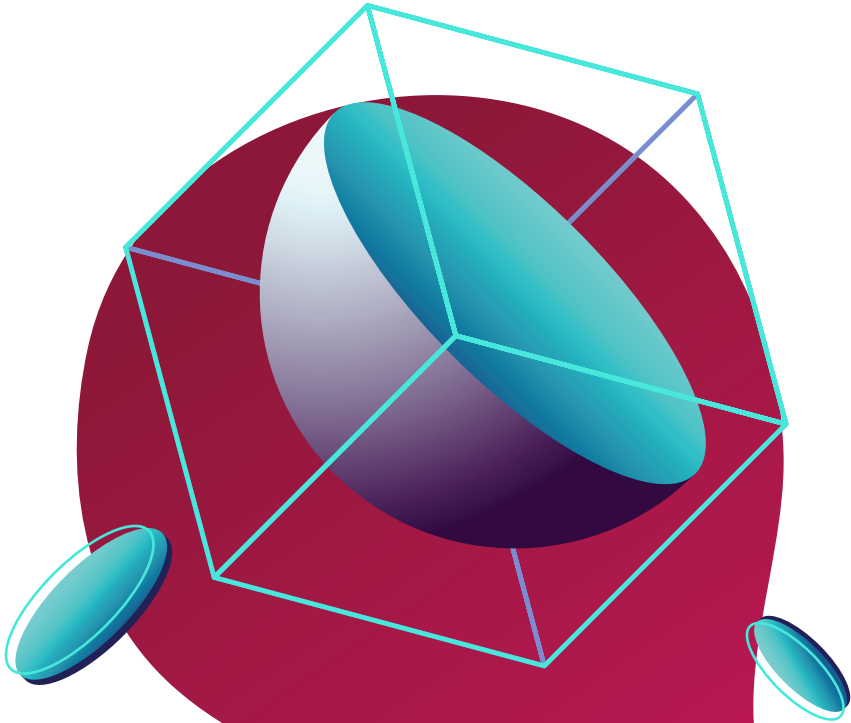LICM | AUD
AMERICAN
UNIVERSITY
IN DUBAI

M.A. IN LEADERSHIP AND INNOVATION IN CONTEMPORARY MEDIA

A MESSAGE FROM
THE PROGRAM DIRECTOR

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Vaios Papanagnou
Program Director

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 incomplexity and focus on leadership, marketing, business models, and management of innovations in relation to contemporary media.

WHY

Why Leadership and Innovation In Contemporary Media at AUD?

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.

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.

PROGRAM

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 charactvv vof 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.
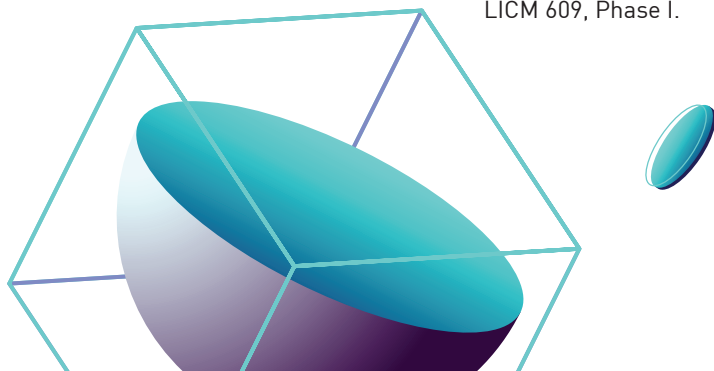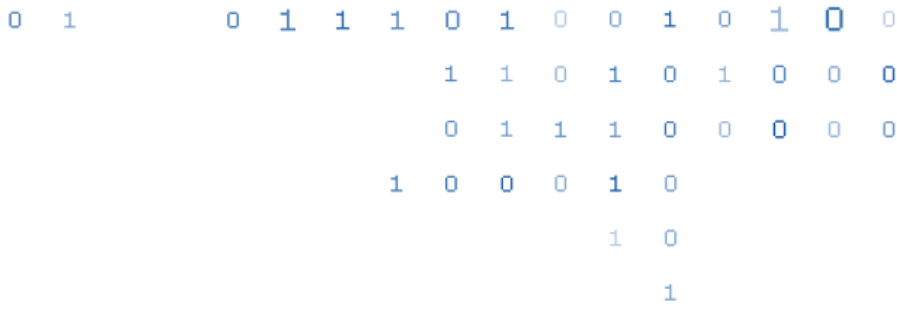
M.A. IN LICM
COURSE SEQUENCING

Students can join in either the fall or the spring semester. Most courses, like 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.The proposed course sequence for students is illustrated in the following Table:

Recommended Course Sequence

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

*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 Gradautes 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.

WORKSHOPS

Extra-curricular workshops are a key component of the student's journey in the M.A. in LICM. They are devised to further bridge the gap between academia and the industry. Professional media specialists come to the classroom and create hands-on exercises to enhance the students' integration in today's media world.

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. Elizabeth M. Daley
Dean, School of Cinematic Arts, USC

Ms. Erin Burnett
CNN Anchor

Mr. Fares Akkad
Regional Director, Meta, MEA

Mr. Ghassan Harfouche
Group CEO MCN MENAT and
President McCann Worldgroup APAC

Mr. Gordon Stables
Director, Annenberg School for
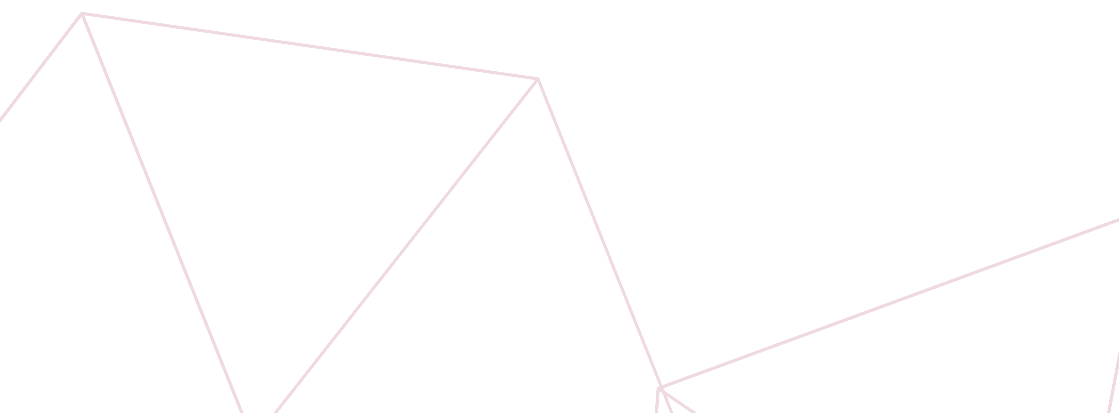Communication and Journalism, USC

Ms. Lina Matta
Director Shahid AVOD, MBC 2,
MBC 4, MBC Max, MBC Variety at
MBC Group

Mr. Mohammed AlMulla
CEO, Dubai Media

Ms. Samar Akrouk
Managing Director, MBC Studios

ALUMNI

SALLY MOUSSA

❝ It has been a wonderful journey for me. After 15 years in the industry, the M.A. in LICM brought a fresh breeze into my media knowledge. Being in the classroom opened my mind, gave me the skills to process and analyze new media trends, and helped me build new strategies at work. And the biggest gain is that I now get to call the wonderful people I met in class my lifetime friends. ❞

Managing Partner- HuManagement

RAAFAT DARAZI

66 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. 99

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,

LOUAI KHAUNAGH

❝ The M.A. in LICM has profoundly shaped the way I approach storytelling, creativity, and leadership in the world of video production, media, and digital. It has given me a deeper understanding of emerging media trends and the strategic thinking needed to craft compelling content that resonates with audiences. This education has refined my media production and marketing skills and strengthened my ability to lead innovative projects, push creative boundaries, and stay ahead in an ever-evolving industry. ❞

Creative Producer,

MAYA HOJEIJ

❝ 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,

Podcast Presentation

INTERNATIONAL EXPERIENCES

Accompanied by faculty members, students of the M.A. in LICM have the chance to travel to the most dynamic cities to explore their media scene, understand their media eco-system and connect with key players. Program and visits organized by the School.

ADMISSIONS CHECKLIST

- Online application for admission: https://applyonline.aud.edu/

- Undergraduate degree (bachelor's) with a minimum cumulative GPA of 3.00 (on a 4.00 scale) or better (or equivalent) earned from an institution accredited by the UAE Ministry of Higher Education and Scientific Research and by the relevant national or regional institutional accrediting body in the case of international applicants

- Graduation diploma

- Recognition of university certificate for international applicants – to be obtained from UAE Ministry of Higher Education and Scientific Research

- Confirmation of university records (required from every university attended by the student before joining AUD)

- Test requirements:

    English

    Academic IELTS™ score of 6.5 or TOEFL® score of 550 ITP (Paper-based)* or 79 IBT®

    *TOEFL ITP Paper-Based scores are accepted from approved centers in the UAE

- Statement of the applicant's career objectives

- CV/Resume (including two professional or educational references and their contact information)

- Passport copy and Emirates ID

- National military service letter (for UAE male nationals)

- AUD Health History Form

- 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.

ADMISSIONS AT AUD

The MBRSC 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.

The Mission of the Office of Student Recruitment and 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 Student Recruitment and 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.

ACCREDITED IN THE UAE & THE USA

AUD is officially licensed by the UAE Ministry of Higher Education and Scientific Research. The Ministry has accredited the university's undergraduate and graduate programs, in addition to a Certificate program in Middle Eastern Studies.

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).

AUD | AMERICAN UNIVERSITY IN DUBAI

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For more information, check the
AUD Graduate Catalog

/audubai