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.
LEADERSHIP
AND INNOVATION IN
CONTEMPORARY MEDIA
Message from the Program Director

This graduate program is an expression of our strong belief that the media sector is not only one of the main drivers of economic and societal development, but that it also plays a key role in deeply influencing people’s hearts and minds. In every culture, media has 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 to 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
Why?
Why Leadership and Innovation In Contemporary Media at AUD?

Traditional media, like many other industries, is 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 beginning 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 prepares 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.
PROGRAM
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 of 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.
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, equipping 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.
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 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 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 | Leading in the Digital Age

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 | Innovation in Media: 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 | Innovation in Media: 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.
Recommended M.A. IN LICM Course Sequencing

Students can join in either the fall or the spring semester. Most courses, like LICM 604, 603, 602, and 606, are stand-alone courses that can be taken in any order prior to taking the capstone courses, LICM 609 and 610. The proposed course sequence for students is illustrated in the following Table:

Recommended Course Sequence

<table>
<thead>
<tr>
<th>Year/Semester</th>
<th>Fall</th>
<th>Spring</th>
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</table>
| Year 1        | LICM 601  
(Survey of Media Landscape)                  | LICM 603  
(Audiences and Brands)                       |
|               | LICM 602  
(New Media, New Lifestyles: Societal Impacts of Contemporary Media) | LICM 604  
(Global Media Economics)                        |
|               |                                           | LICM 605  
(Managing the Media Sector: Local vs. Global) |
| Year 2        | LICM 606  
(Creative Opportunities in Contemporary Media) | LICM 608  
(Leading in the Digital Age)                       |
|               | LICM 607  
(Managing Emerging Media)                        | LICM 610  
(Innovation in Media: Capstone II)                 |
|               | LICM 609  
(Innovation in Media: Capstone I)                  |                                             |

*Courses may be offered during Summer I semester, based on the students’ demand and the availability of faculty.*
POST-GRADUATION
Where does the MA in LICM take you?

MA in LICM Graduates 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;

• Achieve 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; and,

• Create a strong networking experience with other media professionals and exchange know-how on the sector.
EXCLUSIVE WORKSHOPS
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 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

- Ms. Lina Matta, 
  Senior Channel Manager MBC 2, MBC 4, MBC Max, MBC Variety

- Dr. Philip Seib, 
  Professor of Journalism and Public Diplomacy, Annenberg School for Communication and Journalism, USC

- Mr. Osman Sultan, 
  CEO, du

- Jamal Al Sharif, 
  Chief Officer- Business Affairs, Dubai Development Authority

- Carol Moufarrej, 
  Former Associate Dean, MBRSC
“Earning a M.A in Leadership and Innovation in Contemporary Media truly allowed me to further explore the vast and ever evolving world of media. Attaining the latter degree has not been without its challenges. However, it certainly has provided me with extensive knowledge to advance in my broadcast media career and excel at an entrepreneurial level. Thanks to the guidance of world-class professors with their extensive expertise, I am better equipped with the necessary tools to succeed and expand in multiple areas within my field.”

Producer, MBC
DIALA ALI

"The program broadened my awareness in the digital media world. Plus, it gave me the opportunity to study in an environment surrounded by people from the media who share with me similar passions for achieving big goals and make a difference.

I highly recommend the program for students who want to have a better perspective about the recent startups scene around the world, to start their own or innovate and apply new ideas in their workplace."

Producer,
“The M.A in LICM helps me broaden my horizons and look at the media industry in innovative ways. I believe that pursuing the M.A in LICM will boost my career options to help me have a leading role in the media industry in the future.”

Integrated Media Planner, Initiative
MAYA HOJEIJI

“Prior to being a part of the MALICM program, I spent a great deal of time trying to understand the different angles of leadership that make us perform better and grow to the next level. I had a lot of experience and knowledge, yet found difficulty in practice, the discussions and concepts discussed gave me clear direction to what it means to be an effective leader. Additionally, developing a peer group of colleagues that have experienced and struggled with many of the same ideas and applications has been rewarding on many levels. The program has given me an incentive to move forward in my career and life.”

Senior Business Anchor,
“Walking around LICM classes now, sensing what we have accomplished here, brings a smile to my face. The support and the “I got your back” feeling are priceless. Also, being in the room with so many smart and dedicated media professionals encourages you to keep ‘leveling up’.

The courses offered are so engaging, relatable and challenging, that you often find yourself immersed in thought-provoking conversations. Graduating from the MA in LICM enriches your knowledge and vision in a way that you won't know until you experience it.

Senior Communications Manager, Noha Nabi"
INTERNATIONAL EXPERIENCES
BECOME ONE OF US
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.

Academic Requirements
An earned undergraduate degree from an institution accredited by the Ministry of Education in the U.A.E. or by the relevant national or regional institutional accrediting body in the case of international applicants.

Documents Requirements
• A completed online Application for Admission.

• A 3.00 GPA (on a 4.00 scale) or better in undergraduate study.

• Official and attested transcripts (in English) of academic record from all universities attended.

• Official test scores: TOEFL ©/ IELTS™ & (GMAT® for MBA) & (GRE® for MSCM) where relevant.

• Two Professional or Educational References (including contact information).

• Army exemption letter for all UAE nationals.

Program-specific Admission Criteria
• Undergraduate degree: preferably, but not necessarily in Communication or in a discipline related to media.

• At least 2 years’ experience preferably in the media industry.

• The applicant’s history, including length of work experience, and specific skills.

• A Final Interview with the M.A. in LICM Admissions Committee (Program Director, M.A. in LICM Faculty).

Financial Requirements
• Non-refundable application fee of AED 420.
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

- Undergraduate / Graduate Diplomas.
- Equivalency letter from the UAE Ministry of Education.
- Confirmation of University Records.
- A statement of the applicant’s career objectives.

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.
The School of Architecture, Art and Design prepares graduates in the fields of Architecture, Interior Design, and Visual Communication to immerse into the profession and attain international standards of excellence. The School promotes critical thinking, creativity, cultural diversity, professional ethical values and environmental awareness.

ADMISSIONS AT AUD

The Mission of the Office of Admissions is to admit to AUD’s degree programs 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.

The Office of Admissions 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 OFFICE OF ADMISSIONS
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admissions@aud.edu
www.aud.edu

For specific admissions requirements, please check the AUD Graduate Catalog at our website or contact the Office of Admissions.

ACCREDITED IN THE UAE & THE USA
AUD is officially licensed by the U.A.E. Ministry of Education – Higher Education Affairs (MOE-HEA) The Ministry has accredited the university’s undergraduate and graduate programs, in addition to Certificate programs in Middle Eastern Studies and Professional Teaching.

AUD is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award Baccalaureate and Master’s degree levels. Questions about the accreditation of AUD may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097 USA, by calling +1 (404) 679-4500, or by using information available on SACSCOC’s website (www.sacscoc.org).