two years at the master level and four years at the undergraduate level. Besides, the School also offers Master of Philosophy (M.Phil.) and Doctorate of Philosophy (Ph.D.).

INSTITUTE FOR INTEGRATED DEVELOPMENT STUDIES (IIDS)

IIDS was established on 25 November 1990 as a successor to the Integrated Development Systems or IDS (established in 1979). IIDS has built a prodigious reputation as a premier think tank in Nepal, accomplishing its assigned tasks in research and advocacy. Over the four decades of its establishment, IIDS has been striving to achieve the following missions: i) Contribute to more informed public policy and action by conducting empirically based policy-oriented research on Nepal's economic and social development in national, regional and international contexts, ii) Foster informed debate and discussion on key development issues facing the nation, and iii) Facilitate access to and exchange of knowledge and experience with institutions and concerned stakeholders within and outside the country

THE MASTER OF PUBLIC POLICY AND MANAGEMENT (MPPM)

Master of Public Policy and Management (MPPM) is an innovative academic and professional program that deals with a wide range of public policy, governance, and management issues relevant to the public affair and sector.

The MPPM is designed for young and mid-career professionals currently working or seeking a career in public services, non-profit and private sector, policy think tank or other organizations. It aims to provide these aspiring individuals with an opportunity to step outside of narrowly defined traditional lines of discipline, and understand and analyze complex public policy and governance issues through the multidisciplinary and interdisciplinary approaches.

The MPPM program is a two-year full-time degree consisting of foundational and core courses, a summer internship, a capstone project, interdisciplinary specialization courses, and a professional development program.

The MPPM provides students with analytical skills and management tools they need to tackle complex problems across diverse careers at all levels of government (federal, provincial and local), NGOs, foundations, and private sector in Nepal and beyond.

After completing the degree program, the graduates are expected not only to have competencies on informed public policy analysis, but they are also anticipated to have the following strengths:

- Strategic leadership: Learn to better manage an organization to its mission under resource constraints,
- Public financial decision making and management: Hone financial planning and statement analysis skills to improve operating results, and
- Public leadership confronted: Develop a personalized action plan for leadership.

OBJECTIVE

The MPPM aims to produce graduates with a high degree of understanding of the theoretical and practical underpinnings of public policy, governance, and management with special emphasis on Nepal's policymaking processes and context. This 2-year program emphasizes theoretical and practical understanding of public policy making process so as to nurture and develop responsible professionals in order to excel this sector. The graduates are anticipated to be equipped with tools and models to understand the complexities of the policy process, and evaluate, formulate, and recommend policy alternatives to address issues of public and social concerns.

Upon completion of the program, MPPM engages students with wide range of activities, and provides exposures to capacitate with the following competencies:

- A strong understanding of the concepts within public policy, grounded on the reality of the policy process and institutions i.e. economic, legal, and administrative norms and practices in Nepali context,
- A solid grasp of the fundamentals of qualitative and quantitative research and analytical methods to conduct in-depth policy analyses, and
- The abilities to appreciate the complexities of policy problems, design, assess, and evaluate appropriate options, choices and synthesize and communicate decisions to the relevant stakeholders.
- Manage and improve operating results ensuring higher efficiency and effectiveness of public sectors.

PEDAGOGY

MPPM pedagogical approach includes:

- Critical pedagogical approach and case studies
- Reflective engagement in public policy analysis and governance
- Experiential learning and practical appreciation of policy making processes
- Analysis of social policy and social justice with distinct theoretical perspectives

CURRICULUM

The program consists of coursework that includes a series of lectures, seminars, and workshops with appropriate blend of theoretical concepts and practical real-life case studies. MPPM also comprises of practicum/professional exposure during mid-way of the program designed with an intention to ensure the students have a hands-on practical experience. Further, a capstone project is included in the curriculum in order to synthesize the knowledge and experience they gained over the two years, and a mandatory course on professional development to guide students for a strong and impactful career pathway. This two-year program intends to reward 66 credits in total. The curriculum for MPPM program comprises of four separate and distinct course components as follows:

Foundation Courses (4 Courses: Total 12 credit)

It includes the basic courses, tools and techniques such as statistics, economics, and research methodology required for public policy governance and management. It will help to prepare the students from diverse academic and professional background with a common set of concepts and tools.

1. PPM 501 Introduction to Public Policy
2. PPM 502 Political Economy and Legal System of Public Policy
3. MAS 561 Statistics for Public Policy
4. ECO 561 Economics for Public Policy

Core Course (12 Courses: Total 36 credit)

Core courses integrate the key concepts and understanding of management, public policy, laws, institutions and quantitative analytical tools that are required for sound formulation and analysis of public policies. It also includes courses on public policy writing and presentation skills as well as policy exercise and seminar. Along with the core

concepts and competencies, it also incorporates the functional areas and provides students with an appreciation of the diversity and interrelationship of public sector governance, administration and management. Furthermore, it includes an analytical course designed to enable the students to develop the skill of identifying and analyzing the public policy related problems.

1. PPM 511 Policymaking in Comparative Perspective
2. PPM 512 Ethics and Governance for Public Management
3. PPM 513 Socio-cultural and Demography Dimensions of Public Policy
4. ACC 561 Government and Public Accounting
5. GEM 561 Management of Public Institutions
6. HRM 561 Human Resources Management
7. GEM 562 Public Leadership and Organization Behavior
8. FIN 561 Public Finance and Budgeting
9. PRJ 561 Public Procurement, Policy, and System
10. MAS 562 Applied Statistics for Public Policy
11. MAS 563 Research and Qualitative Methods for Public Policy
12. PPM 514 Evidence Based Policy and Planning

Concentration & Specialization (4 Courses: Total 12 credit)

They enable the students to develop their expertise in the specialized area. Students will be required to complete at least a total of 12 credits of course in the policy areas of specialization they have selected.

Social Policy and Justice (SOJ) (7 courses)

1. SOJ 611 Comparative Approaches to Social Justice
2. SOJ 612 Social Justice and Social Policy
3. SOJ 613 Rural and Urban Underclass and Social Transformation
4. SOJ 614 Social Movement for Emancipatory Development
5. SOJ 615 Diversity, Inclusion and Equity in Social Policy
6. SOJ 616 Sociological Inquiry for Public and Social Policy Implication
7. SOJ 617 Education and Social Policy

Federalism and Local Governance (FEG) (6 courses)

1. FEG 611 Regional Planning and Local Development
2. FEG 612 Land-Use Planning in Rural and Urban Context
3. FEG 613 Dynamics of Rural and Urban and its Transformation
4. FEG 614 Rural-Urban Linkages and Governance
5. FEG 615 Fiscal Federalism and Governance
6. FEG 616 Political Economy of New Federal Governance (Federal, Provincial and Local)

Development Policy (DEP) (8 courses)

1. DEP 611 Issues in Sustainable Development
2. DEP 612 Comparative Development Policies and Practices
3. DEP 613 Poverty **Alleviation: Issues** and Policies
4. DEP 614 Economics of Development
5. DEP 615 Urban Development Policy
6. DEP 616 Rural Development Policy
7. DEP 617 The Political Economy of the Welfare State
8. PRJ 661 Project Management, Monitoring and Evaluations

Energy and Hydro Power Policy (EHP) (5 courses)

1. EHP 611 Hydro Power Development Policy and Planning
2. EHP 612 Energy and Hydro Power Economics and Policy
3. EHP 613 Energy Markets, Pricing and Regional Power Trade
4. EHP 614 Energy Security Policies and Strategies
5. FIN 561 Project Financing and Management

Transport and Infrastructure Policy (TIP) (5 courses)

1. TIP 611 Infrastructure Policy and Planning
2. TIP 612 Transport and Infrastructure Development: Issues and Strategies

3. TIP 613 Transport Planning, Economics and Policy
4. TIP 615 Public Governance and Transport Management
5. FIN 562 Project Financing and Management

Policy Capstone and Practicum for Professional Exposure (Total 6 credit)

Students are required to work on the capstone projects of 6 credits during the final semester of the MPPM. It will provide an opportunity to apply public policy related concepts and policy analysis tools to a real-life policy problem and learn in-depth about conducting public policy research independently. The project works are to be presented in written and oral to independent academic/research committee.

In reference to the mandatory practicum or professional exposure, students are required to spend their time on internship at a public, private or civil society organization to learn more about the policy making process and management practices. It is proposed that students carry out the mini-policy analysis projects during the internship period. The internship program expects to provide exposure to students for building their confidence in public spheres.

1. PPM 721 Practicum on Public Policy
2. PPM 761 KU SOM MPPM Policy Capstone (Policy-In-Action)

ELIGIBILITY AND TARGET STUDENTS

The MPPM program is best suited for candidates holding a bachelor’s degree with a strong academic performance and preference will be given to the candidates having 1-3 years of work experience or substantial professional experience. Students of diverse academic background are eligible to apply for the program. However, the expectation is that the students will originate from disciplines like political science, social science, economics, journalism, law, business, and others. Potential candidates will have to go through an admission/entrance exam and an interview in order to get enrolled to the program.

Completion of minimum of 3-year Bachelor’s degree, or a Master’s degree, with a cumulative grade point average (CGPA) of 2.0 out of 4.0, or an equivalent, or 45 per cent marks in general will be the criteria followed to evaluate the applicants. In addition, securing an acceptable level of ranking in the entrance test administered to measure required competencies including language proficiency and analytical abilities shall be essential. Or, six years of work experience and a Bachelor Degree or equivalent of at least two-year duration in any discipline with a minimum of 40 percent in aggregate or CGPA 2.0 on a scale of 4 or Master Degree in any discipline with 40 percent in aggregate or CGPA 2.0 on a scale of 4 from universities recognized by Kathmandu University.

EVALUATION AND GRADING SYSTEM (LETTER GRADING SYSTEM)

At the end of each semester, students are awarded letter grades, which are based on grades and scores obtained in various segments of the evaluation of the courses. Final evaluation of the course is carried out on a four-point grading system as follows:

Grade Letter	Grade Point	Qualitative Meaning
A	4.0	Outstanding
A-	3.7	Excellent
B+	3.3	Very Good
B	3.0	Good
B-	2.7	Satisfactory
C+	2.3	Fair
C	2.0	Poor
F	0	Fail

In each semester the faculty members responsible for the course do evaluation of academic performance of students in each course offered. The academic performance of the students will be judged through (a) continuous In-semester Assessment and (b) End-semester Examination. The continuous In-semester assessment of the student will be made by the concerned faculty member in any or a combination of (a) Written test (b) Quizzes and oral test (c) Workshop

practices (d) Assignments (e) Term paper (f) Project work (g) Case studies, analysis and discussion (h) Open Book test (i) Class participation and (j) Any other test deemed suitable by the concerned faculty member. The End-semester examination will normally be conducted in the classrooms according to the examination schedule notified by the concerned office.

The mode of evaluation in a given course is decided by the concerned faculty member who may assign varying weights to one or more of the evaluation modes. The faculty members will announce such weights in the beginning of the course.

SCHOLARSHIP AND FINANCIAL AID

KU-SOM will provide the scholarship and financial aid based on merit and need of students. MoFAGA/GoN also provides government scholarship to their employee.

GLOBAL ENGAGEMENT AND COLLABORATIONS//EXTERNAL AND INTERNAL ENVIRONMENT COLLABORATION

KU SOM MPPM program has developed an external linkages and collaborations with globally reputed academic institutions and policy think tanks such as Harvard University, Heller School for Social Policy and Management, Brandeis University, Morgan State University, North-South University, Columbia University, India-China Institute, The New School, Massachusetts Institute of Technology Abdul Latif Jameel Poverty Action Lab (MIT J-Pal), UN initiative on SDGs and Agenda 2030-Sustainable Development Solution Network-SDSN etc.

NATIONAL COLLABORATIONS

National Level: NASC, Public Service Commission, USEF-Nepal (Fulbright Commission), Policy Research Institute (PRI), Ministry of Federal Affairs and General Administration (MOFAGA), Kathmandu Metropolitan City, City Planning Commissions, Fulbright Alumni Association of Nepal (FAAN), Nepal Madhesh Foundation (NEMAF), IM Swedish Development Partner, Nepali Policy Research Network, Hydro Lab, National Women Commission and Several Development Partnership.

MPPM OUTREACH

In line with Katmandu University Vision 2030 (KU Vision 2030 (also known as KU Silver Jubilee Initiatives i.e. six initiatives -*quality, impact, equity, global engagement, identity and innovation*), KU SOM MPPM is well engaged to serve the state and community for overall societal transformations.

- **Linkage with the community**

KU SOM MPPM program is planning to establish different labs such as Public Policy Lab, and Social Policy & Justice Lab. Moreover, it has also initiated lecture series like KU SOM Public Lecture Series and Tomorrow Policy Leaders for Policy Dialogue Lecture to enhance dialogue with different stakeholders. The school has also established meaningful collaboration and partnership with credible and reputed public institutions such as Nepal Administrative Staff College, Public Service Commission and Policy Research Institute for lasting impact to the community.

- **KU SOM Public Policy and Management Lab**

Nepal Policy Lab is an innovative approach to deal with policy problems in Nepal in which specialist team, university students of the area and experts work in a creative space to analyze complex policies, evaluate them and even recommend for policy reformation for the best interest of the general public. During the process, the lab keeps the marginalized and underprivileged section of the community at the center. The Policy Lab experiments with, and proposes innovative ways to tackle burning issues of the community through policy reformation, and at the same time the lab tries to reform and change the ways government perform.

- **Transdisciplinary Social Policy and Justice Lab**

Transdisciplinary Social Policy and Justice Lab is a social justice incubator that develops new projects and tomorrow's passionate leaders. Ultimately, it turns passion into leadership and ideas into action. The lab will work with government institutions at national, provincial and local level, other academic and research

institutions, grass roots organizations, corporate funders, local communities and experts from all walks of life who combine their knowledge, resources, passion, and ingenuity to create innovative solutions for positive and lasting changes in the lives of margin people.

- **Tomorrow's Policy Leaders in Public Dialogue (TPLP)**
Tomorrow's Policy Leaders in Public Dialogue (TPLP) is a way to address the policy problem and prepare the young generation to tackle those issues with innovative ideas. It believes that if trained, equipped, and engaged properly, the next generation can spread the task of building a peaceful and prosperous country based on solid policy understanding. The initiative comprises of activities that mediate interactions among related stakeholders in a constructive manner, giving voice to and optimizing outcomes for everyone engaged. This initiative enables advocacy and policymaking experience among passionate Nepalese, through bi-weekly lecture series, roundtable discussion event, and theme-based panel discussion events with government agencies, private sector, bilateral/multilateral organizations and diplomatic institutions.
- **KUSOM Public Lecture Series**
Currently, Nepal is facing a lot of issues caused due to its geostrategic location. Further, even having a lot of potential in tourism, agriculture, clean energy and other sectors, the country is not being able to get benefit out of it mainly because of the lack of proper utilization and management of it. On top of that, a high potential of human capital, almost 70 per cent of demography that is below 35, is not utilized for the development of the nation. At this juncture, Nepal needs ways to address various issues relating to poor management as well as governance issues. Thus, KU SOM Public Lecture Series could be a good avenue to initiate change through the public discourse analysis.
- **Student Led Engagement for Public Policy and Governance**
With aim of providing exposure and experiential learnings to students/scholars, the school aims to engage students in the following activities. A team will be formed among students/scholars called KU SOM MPPM Scholars Network, who then plan and implement agreed list of activities such as Kathmandu University Journal of Public Policy, Policy Watch (Monitoring), Tomorrow Policy Leaders in Policy Dialogue, KU Governance Symposium, Bibliography on Public Policy and Management, Mapping of Policy Stakeholders and Institutions, Policy Writing and Communication.
- **Beyond Academia** - Based on Innovative Vision 2030, *KU SOM believe on* University-Community Partnership for its substantial community engagement to serve outside the academia. Through establishing policy lab and policy outreach center, attempt is being made to serve the mainstream public policy institutions and think tank for informed and evidence based policy making and decision making processes.