M.A. IN LEADERSHIP AND INNOVATION IN CONTEMPORARY MEDIA

The Mohammed Bin Rashid School for Communication at AUD...
Preparing practitioners and scholars to work in twenty-first century media...

MESSAGE FROM THE PROGRAM DIRECTOR

We at the MBRSC are happy to announce our new **M.A. degree program in Leadership and Innovation in Contemporary Media.**

This graduate program is an expression of our strong belief that the media sector is, not only one of the main drivers of economy and societal development, but that it also plays a key role in deeply influencing people's hearts and minds.

In every culture, media have always played an important part in shaping people's vision for the future.

More than ever, people are consuming content and at the same time producing it at an exponential rate. Media professionals need to prepare themselves for leading teams through a rapidly changing environment, as well as constantly innovate within their organizations. The media industry leaders will certainly require content producers to be more involved in the decision-making processes and more connected with the company's strategy, in order to be ready for the challenges that lie ahead.

This M.A. degree program will prepare our students for the real-life issues in the media sector, transforming the way they look at contemporary media and helping them create innovative solutions for their business ideas.

Dr. Pedro Sellos - Program Director

The Mohammed Bin Rashid School for Communication seeks to take advantage of its position in the local and international media hub of Dubai to achieve distinction in scholarship, instruction and facilities that graduate media professionals who are proficient in the creation of media content of local, regional or global relevance. Such content, reflective of the highest ethical standards, embraces a multitude of subjects and platforms and effectively informs and/or entertains diverse consumers of media.

WHY LEADERSHIP AND INNOVATION IN CONTEMPORARY MEDIA AT AUD?

Traditional media, like many other industries, are undergoing disruptive changes at an accelerated pace, caused mainly by digital technologies and new trends in content consumption. The platforms competing for consumer's attention are numerous and continue to grow.

Companies are just starting to realize the importance and the competitive advantage they can gain from collecting and using big data to understand audiences' behaviors and preferences, as well as to offer them specific content and relevant advertising. Management will have to make strategic decisions taking into consideration the different platforms that are now part of the new media ecosystem.

At the same time, the challenges of balancing new digital formats and narratives with business viability become indispensable in the digital environment. Therefore, the ability to develop innovative, feasible and affordable solutions has become a key aspect in the digital culture and a necessary element for success.

This program aims to prepare professionals for today's media landscape, enabling them to identify the threats and opportunities of the industry and to lead teams through innovative initiatives in their companies.

ABOUT THE PROGRAM

The students in the M.A. degree program will learn how to embrace dynamic change, understand new opportunities for monetizing the online platform, upgrade management techniques, and design new business models, with particular emphasis on shifts in the media environment in the Arab world.

The courses in this curriculum, when taken as a whole, provide students with specific skills for performing effectively in a world of constant innovation and unforeseen opportunities, and will enable students to expand their existing professional knowledge in order to keep pace with change.

The M.A. in Leadership and Innovation in Contemporary Media is a two-year, 30-credit hours (ten courses at three credit hours each) professional program.

As students advance through the program, courses increase in complexity and focus on leadership, marketing, business models, and management of innovations in relation to contemporary media.

After the first year of the program, certain courses will be offered every semester allowing students to proceed with their studies at the pace they want.

The M.A. program includes 6-credit hours for the Capstone project, which can be developed individually or in small groups.

Program Mission
The mission of the M.A. Program in LICM is to expand the capacity of professionals to understand, predict, and manage change in a context characterized by constant evolution as emerging media and communication technologies impact business and culture.

"*The School aims to modernize and globalize the media profession in the region, arming students with the right training through the highest quality undergraduate and graduate curricula.*" - Ali M. Jaber, Dean of the Mohammed Bin Rashid School for Communication at AUD.

So, What Can I Do with this M.A.?
Students who take this program will be able to:
- Enhance their knowledge and skills in emerging media technologies and acquire a thorough, critical understanding of the digital audience; as well as the repercussion of digital media on the economy;
- Have an important head start experimenting with innovative ideas in media;
- Experience the ideal environment for developing new businesses;
- Develop a new mindset, in line with future trends;
- Gain the capacity to appreciate and manage specific issues like Digital Transition, Innovation and New Business Models in the media industry;
- Create a strong networking experience with other media professionals and exchange know-how on the sector.

COURSES DESCRIPTIONS

LICM 601 | Survey of Media Landscape

The course provides an orientation within the field of communications and media and anticipates issues covered in greater depth in subsequent courses. It will look into at global and local frameworks, technology and social transformation, followed by the challenges of media regulation, diffusion, and innovation. The final section of the course focuses on new media, with special attention to politics, new audiences, and the role of social media in local and global contexts.

LICM 602 | New Media, New Lifestyles: Societal Impacts of Contemporary Media

Students will investigate contemporary new media practices to understand new forms of media-related behaviors and their underlying beliefs and attitudes. This course reflects on these shifts brought by the digital media and networked connectivity exploring new forms of personal identity, political action, commerce, and culture, and new concepts of privacy, intellectual property, and community.

LICM 603 | Audiences and Brands

The course will look into strategic branding and how audience data may be analyzed and interpreted to improve marketing outcomes. The way the Internet and social media have altered the amount and kind of data

that can be collected; and the strategic use of Twitter, Facebook and other platforms for social media marketing and the collection of audience data (data-mining) will be explored as well.

LICM 604 | Global Media Economics

This course will look into the common challenges that are facing media industries such as volatility of the business, the content-consumption-sponsorship interface, balancing local and international markets, and balancing social responsibility with profitability. It will highlight the new approach to content impacted by digitization and emerging economic feasibilities.

LICM 605 | Managing the Media Sector: Local vs. Global

This course examines management issues and techniques related to these challenges in the global media environment, addressing cultural differences, recognizing heterogeneity of global audiences, and fostering collaboration and ethical business practices.

LICM 606 | Creative Opportunities in Contemporary Media

This course will establish an understanding of the history, particular characteristics, and future directions of emerging media and transmedia, with an emphasis on cultivating a critical and creative perspective. Through

case studies and a critical examination of diverse media platforms, students will learn to identify the design characteristics and interactions fostered through diverse media forms.

LICM 607 | Managing Emerging Media

Managing Emerging Media provides students with a comprehensive view of theoretical and practical communication strategies for product marketing in electronic media, including managing websites, positioning a brand, and marketing locally with centralized operation.

LICM 608 | Global Media Leadership

The course examines a wide variety of case studies in emerging business models that foster creativity and success in managing media productions in a global context, focusing on strategies of leadership, emerging technologies and awareness of cultural context.

LICM 609 | Capstone I

Students in the Capstone I will synthesize learning from courses taken in the Leadership and Innovation in Contemporary Media Program to create a new business model for an existing firm, or to create a business model for a new company, demonstrating an awareness of innovation, emerging media technologies and platforms, and entrepreneurship. In Phase I, students, will create the Business Model, which they will further develop in LICM 610.

LICM 610 | Capstone II

Students in the Capstone class will synthesize learning from courses taken in the Leadership and Innovation in Contemporary Media Program to create a new business model for an existing firm, or to create a business model for a new company, demonstrating an awareness of innovation, emerging media technologies and platforms, and entrepreneurship. In Phase II students, will complete and fine tune the Business Model that they created in LICM 609, Phase I.

COURSE SEQUENCING

Students can join in either the fall or the spring semester. The first course for all joining students will be *LICM 601 The Survey of Media Landscape,* which will provide a general understanding of media in the global and local contexts, will cover the contemporary media structures, and will focus on new media, with special attention to politics, new audiences, and the role of social media in the local and global contexts.

Most courses, LICM 602, 603, 604, and 606, are stand-alone courses that can be taken in any order prior to taking the capstone courses, LICM 609 and 610.

Table 1- Students Joining in the Fall Semester

	Fall	Spring	Summer
Year I	LICM 601	LICM 604	
	LICM 602	LICM 605	
	LICM 603		
Year II	LICM 606	LICM 608	LICM 610
	LICM 607	LICM 609	

Table II- Students Joining in the Spring Semester

	Fall	Spring
Year I		LICM 601
		LICM 604
Year II	LICM 602	LICM 605
	LICM 603	LICM 606
Year III	LICM 607	LICM 610
	LICM 608	
	LICM 609	

ADVISORY BOARD

The MBRSC holds annual meetings with members of its Advisory Board; consisting of prominent professionals, with the main role of advising the School's administration on matters relevant to its programs, and assisting the School in formulating and implementing its strategic priorities.

The Board members also play an important role in setting our programs standards and providing feedback on our alumni position in the market. Moreover, the Advisory Board is an integral component of the School's linkage to the media community.

The members are:
- Dr. Mohammed Al Odadi, Assistant to the Chairman and Board Member, MBC Group - representing Sh. Walid Al Ibrahim, Chairman, MBC Group
- Mr. Ahmed Al Sayegh, CEO of Dolphin and Chairman of Masdar;
- Ms. Erin Burnett, CNN Anchor
- Dr. Elizabeth M. Daley, Dean, School of Cinematic Arts, USC
- Mr. Pierre El Daher, Chairman & CEO, LBCI;
- Mr. Ghassan Harfouche, Group Chief Executive Officer Middle East, MCN;
- Mr. AbdulHamid Juma, Chairman, DIFF;
- Ms. Lina Matta, Senior Channel Manager MBC 2, MBC 4, MBC Max, MBC Variety;
- Dr. Philip Seib, Vice Dean, Annenberg School for Communication and Journalism, USC; and
- Mr. Osman Sultan, CEO, du.

ADMISSIONS CHECKLIST

Please make sure that the following items are included with your application, your admission will depend on the receipt of all necessary documents that are required throughout the review of your application.

Application, Grades and Degrees

* Completed **Application for Graduate Admissions**

* A **3.00 GPA** (on a 4.00 scale) or better in undergraduate study. *For students with undergraduate credits earned at more than one institution, a separate GPA is calculated.*

* **Undergraduate/Graduate Records**: Official (sealed) transcripts from all universities, colleges, or other institutions of higher learning at which the applicant completed undergraduate and graduate studies.

* **Undergraduate/Graduate Diplomas** – *Photocopy of diplomas with the originals required for verification.*

* **Profile** and/or * **Grading system** of universities/colleges previously attended.

Attestations & Equivalencies

* **Transcripts and Diplomas Attestation**
• Transcripts should be attested by the appropriate higher education authority in the country in which the degree was granted,

and must be translated into English if they are issued in a language other than English.
• Applicants with degrees granted outside the U.A.E., should obtain attestation from (1) the Ministry of Higher Education of the country of study, (2) the Ministry of Foreign Affairs in that country, and (3) the U.A.E. Embassy in that country or the Embassy of the country of study in the U.A.E. and the U.A.E. Ministry of Foreign Affairs.

* **Equivalency letter** is required from the Ministry of Higher Education and Scientific Research in the UAE

Test Scores if available at the time of submission or the scheduled test date. *AUD's code for TOEFL® is 0063; results should be sent directly to the AUD Admissions Office.*

* **International TOEFL®** *or* * **IELTS™**

TOEFL®	Score	IELTS™	Score
Internet Based	79-80	Sum	6.5
Paper Based*	550		

Personal Info

* Two (**2**) **Official letters of recommendation** Two referees, either educators or professionals, who are in a position to assess the academic performance and potential success of the applicant, should complete the *Reference Forms* prescribed by the university. The two completed

Reference Forms should be sent directly to the Office of Admissions.

* **CV/Resumé**

* **Statement of Career Goals** reflecting the rationale for the application to the graduate program.

* Two (**2**) **recent passport-size photographs** *2 x 2 inches in size, with full face, front view with a plain white background.*
* **Passport photocopy with validity page**
* Photocopy **U.A.E. Residency Visa**
* Photocopy **U.A.E. ID**

* Completed *Health History Form.* This form must be signed and stamped by a Physician.

Financial Requirements

* Non-refundable **application fee of AED 200**. A reservation deposit (non-refundable) of AED 2,000, which is fully applied toward tuition, is required upon acceptance for admission.

Program-specific Admission Criteria

* Undergraduate degree preferably in Communication or in a discipline related to media;

* At least 2 years' experience preferably in the media industry;

* A final interview with the M.A. Admissions Committee.

SELECTION CRITERIA

All applications for admission to the Graduate program are evaluated by the Graduate Admissions Committee, which consists of the Graduate Program Director as Chair, a Graduate Faculty members appointed by the Program Director, and one representative of the Admissions Office.

The Committee employs the following criteria in its applicant evaluation process:

1. Applicant's undergraduate GPA
2. Applicant's work experience
3. Applicant's statement of career objectives
4. Graduate Reference Forms/ letters from employers and/ or university instructors

In using the four preceding criteria to evaluate each candidate, the Committee follows a balanced approach, based on the principle that ample satisfaction by an applicant, of one or more of these criteria, may to a reasonable extent compensate for deficiencies in one or more of the other criteria used in the applicant's evaluation.

GRADUATE TUITION

(The standard academic year is comprised of the Fall [September-December], and Spring [January-April] semesters, and Summer session (May-June)

Graduate Tuition
M.A. Tuition   AED3,700 per credit

AUD | AMERICAN UNIVERSITY IN DUBAI

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ADMISSIONS AT AUD

Pursuant to the Mission of AUD, the Admissions Office consists of a professional team that assists prospective students gain accessibility to opportunities in higher education.

The Admissions team is held to a high level of integrity and is charged with providing quality service and accurate information to all students.

AUD admits to its degree programs only those students who possess appropriate credentials and the demonstrated capacity and potential to successfully complete the educational programs provided by the university and meaningfully participate in the total educational experience offered by AUD.

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For specific admissions requirements, please consult: the *AUD Graduate Catalog* or the website www.aud.edu

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