



BLAVATNIK
SCHOOL OF
GOVERNMENT



UNIVERSITY OF
OXFORD

**MPP Student Handbook
2017-2018**

Contents

- 5 [Welcome from the Dean and the Director of the MPP](#)
- 7 [School Values](#)
- 8 [MPP at a Glance](#)
 - 10 Key Dates
 - 11 The MPP Learning Outcomes
- 12 [Module Outlines](#)
 - 12 Core Modules
 - Policy Challenge I
 - Foundations
 - Economics for Public Policy
 - The Politics of Policymaking
 - Law and Public Policy
 - Evidence and Public Policy
 - Policy Challenge II
 - 15 Applied Policy Modules
 - 16 Option Modules
 - 17 The Summer Project
 - 21 Professional Skills for Public Policy Careers
- 22 [Meet the Team](#)
 - 22 Core Academic Team
 - 31 MPP Administrative Staff
 - Student and Alumni Affairs Office
 - Other Key Administrative Staff
- 34 [Teaching and Learning](#)
 - 34 Lectures, Seminars and Classes
 - MPP Patterns of Teaching
 - MPP Timetable
 - MPP Newsletter
- 34 Key Learning Resources
 - WebLearn
 - Library
 - Learning Hub
- 35 Additional Resources
 - Lynda.com
 - Language Support
- 36 Supervision
- 37 GSS Reports
- 37 Consulting Faculty
- 38 [Developing Your Study Skills](#)
 - Time Management
 - Critical Reading
 - Note-Taking
 - Working in Groups
 - Seminar Presentations
 - Academic Writing
 - Specific and General Expectations
- 41 [What is Expected from You](#)
 - 41 Being Active and Fully Engaged in all Lectures, Seminars and Classes
 - Attendance
 - Use of Electronic Devices
 - 42 Meeting All Deadlines
 - Requesting an Extension
 - 42 Adherence to University Policies and UK Law
- 43 [Working Together](#)
 - 43 The MPP Committee
 - 43 Giving Feedback
 - 43 MPP Student Government
 - Student-Led Events



- 44 Participating Fully in the Life of the Blavatnik School of Government
 - School-Organised Events
 - Making the Most of the School's Public Profile Opportunities
 - Photography and Filming in the School

- 46 **Blavatnik School Facilities and Support**
 - 46 Blavatnik School Building Facilities
 - 47 ICT Facilities & Support

- 49 **Course Assessment**
 - 49 Avoiding Plagiarism
 - Turnitin
 - 50 Formative Assessment
 - Submission of Formative Assignments
 - 51 Summative Assessment
 - Summative Assessment Grading and Guidelines
 - Summative Assessment Components
 - Submission of Summative Assignments
 - 54 Common Questions
 - 54 Formal Examinations
 - 55 Submissions
 - 56 Procedures for Deciding Summative Marks and Arriving at the Final MPP Award
 - 56 If Things Don't Go to Plan
 - 57 MPP Examiners

- 58 **Supporting You**
 - 58 Concerns and Complaints
 - The Proctors' Office
 - 58 Complaints and Academic Appeals within the Department of the Blavatnik School of Government
 - Complaints
 - Academic Appeals

- 59 Your College
- 59 Supporting Equal Opportunities and Diversity
 - Athena SWAN
- 60 Harassment or Bullying
- 61 Disability Advisory Service (DAS)
- 61 General Health Services
 - The National Health Service (NHS)
 - Mental Health
 - Dentists
 - Opticians
 - Other Resources
 - Keeping Us Informed About Illness
- 63 Unexpected Financial Difficulties
- 63 Visas and Immigration
- 63 Personal Safety Tips

- 64 **Beyond the MPP**
 - Careers and Future Employment
 - Continuing to Study at the Blavatnik School After Graduating from the MPP
 - End-of-Course Event and Your Graduation
 - Your Alumni Community
 - Recruitment and Fundraising
 - Outreach

- 66 **Key Assessment Dates**
- 67 **Map of the Building**
- 70 **Whom to Contact in an Emergency**

Welcome from the Dean

Welcome to Oxford and to the Blavatnik School of Government's Master of Public Policy (MPP). The School seeks, through its education and research, to contribute to better government, stronger societies and richer human opportunities across the world. We are confident that each of you will contribute to this mission, and shape the foundations of an institution that we hope will endure for hundreds of years. I am delighted to be welcoming you to join us in pushing the boundaries of learning and approaches to government and public policy, as part of a life-long relationship with the School.

This handbook will help you understand and navigate all aspects of your MPP study. It introduces you to the key academic and administrative staff you will encounter during the MPP and gives pointers on whom to contact with any questions you might have.

It offers you a snapshot of the MPP as a whole, followed by outlines of each module making up the course. This is followed by full details of how we work with you, what we provide, what we expect, how we will assess your work, and how we will continue to engage with you once you have successfully graduated from the School.

Please also remember to consult the pre-arrival guide that we sent you in the summer. This details relevant information about the first few weeks including reminders to pay the balance of your fees, to collect your University Card, to matriculate to the University, and to ensure you are registered with a doctor.

We hope you enjoy studying for the MPP as much as we enjoy teaching it. Should you have any further questions that are not addressed in this handbook, feel free to contact mpp@bsg.ox.ac.uk.

I look forward to meeting you in person.



Professor Ngairé Woods

Dean of the School

Welcome from the Director of the MPP

As Dean Woods' letter has already articulated, this handbook has a lot of important information about the academic elements of the programme. Beyond these, let me add that your MPP year in Oxford is an opportunity for you to experience a wide range of cultures, norms, and best practices, that can help in your continuing personal and professional development. Be sure to set some time aside as you plan your year to get to know your fellow classmates on an authentic level. Study with them, laugh with them, share challenging moments with them, grow with them. Use this year to build a whole new family that will stay as your trusted confidantes for the rest of your careers and lives.



Professor Karthik Ramanna

Director of the MPP



A note on this handbook

This handbook provides you with all the information you need to know for studying the MPP. It is the academic companion to the Pre-Arrival Guide that you were sent before your arrival in Oxford. Detailed course information, as well as many policies referred to throughout this handbook, will be provided through the [MPP 2017 WebLearn site](#). In cases where there are discrepancies between this handbook and the online documents, take account of the online version as that will be kept up to date throughout the year.

Please note that your degree is formally governed by the Examination Decrees and Regulations. The Examination Regulations relating to this course are available at <http://www.admin.ox.ac.uk/examregs/2017-18/mofpublpoli/studentview/> (this link will be active from 1 October 2017). If there is a conflict between information in this handbook and the Examination Regulations then you should follow the Examination Regulations. If you have any concerns or queries please contact the Programmes Team at mpp@bsg.ox.ac.uk.

The information in this handbook is accurate as at 31 August 2017. However, it may be necessary for changes to be made in certain circumstances, as explained at www.graduate.ox.ac.uk/coursechanges. If such changes are made, a new version of this handbook will be published together with a list of the changes and students will be informed.

This handbook applies to students starting the Master of Public Policy in Michaelmas Term 2017. The information in this handbook may be different for students starting in other years.

Other key sources of information for students on the 2017-18 MPP include:

- The [MPP 2017 WebLearn site](#)
- The Examination Conventions and Regulations, which will be made available on the above WebLearn site
- The University's website for students (<http://www.ox.ac.uk/students>) and Student Handbook (<https://www.ox.ac.uk/students/academic/student-handbook>)
- The handbooks provided by Oxford colleges

School Values

The School community aspires to live the following values, known as the Commitments. As students of the Blavatnik School of Government, you play a particularly important role as our ambassadors. We therefore ask you to adhere to our values of honesty and integrity in all that you do whilst studying with us in Oxford, and once you have graduated.

Our Core Commitments

Integrity and respect in all our interactions

You have been awarded a place to study for the MPP because of your academic track record, commitment to public service, and leadership and impact potential. You are now a member of the Blavatnik School of Government, and we expect you to adhere to the highest standards of professionalism. This includes submitting work that is your own, citing sources and the contributions of others at all times, meeting all deadlines, and ensuring the work you deliver represents the very best that you are capable of. You should also be conscious of any potential conflicts of interest, and declare them if there is any doubt.

A habit of excellence

We expect you to continue to hold yourself to the high personal standards that helped you get here. This includes demonstrating excellence in all your academic and professional activities, both within and beyond the Blavatnik School. We ask you to seek to learn from all the opportunities made available to you as part of the course: formal teaching, practical skills sessions, group work, and informal interactions with your fellow students, tutors and visiting speakers.

Learning through our diversity

The Blavatnik School of Government seeks, through its education and research, to contribute to better government, stronger societies and richer human opportunities across the world. One way in which we work to make this happen is by ensuring that we respect and learn from diversity. We place a premium on having an outstanding faculty from a variety of backgrounds and cultural traditions.

We are equally committed to selecting a highly diverse group of students from around the world. This diversity is complemented by an approach to learning in which we listen to, and respect, a range of different perspectives and opinions. We may not always like what we are hearing, but it is essential that we work to understand these particular viewpoints, which can sometimes profoundly alter the ways in which we think about the world. When confronted with ideas you disagree with, we urge you to think hard about why you find them disagreeable, and to respond in intelligent, measured and reflective ways.



MPP at a Glance

The Master of Public Policy (MPP) is a one-year taught degree course (Level 7 of the Frameworks for Higher Education Qualifications). The MPP is an intensive course: teaching and learning is concentrated over 50 weeks, beginning in late September and ending with a professionally-focused Summer Project experience during July and August. Two of the three terms extend beyond the eight-week terms typical of the University of Oxford. The course features a mixture of lectures, case studies and seminars, as well as workshops and professional skills sessions, which are led by established and emerging experts in their field, including practitioners. The MPP is a professional degree and therefore does not prepare students for doctoral study.

A more detailed overview of each module can be found in the Module Outlines section on [pages 12-15](#) of this handbook.

Induction

Induction is your introduction to life at the Blavatnik School – your intellectual home for the next year and hopefully for the rest of your lives. Induction has three goals:

- Become familiar with your fellow students, members of faculty, the School, its staff and its facilities; and also with your College, the University and the City of Oxford
- Become familiar with the intellectual environment at the Blavatnik School, which is driven by the spirit of inquiry and debate in the pursuit of truth and excellence
- Become familiar with the values of the Blavatnik School community, which are motivated by respect, integrity, and learning from diversity.

Core modules

The six core modules draw on insights and approaches found within a range of academic disciplines. The core modules for 2017-18 are:

Policy Challenge I

This intensive module commences during the first two weeks of the MPP. During this period, you will be engaged in a series of case study discussions, team building exercises

and a rigorous policy exercise. The case studies will set the stage for the ambitions and aspirations of Blavatnik School graduates, by exploring how leading public service figures define, analyse and address major public policy challenges. The team building exercise is an experiential problem-solving challenge designed to help you build skills such as active listening, empathy, information sharing and critical analytical thinking. The policy exercise explores what it means to achieve a 'world better governed'.

Foundations

One of the consistent responses from senior government practitioners is that they want policymakers who are not just skilled across a range of professional competencies, but also have a humane outlook and a moral compass. Foundations challenges you to think deeply to explore your own basic moral and political outlook, and reflect formally on the moral values and goals that do, and should, apply in public policy.

Economics for Public Policy

Public policymakers frequently interact with professional economists. The Economics module has been included in the MPP programme to prepare you for this interaction by helping you develop the skills necessary to become a critical consumer of economic thinking.

The Politics of Policymaking

The ability to think politically is a critical skill for effective action in government. The Politics of Policymaking considers how actors and institutions shape outcomes in domestic and international politics. Understanding and navigating these dynamics is essential for the advocacy for, design of, and implementation of successful policies.

Evidence and Public Policy

How do policymakers know whether their policies meet their intended objectives? Can they improve the way policies are implemented? Given limited government budgets, these questions are increasingly at the heart of public policy. The aim of the Evidence and Public Policy module is to provide you with an understanding of how policymakers gather, assess and use evidence in practice.

Law and Public Policy

Law provides a framework within which public policy is developed, shaped and implemented. In the Law and Public Policy module you will explore the key ideas which underpin how legal systems work, and how law both constrains and can be used as a tool in the policy process.

Policy Challenge II

Policy Challenge II is an opportunity to bring together all the learnings from the MPP to address contemporary policy dilemmas in a simulation-type setting. The advantage of this pedagogy is that it requires you to go beyond determining what theoretically 'optimal' policy should look like to developing deliverable policy for the real world. Additionally, students will experience the dynamics of multilateral negotiations, interest group politics and the interface between domestic and international politics.

Applied Policy modules

In addition to term-long core modules you will also choose four intensive Applied Policy modules in Michaelmas Term. The Applied Policy modules enable you to apply your theoretical learning, build module-specific sets of skills and knowledge, and understand the important fundamental principles involved in decision-making by different groups of stakeholders. You will choose four of the following modules: *Behavioural Science*, *Communications*, *Private Finance*, *Public Budgeting*, *Innovation and Entrepreneurship*, *Managing Professional Relationships and Negotiation*. For more information on the Applied Policy modules please see [page 16](#).

Option modules

In Trinity Term you will select two Option modules thereby allowing you to specialise on issues of particular interest. The Option modules cover a range of contemporary policy issues and the selection may differ from year to year. In previous years they have included modules on Africa, big data, the challenges of democratisation, climate change, economic development, education policy, governing in a digital age, international economic relations of governments, international migration, legal and illegal politics, police and

policing, political communication, social policy, sustainable nutrition, urban challenges in developing countries, and taxing business. For more information on the Option modules please see [page 16](#).

Summer Project

The Summer Project is the last assessed component of the MPP, and gives you the opportunity to apply your skills and knowledge to a real-life public policy challenge. You will complete a placement in a governmental, non-governmental, private sector or research organisation. The Summer Project is at least six weeks in length and can be based in the UK or abroad. For detailed information about the Summer Project please see [pages 17–20](#).

Professional Skills

Complementing the MPP and its learning outcomes, the School offers a range of professional skills sessions designed to help you acquire, develop and enhance practical and transferable skills necessary for a successful career in public policy. See the Professional Skills section on [page 21](#) for more information.

Course completion

Once you have successfully completed the MPP, you will be invited to return to Oxford in the autumn to take part in the Blavatnik School's end-of-course event and to graduate in person with your College. We also hope that you will join the [Blavatnik School alumni community](#) and continue to participate in the School's intellectual life after you graduate.



Key dates

Michaelmas Term	Hilary Term	Trinity Term	Summer Term
Policy Challenge I	The Politics of Policymaking	Option Modules	Summer Project
Foundations	Law and Public Policy	Policy Challenge II	
Economics	Evidence and Public Policy	Applied Policy Modules	
Applied Policy Modules	Applied Policy Modules		

Please note that this schedule is subject to change; you will be supplied with a detailed schedule during induction.

The MPP term dates

The dates of term for the MPP are longer than the standard Oxford terms, which can be viewed here: <https://www.ox.ac.uk/about/facts-and-figures/dates-of-term>. The 2017-2018 MPP programme starts on 21 September 2017 and ends on 30 September 2018. The dates of term are as follows:

- Michaelmas Term: 21 September – 15 December 2017
- Hilary Term: 8 January – 16 March 2018
- Trinity Term: 16 April – 15 June 2018
- Summer Project: minimum six weeks between 16 June – 1 September 2018

Important dates

At the back of this handbook (page 66) you will find a schedule of the key assessment dates and deadlines for the 2017-18 academic year. The dates for the exams will be confirmed at least five weeks before the first exam. The exams are likely to begin no earlier than 16 April 2018.

Oxford Speak: What is meant by Noughth Week, Week 1, and Minus 1 Week?

In Oxford, it is very common to hear terms divided up into Week 1, Week 2 etc. This numbering starts on the Sunday at the beginning of the main University term (e.g. 8 October for Michaelmas).

At the Blavatnik School we comply with the main University's titles for terms and its system of numbering for term weeks. Hence, our first term begins as follows:

- Minus 2 Week (Michaelmas): 21 September 2017 to 23 September 2017
- Minus 1 Week (Michaelmas): 24 September 2017 to 30 September 2017
- Noughth Week or Week 0 (Michaelmas): 1 October 2017 to 7 October 2017
- Week 1 (Michaelmas): 8 October 2017 to 14 October 2017
- Week 2...

The MPP Learning Outcomes

The MPP helps you develop analytical, emotional and moral intelligence relevant for understanding and addressing the challenges of public policy. It also equips you with skills that are essential for developing and delivering effective policy solutions.

The Five Key Skills

The Five Key Skills of the Master of Public Policy (MPP) are the degree's key learning outcomes. You will learn, practise and develop these skills, both implicitly and explicitly, during the course of the academic year; in lecture theatres, seminar classes, group working rooms and in informal settings. At the end of the programme, we expect you will be able to:

1. Work well with others

- Respect the diverse range of perspectives of those you encounter and with whom you work, and recognise why their perspectives might differ from your own
- Work constructively in groups and organisations, demonstrating excellent listening and motivating skills
- Recognise and make use of people's different and complementary strengths
- Develop mutually supportive networks, including a strong peer group

2. Find and use evidence more effectively

- Quickly find and absorb information
- Judge the validity and potential biases of evidence
- Recognise the implicit assumptions which affect how we interpret evidence

3. Be a sharp analyst

- Be aware of how assumptions shape analysis
- Understand how people from different disciplines think, leaving you better equipped to make subtle and nuanced judgements
- Understand and take into account values in order to develop principled reasons for action

4. Have outstanding decision-making and communications skills

- Formulate decisions in ambiguous circumstances that involve complex moral and economic trade-offs
- Communicate and negotiate these decisions with diverse stakeholders, taking into account their respective sensitivities

5. Be adaptable and recognise the benefits of change

- View uncertainty as an opportunity, and approach it with creativity and innovation.



Module Outlines

This section provides brief descriptions of each core module. Detailed syllabi and reading lists will be available on the [MPP 2017 WebLearn site](#) throughout the year.

CORE MODULES

Policy Challenge I

Your induction to the Blavatnik School community

Convenors: Professor Karthik Ramanna and Dr Adam Webster

This intensive module commences in the first two weeks of the MPP. During this period, you will be engaged in a series of case study discussions, team building exercises and a rigorous policy exercise.

The case studies will set the stage for the ambitions and aspirations of Blavatnik School graduates, by exploring how leading public service figures define, analyse and address major public policy challenges. You will be expected to immerse yourself in the characters of the case studies and debate various courses of action on contemporary policy dilemmas with your peers. The case studies will also help you navigate tricky interpersonal issues, such as dealing with bias (conscious and unconscious) or discrimination, managing across cultures, and motivating diverse teams. The case studies will run throughout Michaelmas Term.

The team building exercise is an experiential problem-solving challenge designed to help you build skills such as active listening, empathy, information sharing and critical analytical thinking. You will be expected to provide real-time constructive feedback to your team members during the exercise, as well as respond and improve your own performance based on feedback you receive.

The policy exercise explores what it means to achieve a 'world better governed'. In tackling this exercise, students are encouraged to consider: How should we conceptualise a world, a country or a local community that is being 'better governed'? How do we recognise the difference between 'bad' and 'good' governing? Which specific qualities are we seeking when trying to create a society 'better governed'?

Learning outcomes:

After completing this course, students should:

- Have a better understanding of the opportunities and challenges associated with working in teams
- Understand the dilemmas leaders face when making managerial decisions in ambiguous or complex contexts
- Analyse various conceptual dimensions of quality of government
- Understand different types of challenges involved in the design of policies to improve quality of government.

Summative assessment: In-class assessment

Foundations

Convenors: Professor Jonathan Wolff, Dr Tom Simpson and Dr Nikolas Kirby

The aim of this module is to focus your concern on the fundamental question 'What is the purpose of government?' and to help you draw out, in your own thinking, some of the key values that should inform your reflections. We will explore some of the practical dilemmas that may arise when these conflict. We use a question-based approach, asking: What matters? Who gets what? Who decides?

We also investigate specific issues where answers to these questions matter, including migration; indigenous peoples and postcolonial justice; free speech; religion in the public sphere; the morality of markets; and socialism. We conclude by addressing the personal ethical challenges that can arise for those who deliver public policy. Guests will speak about how their experience or research sheds light on current policy issues that pose moral complexities for governments across the world.

Learning outcomes:

After completing this course, students should:

- Be able to recognise when issues of public policy are not merely technical, but involve fundamental values and conflicts between these values
- Have a good understanding of the key value concepts that should inform public policy
- Have developed skills of reasoning about and resolving ethical dilemmas, and be able to communicate their conclusions and the reasons for them
- Have critically scrutinised their own ethical and political assumptions, and reflected on the moral complexities of policy-making scenarios that they have encountered or may find themselves in.

Summative assessment: 2,000-word essay and two-hour fifteen-minute unseen examination

Economics for Public Policy

Convenor: Dr Clare Leaver

Public policy leaders frequently interact with professional economists. This module aims to prepare you for this interaction by developing the skills necessary to become a critical consumer of economic thinking. Teaching weeks 1 to 3 cover foundational material. The first week introduces the mainstream ‘economic approach’ and considers the range of policy issues to which it can usefully be applied. The second and third weeks explore economists’ preoccupation with markets, asking what markets can achieve, and why they sometimes fail. Teaching weeks 4 to 8 turn to the process of policy formulation (the finance, design, choice, and implementation of policy). The fourth week considers the challenges of financing policy via taxation. The fifth and sixth weeks focus on design, illustrating with policy responses in welfare services, education, and healthcare. The seventh week asks how public policy leaders should choose between competing project designs. Finally, the eighth week examines the political obstacles that can hinder implementation, together with solutions suggested by the economic literature on institutions.

There will be an introductory lecture at the start of term where the course structure will be explained in detail and students will be asked to select a course ‘section’. Various optional sessions will include pre-assignment Q&A sessions, post-assignment reviews, and a four week macroeconomics lecture series with Professor Sir John Vickers.

Learning outcomes:

After completing this course, students should be able to:

- Explain the ‘mainstream economic approach’ (including key concepts such as social opportunity cost), appreciate the limitations of this approach, and identify novel applications
- Understand the economic rationale for government intervention in a variety of global settings, and critically appraise specific policy responses
- Appreciate the challenges associated with the finance, design, and implementation of public policy, both in theory and in practice.

Summative assessment: Three-hour unseen examination

The Politics of Policymaking

Convenors: Dr Thomas Hale and Professor Pepper Culpepper

Policymaking is a fundamentally political process. While Foundations introduced ethical considerations and Economics explored the efficiency considerations of policymaking, this module introduces concepts that help governments build effective policies through political processes. The Politics of Policymaking will help prepare you to be a successful agent for change across diverse institutional contexts by learning how to ‘think politically.’

Learning outcomes:

After completing this course, students should be able to:

- Identify critical political actors involved in policymaking and understand how their preferences are formed
- Understand how institutions can shape political behaviour



- Understand how to navigate political processes to advocate, design, enact, and implement successful policies
- Write clear, cogent policy memos.

Summative assessment: 1,500-word written submission and two-hour fifteen-minute unseen examination

Law and Public Policy

Convenors: Professor Dapo Akande and Dr Adam Webster

Law provides a framework within which public policy is developed, shaped and implemented. In the Law and Public Policy module you will explore the key ideas which underpin how legal systems work, and how law both constrains and can be used in the policy process. Comparing different legal systems around the world, you will be introduced to key concepts in constitutional law, administrative law and public international law.

Learning outcomes:

After completing this course, students should:

- Understand the role of law as a tool for policymakers
- Understand the role of law as a constraint on policymakers
- Be able to recognise and evaluate the varied legal environments in which governmental and inter-governmental bodies operate
- Be able to develop policy recommendations that show a basic awareness of legal issues.

Summative assessment: Two-hour unseen examination

Evidence and Public Policy

Convenors: Dr Julien Labonne and Dr Martin Williams

Policymakers often do not take advantage of adequate evidence when identifying problems to focus on and when selecting policy options. This is often due to a combination of political constraints, challenges in understanding the limitations of available evidence and dearth of reliable evidence. The aim of this module is to provide students with an understanding of how policy-makers gather, generate and use evidence in practice. The module will introduce students to methods that are used to generate evidence. It will provide students with the tools to be critical consumers of research evidence in public policy.

Learning outcomes:

After completing this course, students should be able to:

- Understand how evidence can inform public policy.
- Assess the advantages and disadvantages of alternative policy evaluation methods.
- Understand how to apply evidence across different contexts.

Summative assessment: 2,000-word written submission

Policy Challenge II

Convenors: Professor Karthik Ramanna, Professor Jonathan Wolff, Dr Thomas Hale, Dr Emily Jones and Dr Adam Webster

Policy Challenge II is an opportunity to bring together all the learnings from the MPP to address contemporary policy dilemmas in a simulation-type setting. The advantage of this pedagogy is that it requires you to go beyond determining what theoretically 'optimal' policy should look like to developing deliverable policy for the real world. Additionally, students will experience the dynamics of multilateral negotiations, interest group politics, and the interface between domestic and international politics.

In these simulations, students often work in groups representing competing or partially overlapping interests. In addition to agreeing a policy position within their group, students must negotiate or compete across groups to secure the most favourable policies for their particular group's interests.

In the past, simulations have covered topics such as the Brexit negotiations, where students represented various factions such as the British Government, the EU, the German automobile industry, and far-right nationalist groups. Students have also engaged in simulations on climate change negotiations, and international trade negotiations. Students will be expected to engage in several simulations over the course of the term.

Students will be assessed on their contribution to group work, an individual memo on the substance of the simulation, and a personal reflection on their experience of group dynamics.

Learning outcomes:

- Strategic thinking
- Bargaining, persuasion and mediation
- Teamwork
- Public speaking
- Coalition-building
- Navigating the interface between academic knowledge and policy realities

Summative assessment: Written submission and presentation assignment

APPLIED POLICY MODULES

What are Applied Policy modules?

Applied Policy modules enable you to apply your theoretical learning, build specific sets of skills and knowledge, and understand the important principles involved in decision-making by different groups of stakeholders. The Applied Policy modules are designed to deliver a short, intensive overview, which culminates in an exercise that allows you to demonstrate your learning, which is assessed on a pass/fail basis.

These modules have been developed for the benefit of non-experts, so we recommend you select those modules where you have least experience and confidence.

You will choose four Applied Policy modules from the following:

- Behavioural Science
- Communication
- Innovation and Entrepreneurship
- Managing Professional Relationships
- Negotiation
- Private Finance
- Public Budgeting

Detailed information on the Applied Policy modules, including scheduling and assessment information, will be provided in the introductory weeks of the programme. This information will help you select the Applied Policy modules you wish to take. Once your selection has been confirmed by the School, you should then complete exam entry for the Applied Policy modules. The deadline for submitting your choices to the University is **Friday of Week 4, Michaelmas Term (3 November 2017)**. More information on exam entry can be found online at <https://www.ox.ac.uk/students/academic/exams/entry>.



OPTION MODULES

Options are an opportunity to focus on specific contemporary policy issues of particular interest to you. Delivered in Trinity Term, they enable you to apply all your learning to date on the MPP. All Options are summatively assessed by a 1,500-word written submission.

To give you an indication of the types of Option Modules the Blavatnik School offers, please see the list below of the Options which took place in Trinity Term 2017. The final list of this year's modules will be provided by the start of Hilary Term.

- Africa's Challenges and Opportunities
- Applying Behavioural Science to Public Policy
- Big Data as a Tool for Policy Making
- Climate Change: global problem, global solution?
- Contemporary Ethical Debates
- Contemporary Military Strategy
- Economic Development
- Education Policy
- Energy
- Europe in Decline?
- Governing in a Digital Age
- International Economic Relations of Governments
- Managing Policymaking
- Managing Public Sector Organisations
- New Economics for Public Policy: tools for modern challenges
- Political Communication, Media and Public Policy
- Social Policy in the 21st Century
- The Quality of Government

Option preferences

You need to submit your Option preferences by **12 noon on Friday of Week 3 of Hilary Term (2 February 2018)**.

Option selections will be confirmed by the School and, where possible, we will try to take your preferences into account. Most Options have a cap of 12 students per class, so when a class becomes oversubscribed, it will be necessary to reallocate students to different Options. Conversely, an Option may not run if it has fewer than six students assigned to it. Thus, no student can be guaranteed a place in any given Option prior to all students being assigned their Options.

You will need to complete exam entry for your Option module assignments by **Friday of Week 7, Hilary Term (2 March 2018)**. More information on exam entry can be found online at <https://www.ox.ac.uk/students/academic/exams/entry>.

The Summer Project

The Summer Project is the final part of the MPP and offers the opportunity to draw on your insights and skills to address a real-world policy challenge. It takes the form of a placement lasting a minimum of six weeks with a host organisation engaged in some aspect of policy work, such as a government department, a not-for-profit organisation, a think tank, the policy unit of a private sector organisation or a research institution.

During your placement, you will be expected to engage in a policy-related task. This might involve, for example, an in-depth analysis of a policy issue of interest to your host organisation, or contributing to a specific process such as the drafting of a policy document. Alternatively, you might secure a placement which allows you to reflect on a policy challenge under the advice of an academic at Oxford, either as a piece of independent desk-based research or as part of a faculty-led project. Some hosts will outline the exact nature of the outputs required, whilst other hosts might be willing to engage with you to determine deliverables which have mutual benefit.

At the end of the placement, you will deliver: a) the outputs you have agreed to produce for your host organisation; and b) an independent report submitted to the School for examination purposes, based on your investigations during the placement.

The report for assessment purposes should:

- Articulate the policy issue using diagnostic skills from the MPP or elsewhere
- Identify potential solutions using your problem-solving skills
- Propose a particular solution using your analytical and decision-making skills
- Explain how best to take forward your proposal, given the broader context.

The Summer Project can bring benefits well beyond the degree course itself. It is an opportunity for you to gain practical experience, to build networks for the future, and to produce a piece of high-quality work that showcases your policy skills and understanding. In addition, the preparation involved in securing a placement gives you an opportunity to enhance your career development skills. Therefore, you are advised to consider what type of host organisation you would like to work with and how the Summer Project fits with your

career aspirations. For those of you in receipt of scholarship funding, you must also take into account any terms and conditions which may impact on the location and purpose of your Summer Project.

Securing a placement

You are responsible for considering your aims and objectives, and securing a placement. You can do so in one of the following ways:

- Identify and secure a placement with a host organisation which is already working on a policy issue of interest to you. The School will publish a list of previous host organisations so that you are both aware of the wide range of possibilities and motivated to network successfully to secure your own placement.
- Alternatively, identify and secure a placement to reflect on a policy challenge under the advice of an academic at Oxford, either as an independent desk-based research project or as part of a faculty-led project.
- Apply for and secure one of a small number of School-organised placements. The School will work with a select number of host organisations to secure a limited number of placements which will be advertised to the whole cohort. The scope, location and output of each placement will be determined by the host so you are strongly advised to look beyond these curated opportunities to find a placement which best suits your aspirations and skill-set.

Support available

There are a number of sources of support:

1. Some elements of the Professional Skills programme have been designed to complement the process of securing a placement. As these sessions are limited and not repeated, it is advisable to sign up and attend, or seek similar support at the University's Career Service.
2. Your academic supervisor will discuss and approve the academic merit of your placement activity to ensure that it lends itself to writing the policy report required to complete the MPP.



3. You will be allocated a Summer Project Officer (SPO). Your SPO's role is to explain and remind you of the procedures involved in securing a placement and gaining University approval, and your SPO will remain in regular contact with you until you have secured an approved placement.
4. The Summer Project Manager will convene termly meetings in which key information will be outlined, and you will have the opportunity to raise any questions.
5. The Summer Project Team will provide information in the MPP newsletter, which is published weekly during term time. Please ensure that you are up-to-date with all the latest news and advice. The Team can be contacted at summerproject@bsg.ox.ac.uk.
6. The School publishes a *Guide for Hosts*

How is the Summer Project assessed?

You are required to write a report and submit it by **12 noon on Monday 3 September 2018**.

The Summer Project report should be no longer than 4,500 words, including all footnotes, acknowledgements, table of contents, and appendices. The word count does not include individual citations, references or the bibliography. You should review the full guidance on word count for summative assignments which is available on the [MPP 2017 WebLearn site](#). You are reminded to complete the tutorial on avoiding plagiarism, and to ensure that your Summer Project report, as with all MPP summative assignments, is your own work. Guidance on what constitutes plagiarism, as well as links to sources of information, is available in this handbook on [page 49](#).

You will be awarded one of the following grading categories: Distinction, Merit, Pass or Fail, and you must pass the Summer Project in order to complete the MPP.

Confidentiality can be a concern for host organisations, and you should refer potential or secured host organisations to the section on confidentiality in the *Guide for Hosts* if concerns are raised about the content of your report. This states:

'Please note that the report the student submits to the Blavatnik School of Government is confidential and only viewed by the School's MPP Examiners and Summer Project Team. Nevertheless, we ask that you and the student agree the use of any confidential information within their Blavatnik School report and within any outputs the student produces for you, and that this is documented in the terms of reference before the project commences. The School does make selected reports available to future students as a way of demonstrating what has made for successful reports in the past. But this will only happen with the explicit agreement of both the host organisation and the student who has authored the report.'

Making it happen: expectations throughout the year

You are responsible for organising your placement, negotiating the agreed deliverables with your host, and for devising and addressing an appropriate policy question for your Summer Project report. In order to do this effectively, you will need to work on the organisation and development of your project *throughout the academic year*.

Michaelmas Term: You will be introduced to the Summer Project at a whole cohort meeting. This meeting will cover the key points about the Summer Project and will outline what support is available for you to pursue and secure your placement. You are advised to engage with the Professional Skills programme to support your application activities.

Hilary Term: It is expected that most students will have identified a viable placement by the end of Hilary Term. You should ensure that you discuss any potential placements with your academic supervisor to ensure that it meets the School's requirements. The Summer Project meeting in Hilary Term will explain the paperwork required to comply with the University's approval process, and outline the Bursary Fund and the risk assessment process.

You should bear in mind that your host organisation's own internal policies or HR Department may involve lengthy procedures, so you might experience a delay between securing a placement and getting your project approved. We therefore advise that you engage proactively with the paperwork involved at your earliest opportunity.

Trinity Term: You will complete the Summer Project paperwork, be issued with a Certificate of Approval and make any necessary logistical arrangements, if you have not begun these earlier. A whole cohort meeting will be arranged to advise you on final steps and anticipated requirements, for example, making appropriate visa arrangements.

Certificate of Approval

The Certificate of Approval is required to enable you to commence your Summer Project and relies on the completion of all necessary paperwork. In order to maintain the validity of the certificate, you must also update this paperwork and inform the Summer Project Team if the conditions of your placement change at any point, either before or during the placement.

If you do not obtain a Certificate of Approval, or do not update the associated paperwork if changes require this, you will be ineligible to enter your Summer Project report for examination and will fail the assessment.

Funding your Summer Project

The MPP is a one-year course and each student is expected to have sufficient funding to last the entire length of the MPP course, through to 30 September 2018. This includes the Summer Project placement and report-writing phase.

You should discuss financing options and possibilities with your host organisation as soon as possible. Host institutions may contribute towards your travel and subsistence costs, and in some cases, may even provide a small stipend. Those placements curated and advertised through the School will clearly state at application stage whether or not the host is willing to provide any financial assistance and if so, the level of that assistance. You should therefore take into consideration your financial position when applying for placements or before considering placements that may incur extra cost to you.

If your host institution is unable or unwilling to meet your basic costs, you will need to research other possible sources of funding. Possible sources include your Oxford college (many of which have travel bursaries) and foundations or grant-making bodies in your home countries. Some large scholarship programmes may have bursary schemes to which

you can apply; please check the terms of your scholarship for further information. Under no circumstances should you approach providers of individual Blavatnik School scholarships without first discussing your needs with a member of the Summer Project Team.

If funding cannot be obtained from other sources, then you may apply to the MPP Summer Project Bursary Fund. The Bursary Funding is limited, and is intended to support students who have exhausted all other funding options. Applications will be considered by a Bursary Committee, and will be assessed on student need. There is no guarantee of funding and late applications may not be considered.

Organising the logistics of your travel

Once you have finalised your Summer Project placement, you are responsible for applying for any necessary visas, organising appropriate travel insurance, booking your travel and accommodation, and complying with Oxford University's Health and Safety regulations.

Working in the UK

You should check the terms of both your visa and any scholarship you may receive before committing to a placement, to ensure that you adhere to any restrictions or requirements. Further information about your ability to work in the UK whilst studying on the MPP course can be found on the University's website: <https://www.ox.ac.uk/students/visa?wssl=1>.

Organising travel insurance

As you are travelling on University business, you may be entitled to access the University's travel insurance policy. You can apply for University insurance cover through the School using the travel insurance form which will be made available to you in Trinity Term. You can see more details on the University's travel insurance at: <http://www.admin.ox.ac.uk/finance/insurance/travel/>.



Supplying the University with details of your placement

The University asks full-time graduate students to update Student Self Service to provide details of any overseas study placements of two weeks or longer whilst you are on course. If you leave the UK to undertake your Summer Project placement, you should register this through Student Self Service. Further information regarding this is available in the 'overseas studies activities' sections at: <https://www.ox.ac.uk/students/selfservice?wssl=1>.

Whilst on placement

Dealing with the unexpected

Placements do not always go as planned, but this does not have to jeopardise the quality of the report you submit. For example, in 2014 the Ebola crisis in Africa meant that three students had to abandon their placements after just four weeks. These events were, however, successfully incorporated into the development and analysis of these students' policy questions. The unexpected can happen, limiting or restricting your capacity to address your initial policy question. In such cases, you should document and reflect upon how you can develop your project and policy question appropriately; sometimes working through particular limitations or restrictions (and documenting these) enhances the quality and contribution of the report.

Keeping in touch with the School and communicating your experiences

Please remember that you are required to inform the School of any issues that arise whilst on placement. This includes any difficulties with the project itself, with your host organisation, any health or personal problems, or other complications that occur.

The Summer Project Team will make routine contact during your placement: the frequency will depend on the level of risk associated with your placement. The Team will also send you travel advice issued by the UK's Foreign and Commonwealth Office but you are expected to monitor your own local circumstances, your home country government's advice and contact the School and/or travel insurers in cases of concern. Please read this advice carefully, not only for your own safety, but also because changes in

circumstance may alter your risk assessment and have an effect on the status of your travel insurance. For example, the Insurance Office will request an up-to-date, approved risk assessment from the School should you make a claim on your insurance. Therefore, please remember to keep your Summer Project paperwork up-to-date during your placement and to inform the Summer Project Team of any changes.

We welcome feedback from you at any point whilst you are on your placement. The School also wants to showcase the many varied activities undertaken through the Summer Project, therefore we are keen to receive photos that capture some of the things you have been doing. Please send these to summerproject@bsg.ox.ac.uk.

Adhering to the School's Core Commitments

As a student of the Blavatnik School of Government, you represent and act as an ambassador for us during your placement. We ask that you continue to adhere fully to the School's Core Commitments ([page 7](#)), both whilst approaching and negotiating with hosts and whilst on your placement.

Post-placement: submitting your report

It is your responsibility to ensure you submit your Summer Project report by **12 noon on Monday 3 September 2018**. Full details on how to submit will be provided during the year. Please be aware that your work will be submitted to Turnitin, the University's text matching software system.

Professional Skills for Public Policy Careers

The Professional Skills for Public Policy Careers programme complements the MPP course and contributes to the opportunity for students to achieve the Five Key Skills, the MPP's key learning outcomes. You are encouraged to reflect on your own professional experiences and to identify skills that you wish to acquire, develop or enhance during your time on the course. You are also strongly encouraged to draw upon the extensive range of experiences within the student cohort and share your own.

Public policy skills

You will have the opportunity to reflect on the skills required in professions associated with public policy during case-study discussions on various topics of leadership and management with Professor Karthik Ramanna, Director of the MPP.

You will also be invited to attend the UK Public Policy Seminar Series and learn first-hand from practising ministers and senior civil servants. This series is led by Calum Miller, the School's COO and a former British civil servant.

Career development skills

There will be a suite of provision to help you refine your networking, CV and cover letter-writing and interview skills, and you can practise these skills in the process of securing a Summer Project placement.

- You will be able to develop your verbal communication and presentation skills in one-to-ones with an award-winning executive coach.
- All students will be given the opportunity to apply for mentoring from senior professionals from a range of organisations.
- You will hear from distinguished practitioners about their careers and the hardest career-shaping decisions they have had to make.
- You will learn directly from your fellow students, who represent many professions.
- You will have access to the University of Oxford Career Service, which is conveniently located close to the Blavatnik School.

Job opportunities

Both you and alumni will receive a weekly 'jobs alert', indicating a range of live jobs associated with public policy being advertised. This will give you an opportunity to apply for these roles and a chance to reflect on the range of public policy careers possible.



Meet the Team

CORE ACADEMIC TEAM

The MPP is taught by Blavatnik School of Government scholars and other outstanding policy-focused academics and practitioners from the University of Oxford and beyond. For more information about our faculty, please see the [Meet Our People](#) section of the School's website.

Professor Ngaire Woods

Dean of the School

dean@bsg.ox.ac.uk



Professor Ngaire Woods is the founding Dean of the Blavatnik School of Government and Professor of Global Economic Governance at Oxford University. Her research focuses on how to enhance the governance of organisations, the challenges of globalisation, global development, and the role

of international institutions and global economic governance. Previously, she founded the [Global Economic Governance Programme](#) at Oxford University and co-founded (with Robert O. Keohane) the Oxford-Princeton Global Leaders Fellowship programme. She led the creation of the Blavatnik School of Government at Oxford University.

Ngaire Woods serves as a member of the International Advisory Panel of the Asian Infrastructure Investment Bank, on the Board of the Mo Ibrahim Foundation, and as a Rhodes Trustee. She is co-Chair of the World Economic Forum's Global Future Council on Values, Technology and Governance. She serves on the Advisory Group of the Center for Global Development (Washington DC). Previously, she served as a Non-Executive Director on the Arup Global Group Board and on the Board of the Center for International Governance Innovation in Canada. She has also served as a member of the IMF European Regional Advisory Group, and as an Advisor to the IMF Board, to the African Development Bank, to the UNDP's Human Development Report, and to the Commonwealth Heads of Government. She has presented numerous documentaries for BBC Radio 4 and BBC TV2.

Ngaire Woods' books include: *The Politics of Global Regulation* (with Walter Mattli, Oxford University Press, 2009), *Networks of Influence? Developing Countries in a Networked Global Order* (with Leonardo Martinez-Diaz, Oxford University Press, 2009), *The Globalizers: the IMF, the World Bank and their Borrowers* (Cornell University Press, 2006), *Exporting Good Governance: Temptations and Challenges in Canada's Aid Program* (with Jennifer Welsh, Laurier University Press, 2007), and *Making Self-Regulation Effective in Developing Countries* (with Dana Brown, Oxford University Press, 2007). She has previously published *The Political Economy of Globalization* (Macmillan, 2000), *Inequality, Globalization and World Politics* (with Andrew Hurrell: Oxford University Press, 1999), *Explaining International Relations since 1945* (Oxford University Press, 1986), and numerous articles on international institutions, globalization, and governance.

She was educated at Auckland University (BA in economics, LLB Hons in law). She studied at Balliol College, Oxford as a New Zealand Rhodes Scholar, completing an MPhil (with Distinction) and then a DPhil (in 1992) in International Relations. She won a Junior Research Fellowship at New College, Oxford (1990-1992) and subsequently taught at Harvard University (Government Department) before taking up her Fellowship at University College, Oxford and academic roles at Oxford University.

Professor Peter A Kemp

Vice-Dean for Academic Affairs and Professor of Public Policy

peter.kemp@bsg.ox.ac.uk



Peter is the Vice-Dean for Academic Affairs and Professor of Public Policy. Prior to joining the Blavatnik School in 2011, he was Head of Oxford's Department of Social Policy. He has also held professorships at the Universities of York and Glasgow. Before becoming an academic, Peter was employed

by an NGO in London working in the field of housing and homelessness.

Throughout his career Peter has contributed to debates about the impact and reform of housing policy and practice. He has been consulted about housing allowance reform

by government officials in Britain and overseas, and he was the Special Advisor to the House of Commons Select Committee's Inquiry into the Local Housing Allowance. Peter was a member of the UK Department for Work and Pension's Housing Benefit Reform Programme Board (2002-06), which provided oversight of the Labour Government's reforms of the housing benefit scheme. He was subsequently a member of the DWP's Housing Benefit Strategy Committee (2006-10).

Peter's main area of research is housing and housing policy, particularly housing allowances and private rental housing. Recent books include *Housing Allowances in Comparative Perspective* (2007); *Transforming Private Landlords: housing, markets and public policy* (2011); and *Private Rental Housing: comparative perspectives* (2014).

Professor Karthik Ramanna

Professor of Business and Public Policy, Director of the Master of Public Policy, Convenor of Policy Challenge II

karthik.ramanna@bsg.ox.ac.uk



Karthik Ramanna is Professor of Business and Public Policy, and Director of the Master of Public Policy Programme at the University of Oxford's Blavatnik School of Government. The MPP aspires to be the world's preeminent programme for public-leadership development, and Professor Ramanna is responsible for its overall strategy and operation.

He joined Oxford in September 2016 after nearly a decade on the faculty of Harvard Business School. At Harvard, he also held the Henry B. Arthur Fellowship in ethics, the Marvin Bower Fellowship recognizing innovative faculty research, and a visiting fellowship at the Kennedy School of Government. Professor Ramanna received a Ph.D. in management from the Massachusetts Institute of Technology. At Oxford, he is a fellow of St. John's College.

Professor Ramanna's scholarship explores the role of business leaders in shaping the basic rules that govern capital-market societies. His 2015 book *Political Standards* (University of Chicago Press) studies the political and



economic forces that have shaped financial-reporting standards over the previous 30 years. He argues that accounting rulemaking is an allegory for the “thin political markets” where businesses shape – and sometimes subvert – the essential technical edifices of our economy.

Professor Ramanna has authored over a dozen original research articles in leading professional outlets such as the *Journal of Accounting & Economics* and the *Harvard Business Review*. His scholarship has won awards from numerous bodies such as the American Accounting Association. Professor Ramanna serves on the editorial boards of

several scientific journals, including as co-editor of the interdisciplinary journal *Accounting, Economics & Law*.

He is also a prolific author of case studies, having written more than thirty cases over the past decade. In 2017, he was awarded the international Case Centre’s Outstanding Case-Writer prize, dubbed by the Financial Times as “the business school Oscars.” He has helped establish and now leads a case-writing institute at Oxford’s Blavatnik School. The institute aims to bring this powerful participant-centred pedagogy to public-leadership education.

Professor Dapo Akande

Convenor of Law and Public Policy

dapo.akande@law.ox.ac.uk



Dapo Akande is Professor of Public International Law, at the University of Oxford where he is also Co-Director of the Oxford Institute for Ethics, Law and Armed Conflict and Yamani Fellow, St Peter’s College. Prior to joining the Oxford Law Faculty in 2004, he taught international law at the

University of Durham, and before that at the University of Nottingham. He has held visiting professorships at Yale Law School (where he was also Robinna Foundation International Fellow), the University of Miami School of Law and Católica Global Law School, Lisbon.

Dapo works across a wide range of issues in international law, including the law of armed conflict, international criminal law, the law of international organisations (especially the

United Nations), the law and practice of international tribunals, and international trade law. He is one of the co-authors of *Oppenheim’s International Law: The United Nations* (OUP, 2017), one of the editors of *The Practitioner’s Guide to Human Rights in Armed Conflict* (OUP, 2017), and was on the International Group of Experts that prepared the *Tallinn Manual on the International Law Applicable to Cyber Operations* (CUP, 2017). He has published articles in the leading international law journals, including the *American Journal of International Law*; the *European Journal of International Law*; *International and Comparative Law Quarterly*.

Dapo has worked with states, non-governmental organisations, United Nations organs, the African Union Commission and the Commonwealth Secretariat on a wide range of international law issues. He has advised in cases before several international tribunals and national courts.

Professor Pepper Culpepper

Convenor of *Politics of Policymaking*

pepper.culpepper@bsg.ox.ac.uk



Pepper Culpepper is Professor of Politics and Public Policy at the Blavatnik School of Government. His research focuses on the intersection between capitalism and democracy, both in politics and in public policy. Prior to coming to the Blavatnik School, he taught at the European University Institute and at

the Harvard Kennedy School. His book ***Quiet Politics and Business Power: Corporate Control in Europe and Japan*** (Cambridge University Press 2011), was awarded the 2012 Stein Rokkan Prize for Comparative Social Science Research. He is the author of ***Creating Cooperation*** (Cornell

University Press, 2003) and co-editor of ***Changing France*** (with Peter Hall and Bruno Palier, Palgrave 2006) and of ***The German Skills Machine*** (with David Finegold, Berghahn Books 1999). His work has appeared in *Comparative Political Studies*, *International Organization*, *Politics & Society*, *Socio-Economic Review*, *World Politics*, *Revue Française de Science Politique*, *Politische Vierteljahresschrift*, *West European Politics*, *Journal of European Public Policy*, *Journal of Public Policy*, *Business and Politics*, and the *Oxford Review of Economic Policy*, among others. He has published commentary on public policy issues in the *Washington Post*, *Le Monde*, *International Herald Tribune*, and the *New Republic*. A former Marshall Scholar at the University of Oxford, he has also held long-term visiting appointments in France, Germany, and Japan.

Dr Emily Jones

Convenor of *Policy Challenge II*

emily.jones@bsg.ox.ac.uk



Emily Jones' research examines government practices in asymmetric negotiations in the global economy. She investigates the ways in which small developing countries exert influence even in highly asymmetric negotiations. She holds a DPhil in International Political Economy from the University of Oxford, and

an MSc (distinction) in Development Economics from the School of African and Oriental Studies, University of London, and a first class BA in Philosophy, Politics and Economics from the University of Oxford.

Emily Jones is director of the Global Economic Governance Programme, a research programme co-hosted by the Blavatnik School of Government and University College Oxford. The Programme is dedicated to fostering research and debate into how global markets and institutions can better serve the needs of people in developing countries. She is the academic coordinator of the Oxford-Princeton Global Leaders Fellowship Programme which provides exceptional early career researchers with a unique opportunity to work on global governance and the role of developing and emerging countries in the world political economy. She is also a Fellow of University College.



Emily Jones previously worked in Ghana's Ministry of Trade and Industry, for Oxfam GB, and for the UK Department for International Development. She is a regular contributor to the World Trade Organization's advanced policy training course, and has acted as a consultant for a range of international organizations including for the Commonwealth

Secretariat, the Overseas Development Institute, the German Marshall Fund, and Oxfam International.

In 2015, Emily was invited to join the E15 Expert Group on trade and finance.

Dr Nikolas Kirby

Convenor of Foundations

nikolas.kirby@bsg.ox.ac.uk



Nikolas Kirby is Research Fellow and Departmental Lecturer in Philosophy and Public Policy at the Blavatnik School of Government. He is also Director of the Building Integrity Program within the School. At the end of this academic year, Nikolas will take up a three year Early Career

Research Fellowship awarded by the Leverhulme Trust.

He was educated at the University of Sydney (BA (Hons), LLB (Hons)) and the University of Oxford (BPhil, DPhil), as a Rhodes Scholar.

He has worked in law, academia and politics in Australia. He is a co-founder and chair of the Good Lad Initiative, a social enterprise that engages boys and men in discussions about masculinity, sexism and lad culture.

Dr Clare Leaver

Convenor of *Economics for Public Policy*

clare.leaver@bsg.ox.ac.uk



Dr Clare Leaver is Associate Professor of Economics and Public Policy at the Blavatnik School of Government and Fellow of University College. Prior to this, she was a University Lecturer in Economics in the Department of Economics at Oxford and Fellow of The Queen's College.

Clare completed her PhD studies at the University of Bristol, and remains an associate member of Bristol's Centre for Public and Market Organisation. She moved to the University of Oxford to take up a Postdoctoral Research Fellowship in 2003, and was appointed to a University Lectureship in 2007. She is the Director of the Service Delivery Programme at the Oxford Institute for Global

Economic Development, and Research Coordinator of the Research into Improving Systems of Education Programme (<http://www.riseprogramme.org>) hosted by the Blavatnik School.

Much of Clare's research focuses on careers and incentives within the public sector. In previous research, she has studied Public Utility Commissioners in the United States, and the senior judiciary in England and Wales. In current work, she is focusing on incentives for educators in low and middle-income countries. Specific projects include studies of the effectiveness of paying for locally monitored teacher presence in Uganda; the impact of paying for teacher preparation and pedagogy, alongside more standard metrics of teacher presence and student performance, in Rwanda; and the welfare consequences of school 'supply-side' responses to the Right to Education Act in India.

Dr Thomas Hale

Convenor of *Politics of Policymaking and Policy Challenge II*

thomas.hale@bsg.ox.ac.uk



Dr Thomas Hale is Associate Professor in Public Policy (Global Public Policy) at the Blavatnik School of Government. His research explores how we can manage transnational problems effectively and fairly.

He seeks to explain how political institutions evolve – or not – to face the challenges raised by globalization

and interdependence, with a particular emphasis on environmental and economic issues. He holds a PhD in Politics from Princeton University, a masters degree in Global Politics from the London School of Economics, and an AB in public policy from Princeton's Woodrow Wilson School. A US national, Hale has studied and worked in Argentina, China, and Europe. His books include ***Between Interests and Law: The Politics of Transnational Commercial Disputes*** (Cambridge 2015), ***Transnational Climate Change Governance*** (Cambridge 2014), and ***Gridlock: Why Global Cooperation Is Failing when We Need It Most*** (Polity 2013).



Dr Julien Labonne

Convenor of Evidence and Public Policy

julien.labonne@bsg.ox.ac.uk



Julien Labonne is an Associate Professor in Economics and Public Policy at the Blavatnik School of Government. His research is focused on issues of clientelism, electoral politics and social networks. He carries out field experiments, designs household surveys and uses largescale datasets to

test models of voter and politician behavior in developing countries. He has a particular interest in Southeast Asia and most of his fieldwork takes place in the Philippines.

Prior to joining the Blavatnik School Julien was an Assistant Professor of Social Sciences (Economics) at Yale-NUS College in Singapore, and completed his PhD in the Economics Department at the University of Oxford. Julien previously worked at the World Bank and has consulted for the Asia Foundation, the Millennium Challenge Corporation and the OECD. Julien also holds Master degrees from the University of Oxford, University College London and ENSAE Paris Tech.

Dr Tom Simpson

Co-convenor of Foundations

thomas.simpson@bsg.ox.ac.uk



Tom Simpson is Associate Professor of Philosophy and Public Policy at the Blavatnik School of Government, and a Senior Research Fellow at Wadham College. He joined the School from Cambridge, where he was educated (BA, MPhil, PhD) and was a Research Fellow at Sidney Sussex College.

Between degrees he served as an officer with the Royal Marines Commandos for five years, with tours in Northern Ireland; Baghdad, Iraq; and Helmand Province, Afghanistan.

Tom's research centers on the notion of trust and its practical implications. His edited volume, *The Philosophy of Trust*, was recently published by Oxford University Press, and he is a BBC New Generation Thinker for 2017.

Dr Adam Webster

Convenor of Law and Public Policy, and of Policy Challenge II

adam.webster@bsg.ox.ac.uk



Dr Adam Webster is a Departmental Lecturer in Law and Public Policy at the Blavatnik School of Government. Adam teaches and researches in the area of public law and has a particular interest in how public law affects and shapes contemporary legal problems.

Prior to joining the School, Adam was a lecturer at the Law School at the University of Adelaide, Australia. He holds a Bachelor of Engineering, Bachelor of Laws and PhD in Law from the same institution. As part of his PhD, Adam was awarded a Fulbright Scholarship and completed a component of his doctoral research at the University of Colorado and the University of Arizona. Adam is admitted to practise as a Barrister and Solicitor of the High Court of Australia and the Supreme Court of South Australia.

Dr Martin Williams

Convenor of Evidence and Public Policy

martin.williams@bsg.ox.ac.uk



Martin Williams is an Associate Professor in Public Management at the Blavatnik School of Government, and Research Fellow at Green Templeton College. His research is on management, policy implementation, and political economy, mostly focused on Africa. His work involves close

collaboration with governments to answer questions that are of interest to policymakers and academics alike, such as why some ministries work better than others, why many development projects never get finished, and what can be done to improve performance.

Prior to joining the Blavatnik School, Martin was a Postdoctoral Research Fellow at University College London, Department of Economics, and completed his PhD in the Government Department at the London School of Economics and Political Science. Martin previously worked as an economist in Ghana's Ministry of Trade and Industry as an Overseas Development Institute Fellow and was a Senior Researcher at the Economic Policy Research Institute in Cape Town. Martin also holds MSc degrees in African Studies and Economics for Development from Oxford University, and a BA in Economics from Williams College.



Professor Jonathan Wolff

Director of Graduate Studies, convenor of Foundations and Policy Challenge II

jonathan.wolff@bsg.ox.ac.uk



Jonathan Wolff is the Blavatnik Chair in Public Policy in September 2016, and is associated with Wolfson College. He was formerly Professor of Philosophy and Dean of Arts and Humanities at UCL. He is a political philosopher who works on questions of equality, disadvantage and social justice.

His work in recent years has

also turned to applied topics such as public safety, disability, gambling, and the regulation of recreational drugs, which he has discussed in his books ***Ethics and Public Policy: A Philosophical Inquiry*** (Routledge 2011) and ***The Human Right to Health*** (Norton 2012).

His ***An Introduction to Moral Philosophy*** and an associated edited volume, ***Readings in Moral Philosophy***, will be published by W.W. Norton in 2018. Earlier works include ***Disadvantage*** (OUP 2007), with Avner de-Shalit; ***An Introduction to Political Philosophy*** (OUP, 1996, third edition 2016); ***Why Read Marx Today?*** (OUP 2002); and ***Robert Nozick*** (Polity 1991). His current work concerns social equality and social exclusion. He has had a long-standing interest in health and health promotion, including questions of justice in health care resource allocation, the social determinants of health, and incentives and health behaviour. He has been a member of the Nuffield Council of Bioethics, the Academy of Medical Science working party on Drug Futures, the Gambling Review Body and the Homicide Review Group. He has been an external member of the Board of Science of the British Medical Association, and a Trustee of the Responsible Gambling Trust, for whom he chaired their research committee. He writes a regular column on higher education for the *Guardian*.

MPP ADMINISTRATIVE STAFF

Student and Alumni Affairs Office

The Student and Alumni Affairs Office will be your main point of contact for administrative support during your course. Our office hours are 9:00-17:00 Monday-Friday. If you would like to meet with one of us in person please email mpp@bsg.ox.ac.uk in advance so that we can let you know our availability. Key people you will meet over the course of the MPP are:

Eleanor Taylor

Programmes Assistant – Student Support



Eleanor provides administrative support to on-course MPP students and manages general student enquiries.

Natasha Forrest

Degree Programmes Manager and Disability Coordinator



Natasha leads the team that supports administration of the MPP and DPhil in Public Policy. She is responsible for the MPP schedule, is Disability Coordinator and has a role in supporting student welfare.



Vanessa Pinder

Summer Project and Professional Skills Manager



Vanessa is responsible for overseeing the delivery of the Summer Project programme and Professional Skills during the MPP.

Cheryl Riley

Programmes Assistant – Professional Skills and Alumni



Cheryl manages the administration of the Professional Skills component of the MPP programme and assists with alumni relations.

Julie Sanders

Programmes Officer – Summer Project



Julie manages the administration of and enquiries about the Summer Project.

OTHER KEY ADMINISTRATIVE STAFF

Facilities Team

Manages the School's premises and facilities. You should contact facilities if the kitchen or printer have run out of supplies, or if you notice any faults with the building. For more information on the facilities at the School please see [page 46](#).

facilities@admin.ox.ac.uk

- Facilities Manager – Stephanie Atkinson
- Front of House Supervisor – Anne Wynne
- Receptionist – Anda Hincu
- Facilities Services Assistants – Mark Doyle, Gavin Taylor, Jurgita Bickevic

ICT Team

Offers IT and AV support for Blavatnik School staff, students and faculty. Contact the ICT Team if you are having problems with school ICT equipment or services. For more information on our ICT facilities please see [page 47](#).

ICT@bsg.ox.ac.uk

- Head of ICT – Matt Treavis
- Technical Support Officers – Phil Leonard, Filip Jurik, Alan Tipping

Alumni Team

Provides support for Blavatnik School of Government students, once they have completed their course. This includes connecting students with each other, keeping them in touch with what's happening at the School, both in Oxford and in the regions, and supporting alumni in their careers. Contact the Alumni Team if you have a question about how the School will support you once you have completed the course.

alumni@bsg.ox.ac.uk

- Alumni Relations Manager – Jo Bason
- Programmes Assistant – Cheryl Riley

Executive Office

Provides strategic and practical support to the Dean, Chief Operating Officer and senior faculty; coordinates School governance and supports initiation of new strategic projects and initiatives. Contact the Dean's Office if, for instance, they have been liaising with you concerning a meeting with the Dean.

deans.office@bsg.ox.ac.uk

- Head of Executive Office – Hilary Coyne-Barr
- Dean's Executive Assistant – Daisy Grieve
- Dean's Office Administrative Assistant – Gintare Kolesnikovaite

Communications Team

Manages the School's communications, including website, press relations, marketing and social media to promote the School's profile and enhance its impact.

comms@bsg.ox.ac.uk

- Multimedia and Digital Content Manager – Alice Watanabe
- Media and Communications Manager – Giulia Biasibetti

Events Team

Oversees the planning and delivery of all Blavatnik School events. Contact Events if you have a question about a School event.

events@bsg.ox.ac.uk

- Events and Stewardship Manager – Joely Gibbens
- Events Officer – Anna Walker

Note: If you are not sure who to contact, email mpp@bsg.ox.ac.uk and we will help direct you to either the relevant person within the department or to your college.



Teaching and learning

Lectures, seminars and classes

The MPP is an intensive 12-month professional programme. Teaching is delivered through a combination of lectures/case studies, seminars and optional sessions to consolidate or extend learning.

The teaching curriculum is complemented by regular seminars and meetings with a wide and influential network of senior policy figures from around the world. These leading thinkers and practitioners offer up-to-the-minute insights into the issues of the day, drawing on their specific policy-focused experiences. They include Dean's Forums – discussions between the Dean and a guest which all students can attend – and sessions organised by the Professional Skills Team. You are also encouraged to learn from each other, by forming study groups and arranging student-led talks and events.

In addition to the module outlines provided in this handbook, further details of your lectures, seminars and classes will be provided via the MPP 2017 WebLearn site, where you will also find links to many other learning resources.

All School teaching is approved and monitored by the School's MPP Committee, which includes the Director of the MPP and Blavatnik School faculty. More information on the MPP Committee can be found on [page 43](#).

Accessing the MPP timetable

All classes and School events are displayed in the MPP Teaching Schedule, which can be accessed through the School's scheduling app. Information on how to download and use your timetable will be provided at induction.

It's important to check your timetable frequently; if there are changes to scheduled sessions these will be reflected in the calendar (we will also flag this via email and/or the MPP newsletter).

The MPP Weekly Newsletter

Each Friday during term time the Programmes Team sends out a newsletter. **We use this as our primary means of communication, so it is important that you read this in full each week.** The newsletter contains essential information on MPP teaching, reminders about assignment deadlines and notices from other areas of the School. We also link to other

events around Oxford and the wider University which may be of interest to you in a document called 'Oxford Events and Other Opportunities'. If you have a query it is very likely that the answer will be either in the newsletter or this handbook.

Key learning resources

WebLearn

WebLearn is the University's Virtual Learning Environment (VLE). It is a secure online platform, which you will use for:

- Accessing course materials such as readings, lecture slides and syllabi
- Accessing reference documents such as this handbook, how-to guides, School policies, and previous MPP Newsletters
- Contributing to discussion forums
- Taking weekly tests
- Submitting assignments*
- Submitting course feedback
- Signing up for 1:1 sessions*

WebLearn can be accessed via any web browser. Simply visit the course WebLearn site (MPP 2017) and log in with your Single Sign On (SSO) username and password. Please be aware that all material provided throughout the course is subject to UK copyright law and you are expected to abide by this (see [page 42](#)).

**Note: You will need to log in via a desktop or laptop computer for these functions.*

Readings

You are expected to read all required readings in advance of the class to which they are assigned. Reading lists are hosted on WebLearn and provided in the form of a hyperlinked PDF document, directing you either to the reading itself or to the Bodleian Libraries' online catalogue. Required readings are provided in electronic format wherever possible, so we ask that you are mindful of the environment and avoid any unnecessary printing.

Slides

Unless requested otherwise, we aim to upload all lecturers' slides to WebLearn prior to the start of the lecture. Please note that not all lecturers will use slides, and that occasionally we may not be able to disseminate them due to copyright issues with material included.

Sign-ups

Some events may require you to sign up to attend via WebLearn. More information on the expectations around sign-ups will be provided at induction.

Libraries

Whilst most readings and materials for the MPP will be available electronically through WebLearn, there may be times when you will need to go beyond these resources. In these cases, you will be able to make use of the outstanding library facilities of the University. There are more than 100 libraries in Oxford, all of which can be searched using the library catalogue, SOLO (<http://solo.bodleian.ox.ac.uk/>).

The library you are most likely to use is the Bodleian Social Science Library. This is one of Oxford University's biggest lending and reference libraries and it is from here that you will be able to access and borrow many of the books that will be relevant to your MPP studies. Full details on how to use this library, including opening hours and contact details, can be found through their website: <http://www.bodleian.ox.ac.uk/ssl>.

Other libraries that may be of interest to you include: the Nuffield College Library (for social sciences), St Anthony's College Library (which includes Russian, Middle East, Far East and Latin American collections), and the Sainsbury Library in the Said Business School. You will need to contact St Anthony's College Library in advance to arrange access. Contact details for these and all the other University of Oxford libraries can be found at <http://www.bodleian.ox.ac.uk/subjects-and-libraries>.

The Bodleian Libraries offer workshops, guides and tutorials on information discovery and scholarly communication skills. More information is available at <http://www.bodleian.ox.ac.uk/using/skills>.

The Bodleian Libraries also provides a number of online guides for subject specific resources which can be explored at <http://libguides.bodleian.ox.ac.uk/>.

Journals and e-resources

A vast number of other journal articles, and some books, are also available as e-resources and can be accessed online via SOLO. For more information about what e-resources are available and how to access them, see <http://www.bodleian.ox.ac.uk/ptfl/eresources>.

Learning Hub

The Learning Hub is the student study room located on the fourth floor. It contains a number of Apple Mac computers, desks and whiteboards to aid your study, as well as some key texts and other books which have been generously donated to the School and its students.

No books should be removed from the Learning Hub – they are the School's property and are provided as a learning resource for all to access. We take stock of these books once a term; if there are books missing then the replacement costs will be taken out of the student social budget.

Additional resources

Lynda.com

All University members have free access to a vast online library of video-based courses at Lynda.com. There are over 4,000 courses, which are perfect for developing IT skills to support your studies or future careers. The video courses are supported by transcripts and practical exercises, and are a useful just-in-time reference. To access all courses, simply register using your Single Sign-On here: <http://courses.it.ox.ac.uk/lynda>.



Language support

Part of the conditions of entry to the MPP was a minimum standard of English to enable successful participation and completion of the programme. Nevertheless, you may benefit from taking one or more of the English language courses provided by the Oxford University Language Centre, which are open to all non-native English speaking members of the University. Special courses are also available for spouses and partners of University members for £150 per term. If you are unsure if you need to take one of these courses, we recommend you take their [Placement Test](#).

Academic Writing: This course is designed to improve your English writing skills in the context of academia. This course is hosted at the Blavatnik School in Michaelmas Term for students who are required to attend. For other interested students, classes are offered at Language Centre for £45 per term.

Communication Skills: If you are able to communicate in a wide range of situations but would like to improve your accuracy and feel more confident when speaking English, this is the course for you. This is hosted at the Language Centre and costs £45 per term.

The Language Centre also runs courses for other languages at the same price per term as listed above. As there are often waiting lists you will need to book as early as possible, particularly if you want to attend a course in Michaelmas. For Michaelmas 2017 courses, registration opens from 2 October. More information about these courses and other language support can be found at <http://www.lang.ox.ac.uk/>.

Supervision

Your academic supervisor is a member of Blavatnik School faculty who will monitor your progress on the MPP and encourage your intellectual engagement with the course and public policy issues in general. Your supervision sessions give you the opportunity to discuss your work and aspirations.

You should use your supervision sessions to:

- Discuss the overall progress you are making on the course
- Indicate any problems you are having engaging with the course and/or its specific modules and components, and request advice
- Discuss the academic merit of your Summer Project placement and proposed report
- Reflect on your career aspirations, and to assist your supervisor complete any references you request.

Typically, you will have four formal supervision sessions with your supervisor during the year. The first should take place within the first two weeks of you starting the course. Please email your supervisor to arrange this introductory meeting and attach a copy of your CV and a letter of introduction about yourself. Your letter should briefly describe what you have already done, what you hope to achieve whilst on the course, and what you aspire to do afterwards.

You will also need to arrange to meet your supervisor towards the end of each of the three terms: **it is your responsibility to initiate these termly sessions**. Keep in regular contact with your supervisor throughout each term to share your achievements, update them about any issues previously discussed or raise concerns – this is particularly important if you are experiencing any difficulties. Occasionally it might be appropriate to arrange additional meetings, with your supervisor's agreement.

To undertake a Summer Project, it is required that your supervisor approves your placement. This ensures that it will provide sufficient policy-relevant material for you to write an excellent report. **You are responsible** for discussing your plans with your supervisor in good time, and keeping them up-to-date in person and/or by email as plans develop.

The University recommends that you:

- Discuss the kind of guidance you would find most helpful from your supervisor, and agree a schedule of meetings
- Provide information to your supervisor in good time. It is strongly suggested that you provide a brief agenda ahead of meetings
- Give adequate notice for requests for unscheduled meetings and for references. (Please remember that supervisors have many competing demands on their time)
- Keep a brief record of what was discussed at each of your meetings
- Be aware that constructive criticism is central to successful completion of a Master's course at Oxford
- Take the initiative to raise concerns

- If any problems arise, consider and apply any guidance and corrective action advised by your supervisor, or any other member of MPP faculty
- Undertake work, report on progress and attend components of the course as required
- Complete the Graduate Supervision System (GSS) reports when prompted.

While unusual, we recognise that it can occasionally be appropriate for you to change supervisor because of irreconcilable differences in temperament or approach. If you find yourself in a situation where you feel a change of supervisor is necessary, you should contact the Director of the MPP, who will discuss this further with you.

GSS reports

GSS (Graduate Supervision System) is the University's online system for you and your supervisor to submit reports on your academic progress. GSS reports are completed each term. All information entered into GSS is governed by the University's Data Protection Act (<http://www.admin.ox.ac.uk/dataprotection/>).

Your responsibilities

You will receive an email at the end of Week 5 each term asking you to complete your own self-assessment by the end of Week 7. Completing the GSS has two benefits: it allows you to reflect on your own learning and develop a critical approach to your development, and it provides helpful information to your supervisor. For these reasons, we expect you to punctually complete the GSS each term. You can access GSS at www.admin.ox.ac.uk/gss and can log on with your Single-Sign On username and password. We encourage you to structure your reflection around the Five Key Skills of the MPP and how well you feel you are progressing towards developing them.

Important There are no extensions to the student-reporting window. If you do not submit your report by the end of Week 7, you will be unable to do so for that term – so make a start as soon as you receive your email.

Of course, if you have pressing issues you would like to raise with your supervisor, you should do this immediately and not wait until the GSS reporting window.

You can find out more about GSS at <http://www.admin.ox.ac.uk/gss/guidanceforstudents/>.

Supervisor responsibilities

Once you submit your self-assessment your comments are released to your supervisor. They then complete their report, based on feedback they have received from the convenors of the different modules you have taken that term, alongside any discussions they have had with you.

The completed report is then sent to your College Tutor, the Director of the MPP and the Director of Graduate Studies.

Consulting faculty

Consulting module convenors

Due to the interdisciplinary nature of the MPP, it may not always be helpful to seek advice from your supervisor if you are having problems with aspects of a particular module. It may instead be more helpful to contact the relevant convenor. You can email to arrange an appropriate meeting time using the email addresses provided in the 'Meet the Team' section of this handbook (page 22), or on our website: <http://www.bsg.ox.ac.uk/people>.

Please note that convenors are at liberty to discuss any queries and problems you raise with them with your supervisor and the Director of the MPP. This is to ensure that course-related advice given to students is consistent.

Please also note that convenors are not able to discuss aspects of the summative assessments with individual students.

Consulting the Director of the MPP

If there are issues relating to the MPP that have not been adequately addressed by your supervisor or through discussions with a specific module provider, or if you are having problems with your supervisor, you may contact Professor Karthik Ramanna in his role as the Director of the MPP.

Email karthik.ramanna@bsg.ox.ac.uk and copy in ramanna.pa@bsg.ox.ac.uk.



Developing your Study Skills

While some of you have come straight from other degree courses, we recognise that most of you have not and may feel anxious about studying again. As a cohort, you have also experienced a diverse range of undergraduate, postgraduate and professional study environments. Here are some of the key study skills you will need during the MPP.

Time management

The MPP is an intense course with a full timetable, and you may find that you have competing demands on your time. Therefore, we strongly recommend that you develop effective time management skills. You might like to:

- Maintain a to-do list and/or diary, on paper or electronically. There are a range of apps available for recording tasks, deadlines, and schedules
- Allow a little more time than you think you will need for tasks, to avoid disruption if things overrun
- Learn to use short amounts of time available to you profitably
- Work out which places, people, times of day, and study approaches encourage your productivity, and which reduce it or lead to procrastination
- Avoid leaving important tasks to the last minute.

If you are feeling overwhelmed, are falling behind with your studies, or are concerned about your ability to manage your workload, please contact your academic supervisor.

Critical reading

You will be given required and supplementary readings. We have deliberately avoided long reading lists because we want you to focus on readings that take you straight to the most important and relevant issues. Always read what is marked as essential prior to the class to which they apply. These will be listed as key, or required, readings. Your seminar and class discussions will be based on these readings and you will need to have read them in advance. Whenever possible, these readings will be made available to you via WebLearn.

There will also be opportunities for you to select from a range of supplementary readings to enhance your understanding and awareness. Make your selections on the basis of the introductory and concluding comments, or, in the case of journal articles, the abstract, which summarises the overall argument.

When you read, make sure you read critically. This means consciously making judgments about whether you agree with or are persuaded by the material, and why this is so. Do the arguments seem compelling? Is the evidence drawn upon solid and convincing? And how does this reading link with other things you have come across in this and other modules?

Note-taking

Note-taking is an important part of studying as it allows you to document your responses to readings or specific content in lectures and seminar discussions.

We encourage you to make notes on the key points being raised in readings, lectures and seminars, and also on your reactions. Do you agree or disagree? Are you excited or annoyed by the topics? And why? It is through recognising, discussing and working through these responses that you develop your own independent ideas and find your distinctive voice. Notes, including your responses, may be helpful when you prepare presentations, policy memos, essays and reports etc.

Working in groups

The MPP cohort is selected each year to ensure a diversity of experiences and backgrounds in the classroom. This is one of the MPP's greatest strengths, and many learning activities are designed to draw on this diversity. Whether it is looking at problems from different professional or cultural perspectives, these experiences will broaden your horizons and help make you a better policymaker. You should engage with these activities, and each other, as fully as possible, and ensure that you are punctual and committed to group work, as well as supportive of one another.

In addition to designated group assignments, students find working together rewarding on numerous levels, for example:

- Forming small study groups allows you to discuss and deepen your learning on a regular basis
- Leading non-curricular seminars on topics in which individual students are expert enables a diversification of the learning environment and topics.

Seminar presentations

Seminars are essential to the learning experience. The seminar is an opportunity for debate and exchange, and will facilitate your critical engagement with course content.

The seminars will also help you enhance your ability to speak and listen in group settings.

As well as being a regular contributor to seminar discussions, you will also be asked to give individual and group-based seminar presentations for the different modules.

Speaking clearly, succinctly, and in a compelling way is a very important skill that you will need to perform effectively in public service. Group presentations also offer further opportunities to develop skills in compromising where there are conflicting perspectives, and in presenting different viewpoints clearly and coherently. Whether individual or group, it is important to prepare, practise and adjust your presentations and keep to the allocated time available.

Academic writing

You will be expected to write in a number of different formats, for both formative and summative assessments. The purpose of written work is to both allow you to demonstrate your understanding and enable you to develop your skills in communicating your own arguments and position on issues concisely and coherently. These formats will include:

Short answer questions

Some modules, for example Economics, will require you to draft short answers to questions. These require focused thinking and brevity and clarity when writing.

Policy memos

Policy memos can serve a number of different purposes: to provide background information; to advise on handling a particular negotiation or meeting; or to recommend a course of action. On the MPP, you will usually be asked to draft a policy memo that evaluates policy options relating to a particular issue and offers specific policy recommendations. It should be written with ministers or senior policymakers in mind. This means it should be clear and concise.

Essays

Typically, an essay is written for an academic audience. It should address the particular question set, consider relevant theories and evidence, and put forward a conclusion based on your critical assessment and reflections. You should include a full list of references cited in the essay, including publications and websites to which you have referred. (Please see [page 49](#) in this handbook for information on avoiding plagiarism.)

Reports

A report is usually written for policymakers or practitioners and so, like the policy memo, avoids academic jargon and should be concise. However, a report is longer than a memo because it is the substance behind the latter. A report evaluates relevant research evidence; makes arguments for and against various stakeholder concerns and various policy options or developments and the implications of these; and puts forward recommendations, ideas and/or next steps. It should include a full list of references detailing any publications, lectures and websites referred to. (Please see [page 49](#) in this handbook for information on avoiding plagiarism.)

Specific and general expectations

Module convenors and seminar leaders will specify the details and expectations for each written exercise or presentation and you should take care to adhere to these. Expectations will differ depending on the module. For example, students will write essays in Foundations but not in Economics. In Economics, formative and summative work consists of structured short answer questions, requiring brevity and clarity.



In general, when writing an essay or report, preparing a presentation, investigating a policy question or making a decision you should:

1. Define both the question and the key concepts clearly
2. Set out the range of plausible different and competing answers
3. Find, scrutinise and adjudicate evidence and arguments, including, where appropriate, arguments you have devised for yourself
4. Come to a well-judged conclusion and explain clearly your reasoning.

A wide range of information and training materials is available to help you develop your academic skills – including time management, research and library skills, referencing, revision skills and academic writing – through the Oxford Students website at <http://www2.open.ac.uk/students/skillsforstudy/>.

And, for non-native English speakers: <https://www.futurelearn.com/courses/study-skills-for-international-students>.

What is Expected From You

It is expected that MPP students will be fully committed to their studies and take responsibility for their active participation in all aspects of the MPP.

The School sets professional behaviour standards, which include timely attendance to all classes and events, meeting deadlines and full participation in the life of the School community.

Our Core Commitments can be found at the beginning of this handbook (page 7), which underpin all exchanges within the School.

Being active and fully engaged in all lectures, seminars and classes

The MPP is an intensive taught course with many classes that are dependent on student engagement. Hence, you must attend all required sessions, and arrive and be seated in advance of the published start time for each class. It is expected that you will complete all preparatory activities - such as required readings - prior to your classes so that you can contribute fully to discussions.

Attendance

Attendance is tracked by the Programmes Team in order to comply with the rules and regulations of United Kingdom Visas and Immigration (UKVI) and to monitor welfare issues. If you are absent from class without prior notification we will contact you to request an explanation, as we take the progress and welfare of all students very seriously. If you have repeated unexplained absences, we will request to meet with you to resolve any issues preventing your full participation in the course.

Unplanned absence: If you need to miss class due to illness or compassionate leave, you must email the Programmes Team as soon as possible at mpp@bsg.ox.ac.uk. Outline the class(es) you need to miss and how you intend to catch up; for example, you may consider contacting the relevant convenor, and/or making arrangements to share notes with another member of the cohort. In the case of sickness or compassionate leave of three or more days, you must also email your supervisor and the Director of the MPP. Access

to recorded lectures may only be provided (where available) with prior approval from the Degree Programmes Manager.

Requesting absence for other reasons: Permission to miss class for reasons other than illness or compassionate leave will only be given in exceptional circumstances, and you should not plan to be absent until you have contacted mpp@bsg.ox.ac.uk. You must copy in your supervisor to the email, justify the absence, list the class(es) you would miss, and explain how you intend to catch up. This request will be sent to the Degree Programmes Manager for approval, or occasionally you may be referred to the Director of the MPP.

In both of instances, if your absence will impact on the other people in the class (for example, if you are involved in group work) please also let those affected know about your absence, and explain how you will minimise the impact of your absence on their learning experience.

In the event that you have specific circumstances that may impact on your on-going engagement with the programme, such as a chronic illness or a family emergency, please communicate with either the Director of the MPP or the Programmes Team as soon as possible to ensure that we are able to provide appropriate support. It is important to engage with the School at an early stage if you are encountering any difficulties; the earlier you talk to us, the more likely it is that we will be able to help you find a solution.

Use of electronic devices

All mobile phones should be turned off during all lectures, seminars and classes, and tablets and laptops may be used solely for learning purposes (for instance, note-taking, viewing lecture slides). Use of a tablet or laptop is at the discretion of the module convenor(s), and any request by a module convenor to prohibit use in a class must be complied with.



Meeting all deadlines

All assignments and formal examination schedules are outlined at the end of this handbook (page 66), in the MPP timetable, and at the start of each module. It is your responsibility to meet all assignment deadlines and to ensure that the assignments you submit are completed to the highest possible standard. Details on how to submit both formative and summative assignments can be found in the Course Assessment section of this handbook (page 49).

Requesting an extension

If you are unable to meet a deadline on reasonable grounds*, you must request an extension in writing.

- If you are requesting an extension for a **formative assignment** you should write to the relevant module convenor or seminar leader explaining the exceptional grounds for your extension. If you fail to submit a formative assignment on time without prior permission, your work may not be marked.
- If you are requesting an extension for a **summative assignment** you must liaise with your college office who will contact the Proctors on your behalf. You will be asked to provide supporting evidence (e.g. a letter from your doctor in the case of illness). If you fail to submit a summative assignment on time without prior or subsequent permission from the Proctors, you will be subject to the penalties for late submission outlined in the MPP Examining Conventions.

*Note: reasonable grounds are considered to be exceptional or unexpected circumstances (e.g. illness, bereavement etc.). IT problems are not accepted as legitimate reasons for late submission, so remember to back up your work frequently.

Adherence to University policies and UK law

The University has a wide range of policies and regulations that apply to students. These are easily accessible through the A-Z of University regulations, codes of conduct and policies available on the Oxford Students website at <http://www.ox.ac.uk/students/academic/regulations/a-z>.

The School has its own policies, hosted on the MPP 2017 WebLearn site, including a policy on recording lectures. If policies are amended or added to, we will upload the relevant information to WebLearn and inform you of this.

Being resident in Oxford

Students of the University are required to be resident in Oxford during the University terms and for their induction activities. The MPP terms are slightly longer than University terms for undergraduates, and as a Blavatnik School student you are expected to be resident in Oxford during these longer terms so as to attend all modules and classes that are part of the MPP.

Minimising involvement in paid employment

The MPP is an intensive course of study that requires your full attention and we discourage involvement in paid employment whilst you are a registered student. We understand, however, that some of you have obligations to your current employer in which case we recommend that you limit this to eight hours a week. For more information see <http://www.admin.ox.ac.uk/edc/policiesandguidance/policyonpaidwork/>.

Please also be aware of visa restrictions regarding involvement in paid employment whilst being registered for a full-time programme of study in the UK. These can be found at <https://www.ox.ac.uk/students/visa/during/workh>.

Adhering to IT regulations

The use of any University IT resource/facility is subject to the University's regulations relating to the use of Information Technology Facilities. These can be found at <http://www.admin.ox.ac.uk/statutes/regulations/196-052.shtml>.

Information on the School's IT regulations is supplied in the ICT section of this handbook (page 47)

It is your responsibility to read, understand and adhere to these regulations. Failure to comply with them may result in disciplinary proceedings being taken against you.

Adhering to UK copyright law

UK copyright law restricts the amount of material that can be reasonably copied (i.e. scanned, photocopied or printed) from a single work:

- one chapter of a book, or 5% of a total work, whichever is greater
- one article, report or case from a journal

Failure to comply with copyright law may result in disciplinary proceedings being taken against you.

Working Together

The MPP Committee

The teaching and learning associated with the MPP is governed by the MPP Committee. This committee is chaired by the Director of the MPP and includes Blavatnik School faculty who convene MPP modules. The committee takes responsibility for monitoring and reviewing the course. This includes reviewing student feedback, as well as examiners' reports and recommendations. The committee meets once a term.

Giving feedback

We are interested in your constructive feedback, which we take into account when reviewing and developing the course. There are a number of opportunities to give your feedback, some of which have been detailed elsewhere:

- Chatting informally with faculty and staff at the weekly coffee sessions
- Reflecting on your learning experience with your supervisors and via your GSS reports (see [page 37](#))
- Informal ad-hoc meetings with the Director of the MPP (see [page 37](#))
- Attending end-of-term feedback sessions
- Using the MPP Student Government at the termly meetings with the School's senior leadership and module convenors
- Evaluating each module via an anonymous end-of-module survey
- Completing the University-wide feedback survey via the Student Barometer: Students on full-time and part-time matriculated courses are surveyed once per year on all aspects of their course (learning, living, pastoral support, college) through the Student Barometer. Previous results can be viewed by students, staff and the general public at <https://www.ox.ac.uk/students/life/student-engagement>.

MPP Student Government

We offer you the opportunity to give feedback and raise any concerns about the course via your MPP Student Government at termly meetings. These meetings, attended by the School's senior leadership, are an opportunity for your elected student representatives (reps) to elicit the opinions and concerns of the whole student cohort and communicate these constructively. Additionally, the Programmes Team and/or Director of the MPP may request informal meetings with the Student Government to discuss specific issues as and when they arise.

Electing the MPP Student Government

At the beginning of the academic year, after a system of nominations and hustings, you will democratically elect seven student reps to become your MPP Student Government. They will hold office for the duration of the academic year.

Once elected, reps will be briefed on all of the information they will need to effectively carry out their duties, the key aspects of which are outlined below. Training for student reps is also provided by OUSU if needed.

Duties of the Student Government

- Regularly seek out the views and opinions of the cohort on all matters concerning their student experience at the Blavatnik School of Government
- Bring course-level issues and concerns raised by the students they represent to Staff-Student Committee meetings (or equivalent formal termly meeting) or, if more appropriate, to the informal meetings with the Programmes Team and/or the Director of the MPP
- Contribute to the agenda-setting process ahead of the formal termly meetings and student rep meetings
- Ensure that they are prepared for meetings by reading papers and consulting with the students they represent on the issues to be discussed at the meetings
- Attend and contribute to any other meetings with staff to which they are invited, as far as possible
- Provide a link to the Social Sciences Divisional Student Forum and OUSU



- Provide feedback to the students they represent about the outcomes of the meetings they attend
- Attend training for course representatives provided by OUSU (if needed)
- Oversee and curate student-led events
- Manage the student events budget.

More information on the exact roles and expectations specific to the MPP Student Government will be provided in the introductory session at the beginning of Michaelmas Term.

Student-led events

The School encourages you to work with the MPP Student Government to organise events that support peer-to-peer learning and inclusive community-building. If you have an idea for an event, you should contact the MPP Student Government in the first instance, as they will be responsible for managing the student events budget, coordinating arrangements with various administrative teams in the School, and ensuring that events comply with Blavatnik School policies. Previous events have included everything from student-led seminars to talks by visiting guest speakers, and from Chinese New Year celebrations to ballroom dancing.

Inviting externals

If you would like to host an event at the School involving external speakers or guests, you will need to complete a student-led events form and submit it to the MPP Student Government. They will then forward it on to the School's Events Team who will consider and approve your event in coordination with the relevant members of the School. The Events Team will also be able to provide advice on set-up, catering, health and safety requirements, etc. To avoid possible scheduling clashes or conflicts of interest, do not issue invitations or make promises to host guest speakers without first talking to your reps and the Events Team about your proposal.

Participating fully in the life of the Blavatnik School of Government

School-organised events

The School hosts a wide range of events throughout the year and welcomes both internal and external, including high-profile, speakers to the School. At certain times the School's Events Team is likely to request student volunteers to assist at some of the larger events and to be ambassadors for the Blavatnik School.

Assistance may include, but is not limited to:

- **Thanking external speakers:** the Events Team may request volunteers to thank speakers at the end of an event and present them with a gift on behalf of the School. This particularly applies to Dean's Forums, highly interactive events with leading practitioners, which are predominantly held for students.
- **Stewarding at events:** there are occasions when the Events Team approaches students to assist at large/complex events. Some examples of tasks involved include meeting and greeting guests and VIPs, conducting tours of the building, assisting with seating guests and VIPs, working at the event registration desk and helping with cloakroom duties.

Attendance at events

At times an event may include a reception and/or dinner where it is not possible to invite the whole cohort and we would like a specific number of students to attend to represent the School. If this is the case, we will request that you register your interest in advance and we will inform you how a selection will be made. In instances where the external guest has expressed an interest in meeting students from a particular field or a certain nationality, you will be advised accordingly. Please note that if we receive a high level of interest, students will be selected randomly from those who have put their names forward.

Making the most of the School's public profile opportunities

Please be aware that now you are a Blavatnik School of Government student, you represent the School at all times and your conduct reflects upon the entire community. This applies to any communications or initiatives you might develop with both internal and external contacts.

We encourage and support your engagement with the wider world. Over the course of the year, there will be various opportunities for you to get involved in the School's life, beyond attending MPP course lectures.

For example, we welcome contributions to the blog, tweets about School-related activities, or participation in short video clips about life at the School. On occasion, especially following public lectures and special events, we might make specific requests for students to write reports for our blog or contribute to our publications. There may also be opportunities to be interviewed or write articles for the media. The Communications Team will be happy to provide any guidance or direction you need so that you can contribute with confidence.

If you are approached by media, are in the news or have an article published, please let the Communications Team know so we can help promote it. Similarly, if you are considering new initiatives, connecting with other organisations, or would like to use the School's name or logo, please liaise with the Communications Team in the first instance. This is for the sake of clarity and to avoid potential conflicts of interest with the wider external relations activities.

Photography and filming at the School

There is frequent photography and filming carried out at the School for communications purposes. This is not only to document your time here, but also to encourage applications from a diverse range of backgrounds by helping to show what the School experience is like. We also livestream and record almost all public events to disseminate discussion and research, as well as doing other targeted filming through the year. Therefore, please be aware that you may appear in photography and filming that is carried out during your time here. If you have any concerns and do not wish to appear, please contact the Communications Team (comms@bsg.ox.ac.uk).



Blavatnik School Facilities and Support

Blavatnik School building facilities

Our building is an award-winning structure, purpose-built to facilitate successful study, research and sharing of ideas. A map of the building is provided on [page 67](#) of this handbook.

We encourage you to make good use of this space, whilst remaining mindful of the various people who share it with you and those who will inherit it after you. This section outlines some of the essential information for using this building.

Online Building User Guide

This online guide has full details on the facilities and features of the building. Please sign in using your SSO to find out more information on how the building operates: https://www1.admin.ox.ac.uk/estates/ourservices/fm/buildings_we_manage/roq/bsog/buildinguserguide/.

The guide also contains details on how the building's heating and ventilation systems work and how the override switches in some external rooms function.

Opening hours

You can use the Blavatnik School building from 6:00 to midnight, Monday-Friday. Last entry into the building is 22:00.

The reception desk is staffed from 8:00 to 18:30 and the doors into the building will be open during this period.

You will need your University Card with you at all times to enable access within the building. Cards will also be needed to use the lifts outside of Monday to Friday 8:00- 18:30.

At weekends, you can access the building from 8:00 to 22:00, but the reception desk is not staffed. If you use the building outside of normal opening hours please make sure you familiarise yourself with our lone worker policy, available through the online building user guide https://www1.admin.ox.ac.uk/estates/ourservices/fm/buildings_we_manage/roq/bsog/buildinguserguide/securityandaccess/#d.en.223508.

If you are leaving late at night and feel anxious about making your way home, you can contact the University's Security Services on 01865 272944 who will arrange for someone to come and safely escort you from the building. They will need at least 30 minutes' notice, so please call well in advance. Please also save the Security Services Emergency number (01865 289999) into your phone and call if you need urgent assistance at any time.

Fire safety and evacuation

Make yourself familiar with the fire evacuation routes around the building. These are marked by green directional signage, and are indicated on the map at the back of this handbook ([page 67](#)). The fire alarm sounders are tested at 8:00 on Friday mornings. No action is needed unless the sounders continue for a prolonged period.

If the fire alarm sounds at any other time please evacuate the building from the nearest route and make your way to the assembly point towards Somerville College (see the map [here](#)).

There are a series of smoke curtains which lower to the floor to separate the atrium from the evacuation paths. The user guide contains further details on the fire and security systems and all of the services provided for the building.

Room use

The common room, Learning Hub and terrace on the fourth floor are all available for student use, as are the informal breakout spaces on the stairs and in the Inamori Forum. The first-floor Group Working Rooms are available for group work and can be booked via Reception. Note that these rooms should not be booked for individual study during normal working hours. Upcoming bookings can be viewed on the screens outside each room.

Access to Levels 2 and 3 are restricted, and Level 5 is staff-only.

Food and drink

The café, located on the ground floor, is open from 8:00 to 16:00, serving breakfast, lunch and snacks. Cash and [yoyo wallet](#) (which can be downloaded to your phone) are accepted.

You may only take water in a secure valve-top bottle into the Lecture Theatres: no food or hot drinks are allowed.

There is a kitchenette for student use on the fourth floor of the building, which includes a fridge where you may store perishable items. While the building has cleaning staff, you are also responsible for keeping your environment tidy, including putting dirty items into the dishwasher, rubbish in bins and throwing away out-of-date items from the fridge. Please note that no cleaning takes place during weekends.

Smoking

Smoking and vaping are not permitted inside the building or on the terrace. There is a designated smoking area outside (see the map [here](#)).

ICT facilities and support

Acceptable use of University and School provided IT Services and information security.

All users of University and School provided IT services are expected to use services as they were intended, for the delivery of teaching and research. As such all users are bound by the School and University IT policies (see [page 42](#)).

The main responsibilities are condensed into the School's IT Acceptable Use policy, published at <https://it.bsg.ox.ac.uk/ITPolicies>.

Additionally, all School users are asked to complete a brief Information Security training module: <http://www.it.ox.ac.uk/infosec/module/>.

Using appropriate user accounts and passwords

At the School, and more widely at the University, you will have access to a range of IT services. Many of these require user accounts and passwords to gain access. Below we detail which are necessary for each service.

The ICT Team

The Blavatnik School of Government's ICT Team support and maintain IT and AV equipment and services for the School. We are here to help and advise on technical problems and offer advice if you have any questions.

The team is located on Level 2 and service hours are Monday-Friday, 9:00–17:00. The support service is normally closed during UK public holidays, except where those holidays coincide with timetabled teaching.

We always recommend logging a ticket with the Team using the email address below. This allows for traceability through the online ticketing system.

The team can be contacted in the following ways:

- Email: ICT@bsg.ox.ac.uk to request support and/or log an issue
- Web: <http://it.bsg.ox.ac.uk/> for training material, help articles and other advice
- Internal Phone: 14364, or speak to Reception, for help with urgent issues.

What does the Team help with?

Contact the School's ICT Team at ICT@bsg.ox.ac.uk in the case of any technical difficulties with the core functionality of any Blavatnik School computing equipment or services, including:

User account	User name	Services	Password
Single Sign-On (SSO)	This will be sent to you after you return your University contract. It will be of the form 'abcd1234', where the letters show your College affiliation	Nexus email WebLearn Your personal webspace SOLO Library Personal preferences	The password must be at least 6 characters and use a mix of letters, numbers and symbols. You can set it at https://webauth.ox.ac.uk
Remote Access	Your SSO user name	Eduroam Wi-Fi Oxford VPN	The password for Remote Access must be different from your SSO password. You can set it at https://register.it.ox.ac.uk/self/index
Blavatnik School Account (Active Directory)	Your SSO user name	Logging in to School iMac computers and School Wi-Fi	You can set it at http://portal.bsg.ox.ac.uk



- Wi-Fi within the school building
- Printing and Scanning
- Logging onto and using school computers
- Using AV systems in Lecture Theatres, Seminar Rooms and Group Working Rooms
- Information security issues

The School's ICT team will endeavour to help with basic personal IT issues; such as with your laptop, tablet or phone, but are not resourced to carry out in-depth investigations on personally owned devices, and may refer you to your college IT officer, the central IT Services help desk or suggest some commercial support services.

Presentation equipment

The Lecture Theatres, Seminar Rooms and Group Working Rooms have a range of display screens and presentation equipment offering the following presentation options:

- **In-room computer** – Each presentation space has a dedicated mac Mini with a range of standard software pre-installed.
- **Wirelessly** – Airplay from an iPad, iPhone or MacBook. Windows laptop users can wirelessly connect using the low-cost AirParrot software. You must be on the School's Wi-Fi network to take advantage of this; it will not work on Eduroam.
- **Wired** – Each room has at least one pair of HDMI and VGA connections, usually presented on the AV cabinets.

Do not remove any AV or IT equipment from any rooms. If you are unsure how to use the room equipment, refer to <http://it.bsg.ox.ac.uk/> in the first instance. If you need further assistance please contact the ICT Team.

Laptop charging

There are a number of workspaces where you can charge your laptop, including in the Lecture Theatres, Learning Hub, the Group Working Rooms and the Seminar Rooms.

Computers

There are also a number of Apple Mac computers in the Learning Hub on Level 4 that you may use. These Macs are fully equipped with a wide range of software and other apps.

Scanning and printing

There are multi-function printers throughout the building that can be used to scan and print material related to your programme of study.

Printer usage is monitored, so we may talk with you if we see a trend of high volume printing. There is a nominal printing cost shown at each printer as print jobs are released, though it should be noted that students are not usually charged for print jobs and the School does not currently use printing quotas.

You can also use the IT equipment provided in your college and in the Social Science Library.

Please be mindful of the costs of printing to the School and environment. Only print when necessary in black and white and on both sides of a sheet of paper. Please also be aware of UK copyright law (detailed on [page 42](#))

You can find out more about our printing arrangements at: <https://it.bsg.ox.ac.uk/ITProvision/Printing>.

Printers are maintained and monitored by the IT and Facilities team. However, if you notice that a printer has run out of paper or ink, please let Reception know.

Software for students

The IT Services Online Shop offers students the opportunity to purchase software at a reduced price. This includes Microsoft Office 365 and Sophos Anti-Virus software, both of which are free to use whilst you are at the University.

You can find out further information at: www.it.ox.ac.uk/want/shop.

Course Assessment

Assessment on the MPP consists of formative work (which does *not* contribute towards your overall MPP result) and summative work (which *does* contribute to your overall MPP result). This section details what is required from you.

Avoiding plagiarism

All presentations and written assignments you do for the MPP must be your own work. This is because you are here to develop your own skills as an innovative, independent policy thinker and analyst. It is also because the unattributed use of other people's words and ideas is dishonest and a serious breach of academic integrity. Any direct quotations, paraphrasing and use of other people's ideas in your work must be fully acknowledged - failure to do this constitutes plagiarism.

As stated on the University website, 'Plagiarism is presenting someone else's work or ideas as your own, with or without their consent, by incorporating it into your work without full acknowledgement. All published and unpublished material, whether in manuscript, printed or electronic form, is covered under this definition. Plagiarism may be intentional or reckless, or unintentional. Under the regulations for examinations, intentional or reckless plagiarism is a disciplinary offence' <https://www.ox.ac.uk/students/academic/guidance/skills/plagiarism>

The University and the Blavatnik School take charges of plagiarism extremely seriously. Proven incidents of plagiarism can lead to dismissal from the MPP and expulsion from the University.

The test for determining if plagiarism has taken place is quite simple: has material been included in this piece of work without adequate referencing? If the answer to this is 'yes', then plagiarism has occurred. Therefore, when taking information from a source it is important that the source is fully acknowledged.

In the following example, it has been noted that an argument has been taken from another source, but the source has not been referenced properly:

Jonathan Haidt has argued that we have evolved to rely on our intuition over reason and rational judgement.

While it has been noted that this has been Haidt's argument, there is no indication of where it has come from. The sentence should instead read:

Jonathan Haidt (Haidt, 2012) has argued that we have evolved to rely on our intuition over reason and rational judgement¹.

With the following reference included in the bibliography:

1. Haidt, J. 2012. *The Righteous Mind*. Penguin Books.

In the following example, the writer quotes from a source without making the quote obvious or stating clearly where the quote was taken from:

The Equality and Human Rights Commission defines a protected characteristic as the grounds upon which discrimination is unlawful.

The source of the quote (the Equality and Human Rights Commission) is included, but no further information is given. In this case, the website of the organisation was used but the specific page address was not provided. In addition, the definition of a protected characteristic should be in quotation marks to make it clear that this is taken directly from the source.

The sentence above should therefore read:

The Equality and Human Rights Commission defines a protected characteristic as "the grounds upon which discrimination is unlawful".

1. Equality and Human Rights Commission, *Glossary of Terms* <<http://www.equalityhumanrights.com/private-and-public-sector-guidance/guidance-all/glossary-terms>> accessed 6 January 2015

For more information on plagiarism and how to ensure you avoid it, see the dedicated section of the main University's website: <http://www.ox.ac.uk/students/academic/guidance/skills/plagiarism>. If you are in any doubt about what constitutes plagiarism, or feel you need more information on it, speak to your supervisor.

The Blavatnik School does not request that you use a specific style of referencing, but we ask that you keep the style consistent throughout a piece of work. You can view the University's general guidance on referencing here: <https://www.ox.ac.uk/students/academic/guidance/skills/referencing>.



Auto-plagiarism

You must not submit any work for assessment that is the same, or substantially similar to work you have already submitted (partially or in full) to fulfill the requirements of any degree course or examination (including your current degree course), unless this is specifically provided for in the special regulations for your course.

Turnitin

Before being assessed, all of the work you submit will be run through Turnitin, a software system that searches for matches with existing electronic texts on the internet, in electronic journals and databases, and other student papers from around the world.

Work submitted for screening by Turnitin is saved in the databases of the Turnitin company. Copyright remains wholly with the original owner.

Submitted material is retained in confidence on Turnitin's servers and will be used as part of the set against which other submissions are screened. The file on Turnitin's server is encrypted and cannot itself be used as a source for copying material. Anyone outside Oxford University submitting material that matches your submission will be told only the extent of the match and Oxford's contact details.

Note that it is in your interest for your material to be recorded in the international database, so that any future matches to your text will be identified. At any time after completion of the examination, if you wish to have your material removed from the Turnitin database you should contact the Degree Programmes Manager.

If commercial sensitivity (or other such reason) means that your work cannot, or should not, be transmitted over the internet for screening by Turnitin you should apply in writing to the Proctors with the support of your College for dispensation from electronic screening. The Examiners will be notified of any such cases so that they can use other tests for plagiarism at their discretion.

Formative assessment

If an assignment is formative, it is designed to aid with the learning process. Formative assignments are usually marked by your seminar leader, and can include a grade, and/or

written feedback outlining the strengths and weaknesses of the piece. Formative assignment feedback is central to your learning. Formative assignments may take the form of written pieces, tests or quizzes, group work or other tasks deemed appropriate by the module convenor.

While the formative assignments will reflect the type of task that will be set for the summative, performance in a formative assignment should not be seen as indicative of your future performance in a summative assignment. The purpose of these assignments is to ensure that you can review your performance in a module and identify ways in which you could develop and enhance this in subsequent pieces of work. Feedback will also indicate the expectations and standards towards which you should be working. Though grades and feedback for formative assignments do not count towards your final MPP mark, they give you, the module convenor and your supervisor an opportunity to monitor your progress and to identify ways of enhancing your understanding and performance.

It is a University requirement that students receive written feedback on at least one piece of formative assessment during the first term. You will receive this for your first Foundations Essay during Michaelmas Term, as well as the majority of other assignments throughout the year.

You will also receive informal feedback on your general progress in each module from your supervisor and in discussion with seminar leaders, and you will be asked to reflect on your progress. You may also be required to consider your approach to a particular topic or piece of work. In addition, peer assessment may be used in some parts of the course: you will provide feedback on your classmates' work and they will comment on yours.

Submission of formative assignments

Formative assignments should be submitted by uploading them onto the Assignments Tool of the [MPP 2017 WebLearn site](#).

You are responsible for ensuring that you submit all your formative assignments on time. If you believe that you will not be able to meet the stated deadline, you must request an extension. Further details on whom to contact for each module will be provided. If you submit your formative assignment late without first getting permission in the stated manner, it may not be marked. Your supervisor will also be informed and this will be noted in your termly GSS report.

Note that computer problems are not acceptable reasons for failure to hand in coursework on time. Always back up your work and report network problems so that they can be investigated.

You are responsible for ensuring that submissions are all your own work and of the highest possible standard. It is expected that you will read the section on avoiding plagiarism extremely carefully, including the suggested links on this topic, and direct any queries to your supervisor. As mentioned earlier, all submitted formative assignments will be run through Turnitin, the University's text-matching software.

Summative assessment

If an assignment is summative, it is an official piece of work which counts towards the final award of the MPP. Summative assessments are an opportunity for you to showcase the knowledge and understanding you have developed through the specific modules. You do not receive feedback on your summative assessments.

Release of marks and progress

We aim to release marks for summative assignments during the academic year, providing you with feedback on your progress on the MPP. In previous years, students have

received marks before the end of Trinity Term, as well as in October. We will provide further details in Michaelmas Term on when you can expect to receive marks. Please be aware that this depends on the availability of our External Examiner. Examiners' Reports for previous years are available on WebLearn and these provide general feedback on specific module assessment from previous years. These reports are designed to be a tool to help you prepare for your own examinations and assessments.

Summative assessment grading and guidelines

A copy of the Examining Conventions can be found on the [MPP 2017 WebLearn site](#).

Examining Conventions are the formal record of the specific assessment standards for the course to which they apply. They set out how your examined work will be marked and how the resulting marks will be used to arrive at an award for the MPP overall. They include information on marking scales, marking and classification criteria, scaling of marks, progression, re-sits, use of viva voce examinations, penalties for late submission and penalties for exceeding word counts.

1. The MPP summative marking scale and guidelines for all graded components are:

Distinction Level	
80–100	Superb work: showing superb command of intellectual, practical and/or policy debates, and making a distinctive contribution to them. Demonstrates an outstanding level of independent thought, critical analysis and integration of concepts. Concise, clear and entirely relevant to the question.
75–79	Excellent work: showing excellent command of intellectual, practical and/or policy debates, and making a contribution to them. Demonstrates a very high-level of independent thought, critical analysis and integration of concepts. Concise, clear and entirely relevant to the question.
70–74	Fine work: showing good command of intellectual, practical and/or policy debates. Demonstrates a high-level of independent thought, critical analysis and integration of concepts. Concise, clear and entirely relevant to the question.



Pass Level	
65–69	Strong pass: intellectually sound and well-developed with an appropriate practical and/or policy focus and some indication of distinction potential. Demonstrates above-average independent thought, critical analysis and integration of concepts. Usually concise and clear, and entirely relevant to the question.
60–64	Good pass: intellectually sound with most points developed rather than stated and an appropriate practical/policy focus. Demonstrates a good level of level of independent thought, critical analysis and integration of concepts. Generally concise and clear, and almost entirely relevant to the question.
55–59	Pass: reasonable analytical standard with some points developed rather than stated and some practical/policy focus. Some independent thought, critical analysis and integration of concepts. May not be concise, clear or entirely relevant to the question in all places.
50–54	Marginal Pass: basic analytical skills apparent from identification of intellectual, practical and/or policy problems and some structured discussion of them. Little evidence of independent thought, critical analysis and integration of concepts. Often not concise, clear or entirely relevant to the question.

Fail	
45–49	Marginal fail: generally weak with confused arguments. Showing some basic knowledge of facts and awareness of key concepts, but unable to apply them appropriately to the question, or providing only a partial account.
0–44	Fail: brief, irrelevant, and/or seriously confused account. Contains no relevant information that goes beyond non-specialist knowledge. Suffers from serious factual or conceptual errors.

2. The Summer Project will be graded according to the four distinct bands:
 - Distinction (equivalent to a mark of 70 or above)
 - Merit (equivalent to a mark between 65 and 69)
 - Pass (equivalent to a mark between 50 and 64)
 - Fail (equivalent to a mark of 49 or below)
3. The in-class assessments will be marked pass/fail.

Summative assessment components

The final mark for the MPP is made up as follows:

Module	Assessment Type
Applied Policy: Behavioural Science	In-class assessment
Applied Policy: Communication	In-class assessment
Applied Policy: Innovation and Entrepreneurship	In-class assessment
Applied Policy: Managing Professional Relationships	In-class assessment
Applied Policy: Negotiation	In-class assessment
Applied Policy: Private Finance	In-class assessment
Applied Policy: Public Budgeting	In-class assessment
Economics for Public Policy	Unseen examination
Evidence and Public Policy	2,000-word written submission
Foundations	2,000-word written submission and unseen examination
Law and Public Policy	Unseen examination
Option I	1,500-word written submission
Option II	1,500-word written submission
Policy Challenge I	In-class assessment
Policy Challenge II	Written submission and presentation assignment
The Politics of Policymaking	1,500-word written submission and unseen examination
Summer Project	4,500-word written submission

The modules are assessed through a variety of methods in order to reflect the different tasks you will face in your life as a policymaker, and to support the different nature of each of the modules.



Submission of summative assignments

All summative assignments count towards your final MPP mark. The assignments may take the form of an unseen exam, an in-class assessment, a submission or a combination of these. Submissions will be made as an electronic submission only. Full instructions on how to submit summative assignments will be provided.

Submission deadlines are always set during working hours. Submissions cannot be made via email. We recommend you submit your coursework yourself, as it is your responsibility to ensure your coursework is submitted before the deadline.

As with your formative assignments, you are responsible for ensuring that the work you submit is to the highest possible standard, and that it is your own. Please make sure, therefore, that you are familiar with the information on plagiarism. All summative assignments are submitted electronically to Turnitin. Failure to submit an electronic copy may count as failure to submit the whole assignment.

You should put your candidate number on all summative assignments, but do not put this on any formative assignments or other pieces of work. If you do put your candidate number on formative assignments, please let the Programmes Team know so that a new number can be requested for you. Please do not write your name on your summative assignment.

For each separate submission, please make sure you:

- Write your candidate number clearly on your work, we suggest on the front page, and as a header/footer on each page. (Do not put your name on your submissions as summative assignments are marked anonymously)
- Title your electronic copy with your candidate number and module title only e.g. 123456 – Foundations Essay
- Upload the file to the Summative Assignments page on WebLearn. The link will be provided
- If you need any further information or advice about submitting your coursework, we recommend that you look at the information available online at <https://www.ox.ac.uk/students/academic/exams/submission?wssl=1>.

Common questions

How do I get my candidate number?

Your candidate number can be accessed through Student Self Service at www.ox.ac.uk/students/studentselfservice/.

Who do I speak to if I have a question about the assignment?

Any questions about summative assignments should be sent to mpp@bsg.ox.ac.uk in the first instance, or you can speak to the Programmes Officer with responsibility for assessment. It is not appropriate to contact the module convenor about a summative assignment under any circumstances.

When will I receive my assignment feedback?

You will not receive written feedback for summative assignments.

Formal examinations

Formal examinations are unseen written examinations. You will automatically be entered for some examinations by your college. If you want to check your entry, you can look at the relevant section of Student Self Service: <http://www.ox.ac.uk/students/exams/entry/>.

In the event that you require alternative arrangements (use of a word processor, extra time, etc). You should contact your college to request these on your behalf. Your application should be submitted by Week 4 of the term before your examinations begin. For the MPP, this is by Week 4, Hilary Term. More information on alternative arrangements can be found on the University website at <https://www.ox.ac.uk/students/academic/exams/arrangements>.

You will need to complete your exam entry following selection of your Applied Policy and Options modules. The deadline for submission of Applied Policy choices is Friday of Week 4, Michaelmas Term, and for Options choices is Friday of Week 7, Hilary Term.

Notification of examination dates, times and locations

You will take your unseen examinations in Trinity Term. The specific examination dates will be published no later than five weeks before they take place. Your own personal examination timetable, which gives you the dates, times and locations, will also be available in Student Self Service five weeks before your examinations start.

More information about this can be found on the main University website at <http://www.ox.ac.uk/students/exams/timetables/>. If you have not received your timetable, or you discover any problems such as a clash of papers, contact your college as soon as possible.

Preparing for your examinations

It is normal to feel quite anxious about unseen examinations, but try to remember that the exam papers have been written to get the best out of you, not to trap you or trip you up. As well as your own individual revision, you will have the opportunity to attend an examination question and answer session or a mock examination at the Examination Schools in Hilary Term. The mock examination paper you take will not be marked, but it offers you the chance to experience what it feels like to be in Examination Schools wearing full sub fusc (details on sub fusc here: <https://www.ox.ac.uk/students/academic/dress>), and to focus on writing for three hours in such an environment. We strongly recommend that you participate in this if you are not used to this kind of assessment. More details will be provided throughout the year.

We also encourage you to practise writing neatly by hand for a three-hour period. If the markers are unable to read your handwriting, the University will arrange for your papers to be transcribed, and you will be required to pay for the cost of this.

On the day

You must arrive at least 20 minutes before your examination is due to start. You must also bring your University Card, know your candidate number (accessed from Student Self Service: <http://www.ox.ac.uk/students/studentselfservice/>), and come wearing full academic dress. For further details of the procedures, and what you are able and not able to bring in with you, see the University webpage on exam regulations: <http://www.admin.ox.ac.uk/examregs/>.

Please note that there will be an Examiner present during the first half-hour of a written examination, to whom questions about the paper can be addressed.

Information on (a) the standards of conduct expected in examinations and (b) what to do if you would like examiners to be aware of any factors that may have affected your performance before or during an examination (such as illness, accident or bereavement) are available on the Oxford Students website: <https://www.ox.ac.uk/students/academic/exams>.

Submissions

You will automatically be entered for some module assessments through your college, but will need to complete examination entry for Options modules.

You will receive an assignment question to answer, usually at least one week before the deadline for submission, and will have a period of time in which questions about the assignment can be raised. Answers to any questions will be sent to the whole cohort.

The word count and deadline for each submission will be clearly stated in the document containing the assignment question, as well as the MPP Exam Conventions and this handbook.

How important is the word limit?

Word limits are an important way of ensuring that you address a question or challenge in a concise way. For this reason, you must keep within the word count.

Word counts for all summative assignments will be checked by the Blavatnik School and reported to the Examiners.

Guidance will be provided on what is, and is not, included in the word count for summative assignments. Please note that the Examiners reserve the right to impose a penalty of between 2 and 20 marks where a stated word limit is exceeded, in line with the Blavatnik School's Examining Conventions.

In-class assessment

The Applied Policy modules and Policy Challenge I are assessed by means of in-class assessment. This could require students to complete an individual or group assignment and this would be due during class time or shortly afterwards. You will need to complete exam entry for the Applied Policy modules, but will automatically be entered for Policy Challenge I.

These modules are assessed on a pass or fail basis.



Procedures for deciding summative marks and arriving at the final MPP award

Arriving at a mark

All summative assignments and examinations are blind double-marked, meaning that they are marked independently by two qualified people. Each marker then returns their marks, and final marks are agreed in consultation with the Examiners and External Examiner.

Criteria for passing the MPP

To pass the MPP, you must achieve a mark of 50 or more in the graded components and all pass/fail course assessment components must be satisfactorily completed. The Blavatnik School allows for some modules to be re-sat during the academic year. In addition, it is possible for marks to be compensated, meaning that a mark of lower than 50 but greater than 44 may be compensated by very good performance elsewhere. A mark of 44 or below cannot be compensated.

Criteria for being awarded a distinction

You will automatically achieve a distinction if you score an average of 70 across all graded components, with no component scoring less than 65, pass all pass/fail course assessments and are awarded either merit or distinction for the Summer Project. The Board of Examiners may award additional distinctions at their discretion.

When do I get my results?

You will receive results for some elements of the course throughout the year, and final marks will be available in early October. Many Oxford courses are assessed on the basis of formal examinations or submitted assignments that are all due at the end of the year. We believe, however, that it is better for your summative assignments to be spread through the year so as to reduce pressure at the end of the year and to allow you to submit work relevant to the teaching you have received at each stage of the course. Once your results are released, you will be sent an email informing you that your assessment results, and in October your MPP result, are available to view in Student Self Service. We appreciate that you will want to have a sense of your progress and some feedback on your performance. This will be part of your

conversation with your supervisor who will have knowledge of your performance in formative assignments and class work.

If things don't go to plan

What if I am going to miss my summative assignment deadline, for example because I am ill?

Unfortunately, the School is not able to grant extensions for summative assignments. In this situation, you must consult the Senior Tutor at your college as a matter of urgency. If you are unsure who the Senior Tutor is at your college, the College Office (also known as the Academic Office) will be able to help. In exceptional circumstances, requests made by your college to the Proctors may result in extra time for submission. If permission is granted, the work will be marked as if it had been submitted on time. Please note that you will be required to submit evidence alongside your request. Your college can advise on what evidence would be required in particular cases.

Please note that computer problems are not acceptable reasons for failure to meet assignment deadlines. You should report faulty systems in a timely manner, and ensure that you back up your work regularly.

What happens if I submit my assignment late?

The deadlines for submissions and in-class assessments are advertised clearly in this handbook and the student timetable, and students will always receive reminders of when items are due.

In the event that a late submission is made without prior notification or excusal, the Examiners reserve the right to impose a penalty of between 2 and 20 marks, in line with the Blavatnik School's Examining Conventions

What happens if I fail to submit my summative assignment without prior notification?

Any late submission that does not have permission from the Proctors will mean the assignment will fail. In case of a fail, you are permitted to re-submit once. Your re-submission will be a new assignment, and the timing of the re-submission will be communicated to you. If you fail to meet your re-submission date, and do not have permission from the Proctors, you will fail the MPP.

What if I am unable to attend the exam, for example because of illness?

If you are unable to attend your formal examination because of illness or another urgent cause, you must submit an explanation in writing to the Proctors via your college, enclosing relevant evidence. If the submission is accepted, the Proctors will allow you to be examined on another date as is appropriate, or, if other work that you have submitted is of sufficient merit, to act as if you had completed this particular examination. If the submission is not accepted, you will be deemed to have failed the examination.

What do I do if I felt ill during the exam?

If you sat the exam while ill, we suggest you speak to your college as you may wish to consider making an application for factors affecting performance in an examination. This can be made for any summative assessment (unseen exam, written submission or in-class assessment) and can relate to any external event that may have impacted on your performance. Evidence of the event and its impact is required to make an application, and this will be submitted through your college to the Examiners.

Can I re-sit if I fail?

You will have the opportunity to re-sit or re-submit each component only once at the point at which the re-sit or re-submission is first offered. The re-sit for an exam will be a new examination paper, and for a submission this will be a new assignment question. If you fail an in-class assessment you will be required to prepare a piece of work for marking.

The timing of re-sits and due dates for re-submissions will be dictated by when these are offered and whether a student has failed more than one component. Re-sits and re-submissions in the same academic year will be made available where possible. In the event that this is not possible, the re-sit or re-submission will take place at the point when the component is next offered.

The schedule for re-sits and re-submissions can be found on WebLearn.

What to do in the case of appeal?

If you want to make an appeal against the outcome of any examination you have taken, you need to be referred to the Proctors via the Senior Tutor at your college. Course

convenors and markers should never be approached directly by you or your supervisor acting on your behalf. You may not appeal against the examiners' academic judgement, but rather if processes have not been followed. Further information on the process can be found on [page 58](#) of this handbook.

Viva voce examination

You may be called for a viva voce (as an oral examination is known in the University) before results have been released. This can occur if you are on the borderline between a pass/fail, or a pass/distinction. In the case of a borderline, the final mark is never reduced as a result of the viva but may be increased. The vivas will take place at the meeting of the Board of Examiners and students will be informed in advance if they are required to attend. As a viva is a formal examination, sub fusc must be worn. It is not possible to request a viva.

MPP Examiners

MPP Examiners are selected from amongst the members of the MPP teaching faculty. The MPP Committee decides the number of Examiners for each year of the MPP, and appoints a Chair of Examiners, who for 2017-18 will be Professor Anandi Mani.

There is also an External Examiner, who reports on the academic standards, the extent to which assessment processes are rigorous and fairly conducted, standards of student performance, and, if appropriate, the comparability of standards and student achievements with those in similar higher education institutions. The External Examiner attends all Examiner meetings and must attend any viva voce examinations. The full details of the Board of Examiners for 2017-18 will be provided in the Examining Conventions.

Please note: Examiners should never be approached directly by you, or your supervisor acting on your behalf. Students are strictly prohibited from contacting external examiners directly. If you are unhappy with an aspect of your assessment you may make a complaint or appeal (see [page 58](#)).



Supporting You

Concerns and complaints

If you have any concerns relating to the MPP or the Blavatnik School of Government, there are a number of people you can talk to. These include:

- Your supervisor or the Director of the MPP, who will seek to resolve the matter and, if necessary, consult the appropriate authorities on your behalf
- Your College Tutor, the Senior Tutor, or the Tutor for Graduates in your college
- The Student Information and Advisory Service (email student.information@admin.ox.ac.uk)
- The Oxford University Student Union Advice Service <http://www.ousu.org/advice>.

If your concern relates specifically to the quality of teaching, supervision or course information, you should raise this with the Director of the MPP.

We take your concerns very seriously and will work to deal with any issues thoroughly and fairly. If, however, you feel that your concern has not been dealt with satisfactorily, you should make a formal complaint in writing to the Proctors' Office.

Please note that some issues cannot be dealt with by the Blavatnik School, in which case you will need to liaise directly with the Senior Tutor at your college and/or the Proctors. This includes anything relating to your examinations.

The Proctors' Office

Complaints about the University's academic, administrative and support services, and academic appeals, can be made to the Proctors' Office, an independent service within the University. The Proctors' Office is the administrative base for three senior officers at the University: the Senior Proctor, the Junior Proctor, and the Assessor.

The Proctors have a range of responsibilities including taking overall University responsibility for student welfare, running University examinations, and dealing with any complaints. Further information and contact details for the Proctors and the Proctors' Office can be found at <http://www.admin.ox.ac.uk/proctors/>.

Processes and procedures for making complaints are detailed in full on the main University website and can be found at <http://www.ox.ac.uk/students/academic/regulations>.

Complaints and academic appeals within the department of the Blavatnik School of Government

The University, the Social Sciences Division and the department of the Blavatnik School of Government all hope that provision made for students at all stages of their course of study will make the need for complaints (about that provision) or appeals (against the outcomes of any form of assessment) infrequent.

Where such a need arises, an informal discussion with the person immediately responsible for the issue that you wish to complain about (and who may not be one of the individuals identified below) is often the simplest way to achieve a satisfactory resolution.

Many sources of advice are available from colleges, faculties/ departments and bodies like the Counselling Service or the OUSU Student Advice Service, which have extensive experience in advising students. You may wish to take advice from one of these sources before pursuing your complaint.

General areas of concern about provision affecting students as a whole should be raised via student representation at the Staff-Student Committee or at a student rep meeting.

Complaints

If your concern or complaint relates to teaching or other provision made by the Blavatnik School of Government then you should raise it with the Director of Graduate Studies as appropriate. Complaints about departmental facilities should be made to the Chief Operating Officer, Calum Miller. If you feel unable to approach one of those individuals, you may contact the Head of Department Professor Ngaire Woods. The officer concerned will attempt to resolve your concern/ complaint informally.

If you are dissatisfied with the outcome, you may take your concern further by making a formal complaint to the Proctors under the University Student Complaints Procedure (<https://www.ox.ac.uk/students/academic/complaints>).

If your concern or complaint relates to provision made by your college, you should raise it either with your college advisor or with one of the senior college officers, for example, the Senior Tutor or Tutor for Graduates (as appropriate). Your college will also be able to explain how to take your complaint further if you are dissatisfied with the outcome of its consideration.

Academic appeals

An academic appeal is an appeal against the decision of an academic body (e.g. boards of examiners, transfer and confirmation decisions etc.), on grounds such as procedural error or evidence of bias. There is no right of appeal against academic judgement.

If you have any concerns about your assessment process or outcome it is advisable to discuss these first with your subject or college tutor, Senior Tutor, Director of the MPP, director of studies, supervisor or college or departmental administrator as appropriate. They will be able to explain the assessment process that was undertaken and may be able to address your concerns. Queries must not be raised directly with the examiners.

If you still have concerns you can make a formal appeal to the Proctors who will consider appeals under the University Academic Appeals Procedure (<https://www.ox.ac.uk/students/academic/complaints>).

The Proctors are not empowered to challenge the academic judgement of examiners or academic bodies.

The Proctors can consider whether the procedures for reaching an academic decision were properly followed; i.e. whether there was a significant procedural administrative error; whether there is evidence of bias or inadequate assessment; whether the examiners failed to take into account special factors affecting a candidate's performance.

On no account should you contact your examiners or assessors directly.

Your college

Your college will have a Tutor for Graduates or Senior Tutor whose role includes general oversight of all graduate members of the college, although your academic studies will be directed by your department or faculty.

Each college has its own system of support for students. The relatively small number of students at each college allows for close and supportive personal attention to be given to the induction, academic development and welfare of individual students. Each graduate student has a college advisor, who is a member of the college's academic staff, and will be able to offer support and advice. Your college advisor should be your main source of support on pastoral matters. Many colleges also offer support to those of any faith, or none, via a chaplain or pastoral advisor, and peer support from student welfare officers, mentors, or trained peer supporters. Please refer to your college handbook or website for more information on who to contact and what support is available through your college.

Supporting equal opportunities and diversity

We are committed to providing an environment that is fully supportive of equal opportunities and diversity. This includes support for students with disabilities and support for students with young children and other family commitments. We are guided by the advice offered by the University's Equality and Diversity Unit.

'The University of Oxford is committed to fostering an inclusive culture which promotes equality, values diversity and maintains a working, learning and social environment in which the rights and dignity of all its staff and students are respected.'

– Equality Policy (2013) – <http://www.admin.ox.ac.uk/eop/policy/equality-policy/>

Oxford is a diverse community with staff and students from over 140 countries, all with different cultures, beliefs and backgrounds. As a member of the University you contribute towards making it an inclusive environment and we ask that you treat other members of the University community with respect, courtesy and consideration.

The Equality and Diversity Unit works with all parts of the collegiate University to develop and promote an understanding of equality and diversity and ensure that this is reflected in all its processes. The Unit also supports the University in meeting the legal requirements of the Equality Act 2010, including eliminating unlawful discrimination, promoting equality of opportunity and fostering good relations between people with and without the 'protected characteristics' of age, disability, gender, gender



reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and/or belief and sexual orientation. Visit the Unit's website for further details or contact them directly for advice: www.admin.ox.ac.uk/eop or equality@admin.ox.ac.uk.

The Equality and Diversity Unit also supports a network of around 300 harassment advisors in departments/faculties and colleges and a central Harassment Advisory Service. More information on the University's Harassment and Bullying policy and the support available for students can be found at <http://www.admin.ox.ac.uk/eop/harassmentadvice> and in the Harassment and Bullying section in this handbook (see below).

The Unit promotes equality, values diversity, and supports departments, faculties and colleges in maintaining a working, learning and social environment in which the rights and dignity of all members of the University community are respected. It aims to ensure that no student will be treated less favourably on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and/or belief, and sexual orientation. It also supports a variety of networks and activities, including:

- LGBT Staff Network (staff and graduate students)
- Race Equality Network (staff and students)
- Oxford Women's Network (staff and students)
- LGBT History Month
- Black History Month

There are a range of faith societies, belief groups, and religious centres within Oxford University which are open to students. For more information visit <http://www.admin.ox.ac.uk/eop/religionandbelief/faithsocietiesgroupsorreligiouscentres/>.

Athena SWAN

The Athena SWAN Charter is run by the Equality Challenge Unit (ECU) and it aims to recognise and celebrate good working practices in relation to gender equality in Higher Education. Although originally focused on women in STEMM it now recognises the work undertaken to address gender equality more broadly and offers a valuable framework for introducing cultural changes that create a better working environment for both men and women.

The University of Oxford holds an institutional award, however, as a department the Blavatnik School of Government is currently working towards applying for a departmental Bronze Award. As a department, we see the benefits of the Charter as being an opportunity to create a long-term culture change in working practices and gender equality that will benefit all staff and students, and making it a better place to study, work and carry out research. Over the next year as the department prepares the application, we will be looking to reflect and analyse on our current practices, and put together an action plan of how best to make tangible improvements for the future.

We are committed to involving all member of the department in this process, and therefore will be looking to engage students in a number of different ways, such as through student surveys, being a member of the Self-Assessment team who will be putting the application together, and engagement in departmental wide Athena SWAN activities. If you would like to know more about the Athena SWAN Charter and what the department is doing as part of it, please contact Anandi Mani, Brooke Martin-Garbutt or Kim Fuggle: <http://www.bsg.ox.ac.uk/people>.

Harassment or bullying

We pride ourselves on the Blavatnik School's positive, supportive environment as befitting our Core Commitments. We are aware, however, that you cannot completely safeguard against all negative experiences. In the unfortunate event that you experience harassment or bullying or are accused of harassment or bullying, you can contact one of the School's Harassment Officers:

Caroline Davies: caroline.davies@bsg.ox.ac.uk*

Adam Webster: adam.webster@bsg.ox.ac.uk

Nikolas Kirby: nikolas.kirby@bsg.ox.ac.uk

Jayne Smith: jayne.smith@bsg.ox.ac.uk

*Absent in Michaelmas Term 2017

They offer confidential support and will aim to facilitate informal resolution. If you would prefer to speak to someone outside of the Blavatnik School, you can contact the University's Harassment Line on 01865 270760 or email them at harassment.line@admin.ox.ac.uk. You can also contact the Student Union's Student Advice Line on 01865 288466.

Complaints of harassment and bullying are taken extremely seriously. For further information about associated University procedures see <http://www.admin.ox.ac.uk/eop/harassmentadvice/>.

Disability Advisory Service (DAS)

The Disability Advisory Service (DAS) can provide information, advice and guidance on the way in which a particular disability may impact on your student experience at the University and assist with organising disability-related study support. For more information visit: <https://www.ox.ac.uk/students/welfare/disability>.

If you have a specific learning need or requirement, you can speak to your supervisor or the Programmes Team, who will work with the School's Disability Coordinator, Natasha Forrest, and DAS to support you.

General Health Services

The National Health Service (NHS)

If you are on a full-time course of study lasting six months or more or on a course of any duration that is substantially funded by the UK Government, you are entitled to free hospital treatment in England through the National Health Service (NHS). This entitlement extends to your spouse and children (under the age of 16, or 19 if in further education) if they are living permanently with you for the duration of your course. Individual hospitals are responsible for deciding whether a patient is entitled to free treatment or not, in accordance with the relevant regulations. In order to establish entitlement, hospitals can ask you to provide documentation that supports your claim that you are studying in the UK. If you applied for a UK visa on or after 6 April 2015, you are likely to be eligible to pay the new immigration health charge. For information, visit <https://institutions.ukcisa.org.uk/content.aspx?CategoryID=2280>.

If you are unsure whether you are entitled to free hospital treatment, check with the Department of Health at:

Room 4W04b, Quarry House, Quarry Hill, Leeds, LS2 7UE
Phone: 0113 2545819
Email: overseasvisitors@dh.gsi.gov.uk

You are expected to register with your college doctor, or another Oxford general practitioner (GP) if you prefer, so they can look after you while you are in Oxford. Your college doctor will also have considerable experience in student health matters and knowledge of the University and college context. If you have a long-term health condition, it is possible for your college doctor to liaise with other health practitioners who know you and your medical history well.

At any GP practice, it is normally possible for you to choose to consult either a male or a female doctor. If you wish to specify this, mention it when making an appointment.

Like all doctor-patient relationships, those between college doctors, college nurses and students are confidential.

For minor sickness and ailments, you are able to consult and obtain treatment from your college nurse. Most colleges either provide sickbays or have special arrangements for students who are confined to bed in their rooms.

Information on the health professionals at your college can be found at <https://www.ox.ac.uk/students/welfare/health/doctors>.

Mental health

If you would like to discuss mental health issues or stress, you can talk to any of the following:

- Your college doctor or another GP you are registered with
- The Student Counselling Service, which is there to help you address personal or emotional problems that get in the way of having a good experience at Oxford and realising your full academic and personal potential. It offers a free and confidential service. For more information visit <http://www.ox.ac.uk/students/shw/counselling>
- A range of services led by students available to help provide support to other students, including the peer support network, the OUSU Student Advice Service and Nightline. For more information visit: <https://www.ox.ac.uk/students/welfare/peer>
- Your supervisor or the Director of the MPP.



Whilst we hope your time at the Blavatnik School of Government will be positive, we know that sometimes things can be stressful or unexpected problems can arise. If you are at all worried about your mental health, do reach out to one of the sources listed – you are not alone!

Typically tough times

Some parts of the course are challenging for all students – these include:

- Michaelmas Term: it is busy and demanding, and some students may find they need to adjust to the new surroundings or the discipline of an academic environment.
- The start of Hilary Term: the weather is typically cold and dark – do not underestimate the impact this may have on your motivation, or on making plans!
- Exam time
- Organising your Summer Project in Trinity Term, which is quite labour-intensive: the Summer Project Team is on hand to help, but you will need to confirm your placement and seek necessary documentation while continuing your day-to-day studies.

It is perfectly normal to feel a little overwhelmed during these times, and the University the Colleges and the Blavatnik School have a range of services to support you. If you have any concerns or feel like you are struggling, please talk to your supervisor about any academic anxieties or your college advisor about pastoral issues, or one of the other sources of support listed previously.

Dentists

For routine or emergency dental treatment you can seek the advice of your college doctor or nurse. You can also enroll with a local dentist. Studental (www.studental.co.uk), an NHS dental practice, is located at Oxford Brookes University campus on Headington Hill. Dentistry treatment, even if through the NHS, is not usually free.

For out-of-hours emergency care, contact the East Oxford Emergency Dental Clinic on 0845 3458995. This is open from 18:30–22:00 weekday evenings and all day at weekends.

Alternatively, you can use the NHS 111 service. Call 111 from any UK phone if you urgently need medical or dental help or advice but it is not a life-threatening situation.

Opticians

Colleges do not normally have special arrangements with opticians, so you should register with an optician of your choice. Charges for sight tests vary. If you have a visual problem that requires specialised attention, you will be referred to the hospital eye service.

Other resources

Details of the wide range of sources of support available more widely in the University are available from the Oxford Students website, <https://www.ox.ac.uk/students/welfare>, including in relation to mental and physical health and disability.

OUSU also runs a series of campaigns to raise awareness and promote causes that matter to students. For full details, visit <https://ousu.org/get-involved/campaigns/>.

There is a wide range of student clubs and societies to get involved in – for more details visit <https://www.ox.ac.uk/students/life/clubs>.

Keeping us informed about illness

As outlined in the section on attendance ([page 41](#)), if you are unwell please inform us as soon as possible. If you are unexpectedly absent from class, we will contact you to confirm why, and this contact may not be private.

If you are unwell for a long period in a way that affects your studies, you can do one of two things. The first is to get written confirmation from your doctor and speak to your college, who can advise on the process for requesting an extension of deadlines and/or for the examiners to take your illness into consideration before releasing your mark. The second, in more serious cases, is to apply for a suspension of status where you suspend your studies for an agreed period of time. In practice, as you need to participate in and complete all aspects of the MPP, this will usually mean returning in the next academic year. If such issues arise, the earlier you engage with your supervisor and the Director of the MPP, the better we can help you.

Please remember that the department is responsible for monitoring and checking any unexpected absences for its international graduate students. The University is legally obliged to report a registered student to UK Visas and Immigration if a student is unexpectedly absent.

Unexpected financial difficulties

You are expected to have secured the necessary funds to cover the fees and living costs for your whole period of study before starting the MPP. If you are in financial difficulty you should always approach your college or hall in the first instance. Colleges understand the financial constraints students experience and will be able to offer advice on the support that you may be eligible to apply for, including any relevant College Hardship Funds. The college may advise you to apply for the University Hardship Fund. In exceptional cases, you may apply to the Blavatnik School for hardship funding but must demonstrate to the School that you have applied to the University and your college for hardship funding. Please use the University's form to make a hardship application to the School. The application form will then be presented to the School's Senior Management Team along with the financial needs portion of your Blavatnik School Scholarship questionnaire (if applicable) and your declaration of financial means, previously submitted to your college to satisfy the conditions of your admission.

Visas and immigration

Information on visas while you are studying here can be found at <http://www.ox.ac.uk/students/visa/during>, and Student Immigration can be approached for further information and help at student.immigration@admin.ox.ac.uk. If you have any concerns about your visa, do also let your supervisor know.

Personal safety tips

Violent crimes are comparatively rare in Oxford and account for a small proportion of recorded crime. Nevertheless, it is sensible to minimise personal risk by taking reasonable precautions:

- Stay aware of what is going on around you when walking around the city
- Keep your purse/wallet out of view or carry it in an inside pocket
- Always use pre-booked licensed taxis. Before you get in, check the name of the person the taxi has come to collect and the destination. Do not volunteer the information first
- Do not walk home alone late at night; use public transport or a taxi
- If cycling, always wear a helmet and reflective clothing and ensure that your bike is fitted with lights and a bell
- Register your phone with Immobilise (<http://www.immobilise.com/>): this helps the police to recover it if it is stolen
- Use cash machines during the daytime if possible, and avoid machines in dimly-lit and quiet areas
- Put your card and cash away quickly – do not keep them on display
- Never write down your Personal Identification Number (PIN), and make sure you know your account number and sort code so that you can cancel your card quickly if it is lost or stolen
- Shout and scream as loud as you can if you are being attacked or are threatened. This will alert people who may be able to help. It is also likely to cause the offender to run off
- If you regularly go jogging or cycling, try to vary your route and time. Stick to well-lit roads with pavements. If you wear a personal stereo, remember you cannot hear traffic or somebody approaching behind you



Beyond the MPP

Careers and future employment

Oxford graduates are often highly sought after by employers around the world, and the career prospects for a successful MPP student at Oxford can be excellent. With its emphasis on academic analysis complemented by the opportunity to develop a range of professional skills, the MPP provides you with an excellent foundation for a successful career in public service, whether in government, non-governmental organisations or the private sector.

The Professional Skills for Public Policy Careers programme enhances the applied focus of the course and encourages you to think about and prepare for your future career from the moment of your arrival. The University's Careers Service is a source of valuable information and personal advice whilst you are a student, and can continue to support you when you are an alumnus/a. Through the Professional Skills programme, you will be encouraged to develop a range of skills required in the modern workforce and strengthen your understanding of career paths and opportunities. The process involved in securing a Summer Project placement provides an exceptional opportunity to rehearse the job application process and, once on placement, build and strengthen new networks for career advancement.

In addition, your involvement with the School as an MPP student enables you to enjoy lifelong membership of the Blavatnik School of Government alumni community. This community will provide you with social connections, professional guidance and continual learning exchanges throughout your career. Our alumni network is a community that cuts across class years and programmes and connects our many talented and inspiring former students with other equally exceptional people. This community will enable you to turn to other alumni, and to the School's faculty, as trusted sources of advice and guidance. The connections fostered by this network will also serve as powerful reminders of our shared commitment to public service and our desire to make a positive, real difference in the world.

Continuing to study at the Blavatnik School of Government after graduating from the MPP

The Blavatnik School of Government offers a DPhil in Public Policy with admissions for entry in 2018-19 now open. Please note that for admission a Master's degree that includes appropriate research methods training is expected. Please see the entry criteria on the [website](#) for full information.

The School also has a series of specialist short courses usually aimed at mid-career professionals.

End-of-course event and your graduation

Students of the University graduate through their college in ceremonies held at different times. For your graduation via your college, you are required to wear full sub fusc and the standard MA graduate gown together with the special MPP hood. Further details on graduation will be provided by your college.

As many students are in different colleges, the School will host its very own end-of-course event to bring you all back together as a class again. The date of this event will fall around the college graduation dates and is usually held in early November. Full information will be provided later in the year.

Your alumni community

The Blavatnik School of Government alumni community is a trusted network of individuals who share a commitment to public service and can turn to each other for advice and support throughout their careers.

Once you graduate, the School's Alumni Team will give you a detailed Alumni Handbook, which will include information to help you stay engaged as well as your alumni card. In the meantime, here are some of the ways you can connect with the Team and with each other, starting now.

Staying connected with your peers

You were all carefully selected to participate in the programme because of the particular perspectives and experiences we felt you would bring. We hope you forge relationships that last well beyond your year of study and that as your careers develop; being a part of this community will mean you have a shared learning experience with other visionaries throughout the world. We want you to stay in touch, work together, call upon each other in times of challenge and be willing to hold each other to account.

The School is continuing to develop ways for the alumni community to stay connected. Social media is currently the most effective way you can strengthen the community and network with each other and across cohorts:

LinkedIn – The Blavatnik School of Government Alumni LinkedIn page is a particularly useful platform for effective professional networking. You can turn to the group for job alerts, events, policy insight memos and to keep up-to-date with fellow alumni. To join the group, please send an email to alumni@bsg.ox.ac.uk.

Website – The Blavatnik School of Government website has an [Alumni section](#) where you can find the latest news updates from fellow alumni as well as alumni news and events from the School. Please keep us updated with any news and achievements you would like to share by emailing alumni@bsg.ox.ac.uk.

Staying connected with the School

Our commitment to Blavatnik School of Government alumni is to provide the necessary support and encouragement for you to continue to be strengthened by the School's community, and to offer and facilitate among the School's alumni the professional guidance and continual learning exchanges that will help you throughout your career.

You will have access to a variety of resources to continue your policy learning. You will be invited to the School's conferences, Dean's Forums, professional development seminars and specific alumni events. You will also have access to the School's policy memos and research insights. We will keep you informed of these events and the School's activities through a termly alumni newsletter.

If we have permission to contact you, you will also receive a termly Blavatnik School of Government newsletter with news and updates about the School. If you do not give permission for us to contact you, we encourage you to register to receive this newsletter from now at <http://www.bsg.ox.ac.uk/mailling-lists>.

The School's official social media presence provides news from the School as well as the opportunity to share your news with a wider audience.

Blavatnik School of Government Blog – You are encouraged to use the School's blog as a platform to share your insights and experiences. Send your blogs or ideas to comms@bsg.ox.ac.uk and the editor will be in touch about the next steps.

Blavatnik School of Government LinkedIn page – Follow the page at <http://www.linkedin.com/edu/school?id=177012>.

Blavatnik School of Government Facebook page – Like us at <http://www.facebook.com/Oxfordbsg>.

Twitter – Follow us and tweet using @BlavatnikSchool

Staying connected with the University of Oxford

Once you graduate, the Alumni Team at the School will give you your alumni card and details of support you can receive from the wider University of Oxford alumni community as well as other benefits, including a dedicated online database and networking platform. The University's alumni website is <http://www.alumni.ox.ac.uk/>.

Recruitment and fundraising

The Blavatnik School of Government is always looking to engage with talented policymakers in every country and across all disciplines.

You are already part of a peer group that will provide future MPP students, so please help us spread the word to those whom you want as future members of your community and connect high-potential candidates to the Admissions Team (admissions@bsg.ox.ac.uk). You may in the future work at, or know of, organisations that would make fantastic Summer Project hosts or be potential employers of Blavatnik School of Government students, or you may be able to help the School connect with policymakers to collaborate on research projects. These are just three examples of the many ways in which you can help the School achieve its goals.

You may also be in a position to help us with fundraising. The School is always looking for help with student scholarships and awards and developing its links with external funding bodies. If you would like to get involved please email development@bsg.ox.ac.uk, and visit <http://www.campaign.ox.ac.uk/bsg> if you would like to support the School now or sometime in the future.

Outreach

The Blavatnik School of Government is always looking for ways to widen its appeal. If you need the School to send brochures to organisations or individuals, or if you have any other ideas about how to engage potential students, please let us know by emailing comms@bsg.ox.ac.uk.



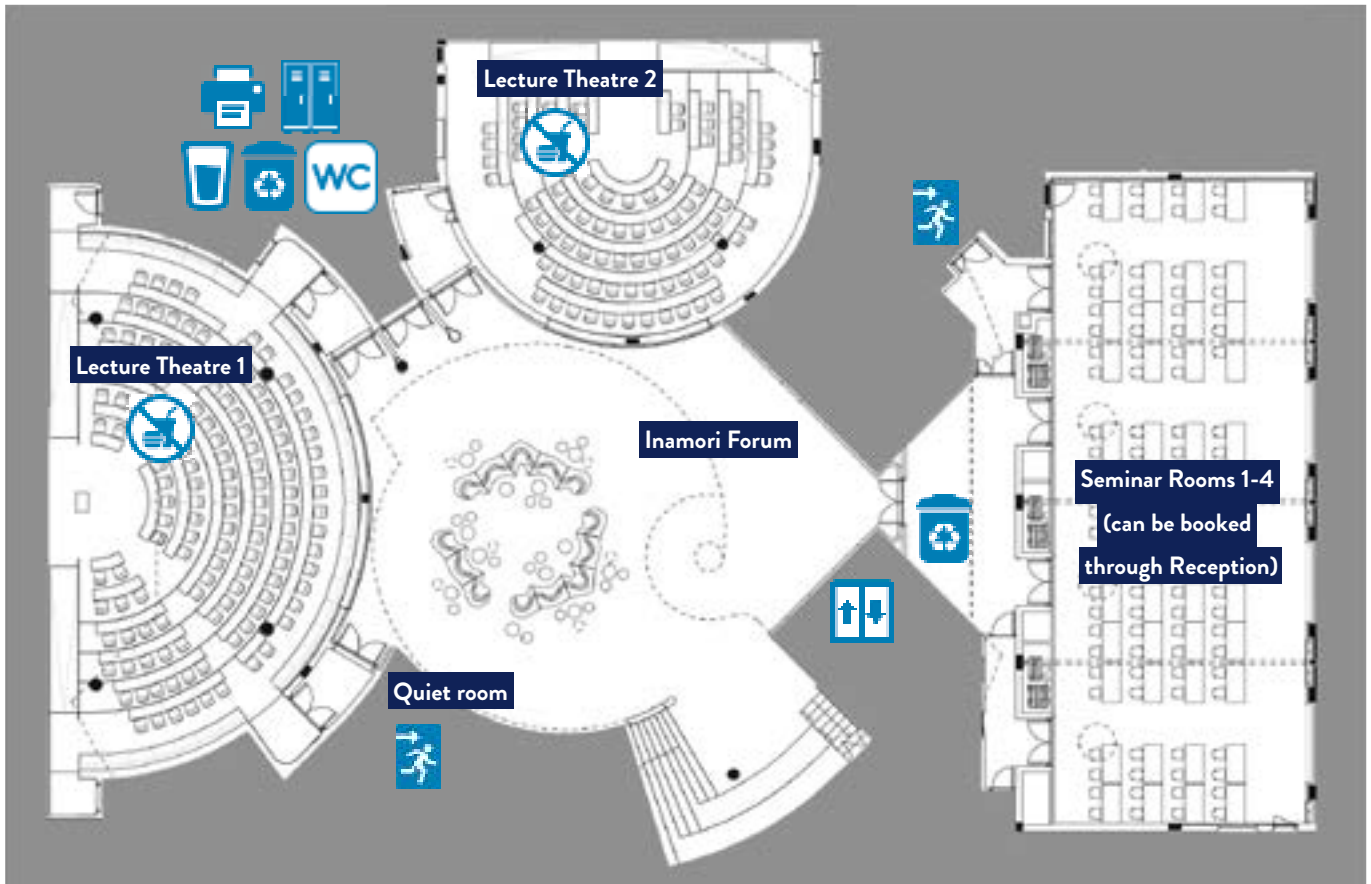
Key assessment dates

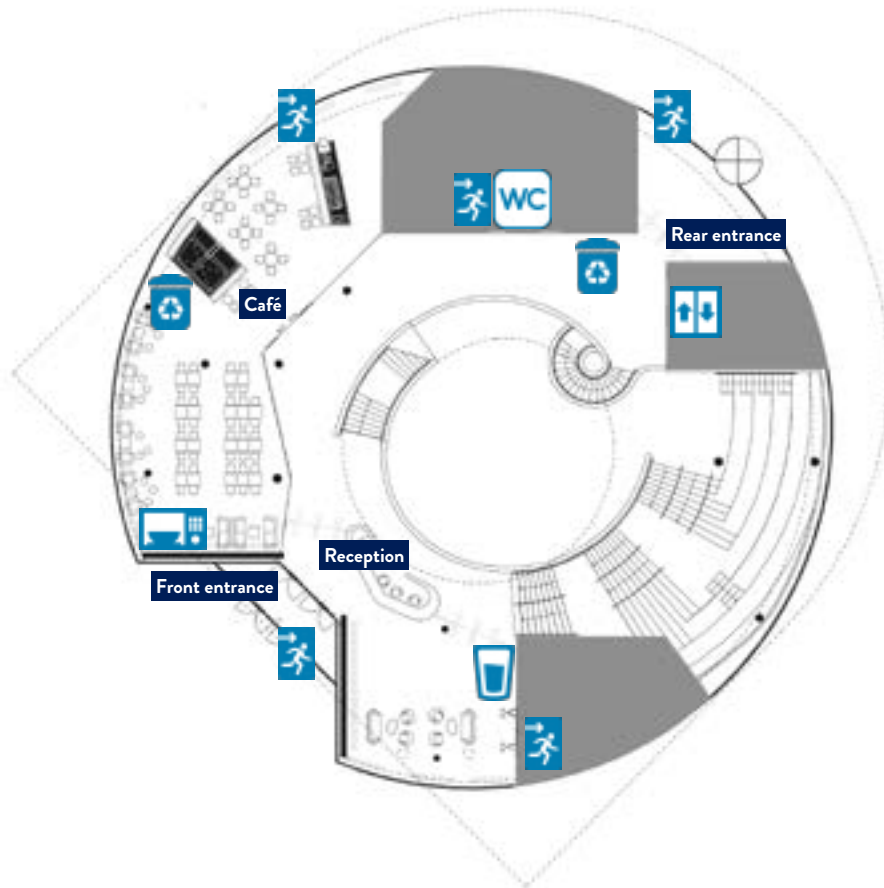
Module	Assessment type	Assessment dates
Applied Policy Modules	In-class assessment	These will take place in class and assessment details will be made available in Michaelmas Term, along with the date of assessment
Policy Challenge I	In-class assessment	Michaelmas Term
Foundations	2,000-word written submission	By 12 noon on Friday of Week 10, Michaelmas Term
	Unseen examination	Trinity Term
Economics for Public Policy	Unseen examination	Trinity Term
The Politics of Policymaking	2,000-word written submission	By 12 noon on Friday of Week 10, Hilary Term
	Unseen examination	Trinity Term
Evidence and Public Policy	2,000-word written submission	By 12 noon on Friday of Week 10, Hilary Term
Law and Public Policy	Unseen examination	Trinity Term
Policy Challenge II	Written submission	By 12 noon on Friday of Week 8, Trinity Term
	Presentation assignment	Trinity Term
Option Modules	1,500-word written submission	By 12 noon on Friday of Week 9, Trinity Term
Summer Project	4,500-word report	By 12 noon on Monday 3 September

Map of the Building

Basement

Where lectures, seminars and events take place.





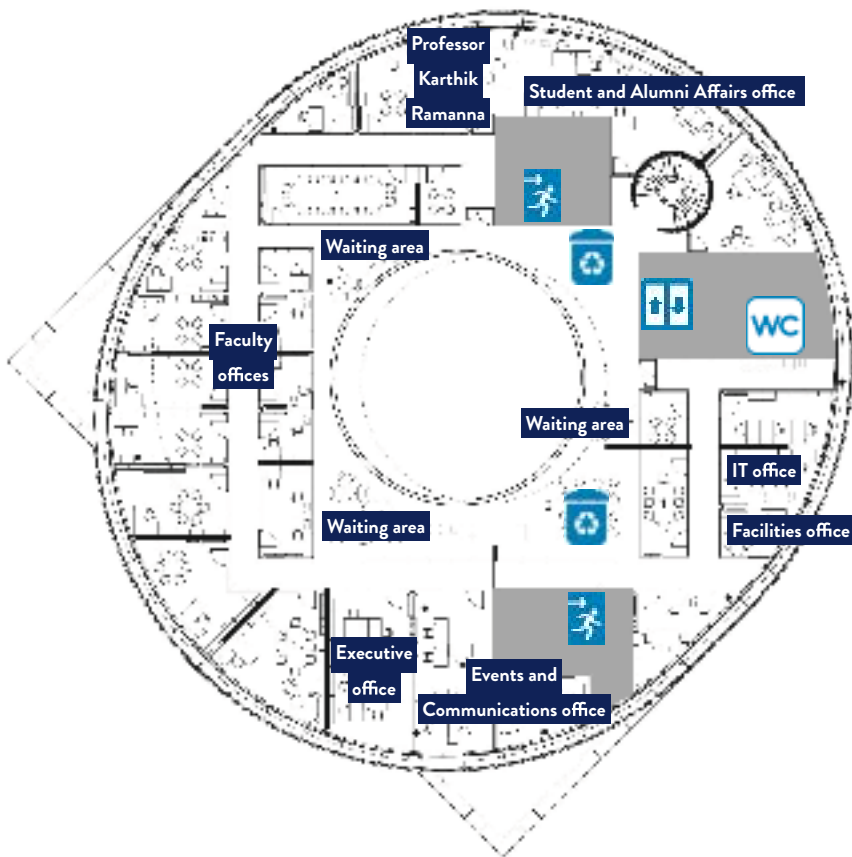
Level 0

Reception area and café.

Level 1

Research offices and rooms for group working.



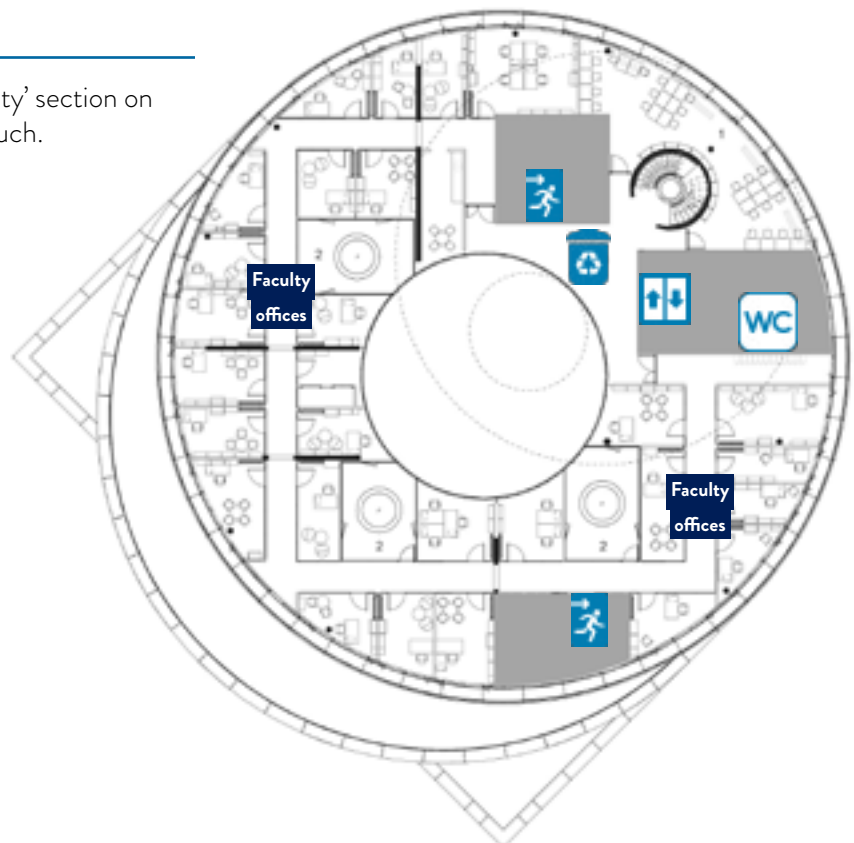


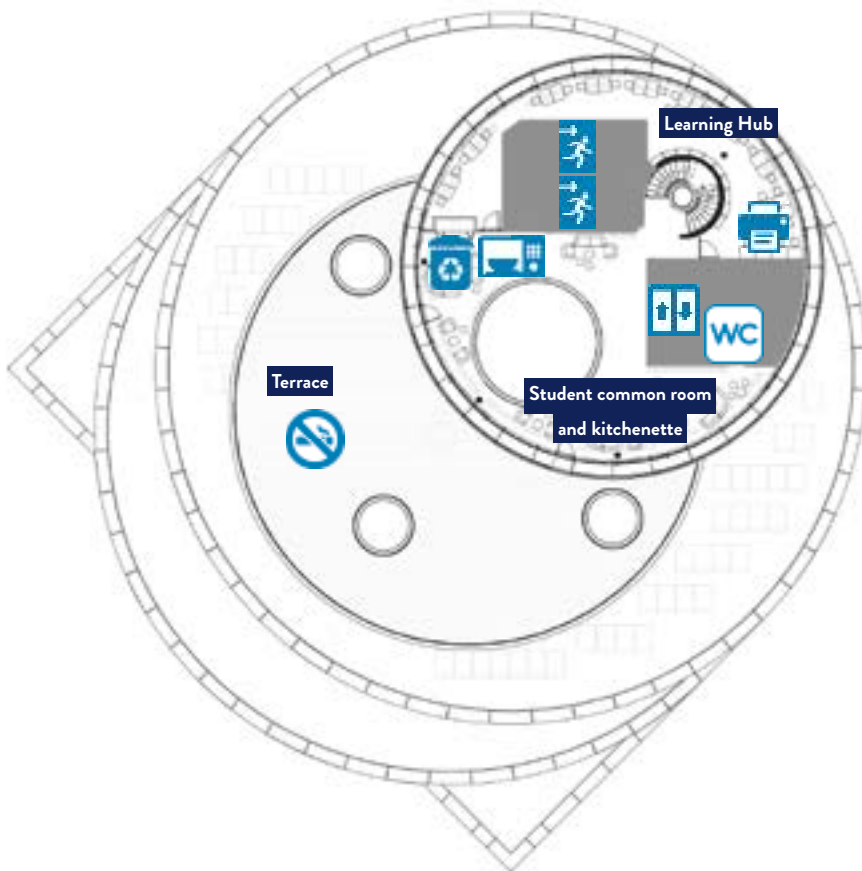
Level 2

Staff and faculty offices. See the 'Meet the Team' section on [page 22](#) for more information on who's who and how to get in touch.

Level 3

Faculty offices. See the 'Consulting faculty' section on [page 37](#) for guidance on how to get in touch.





Level 4

Student common room and study area.

Whom to contact in an emergency











In an emergency dial **999** free from any phone. When you are connected you will be asked for your address and whether you need the ambulance service, fire service or police. Only call this number if you need immediate help.

The University Security Services also has a 24-hour emergency line: **01865 289999**.

For non-emergency police enquiries, dial **101**.

www.bsg.ox.ac.uk

Key

-  Emergency exit
-  No food and drink
-  Toilets
-  Lockers
-  Printer
-  Rubbish bins
-  Water
-  Microwave
-  Elevators
-  No smoking



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