



MBRSG ACADEMIC
PROGRAMS



مبادرات محمد بن راشد آل مكتوم العالمية
Mohammed Bin Rashid
Al Maktoum Global Initiatives

كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT



MASTER OF INNOVATION MANAGEMENT

EMPOWERING LEADERS, SHAPING THE FUTURE...

MASTER OF
INNOVATION MANAGEMENT

MBRSG

PRIME

an initiative of the
United Nations Global Compact



كلية محمد بن راشد
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Mohammed Bin Rashid School of Government

The Mohammed Bin Rashid School of Government was launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, as the first research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support good governance in the UAE and the Arab world, and empower future leaders through an integrated system offering academic and training programs, as well as evidence based policy analysis and research. The school ascribes to the UN's Principles of Responsible Management Education (PRME), as we believe in "Empowering Future Leaders".

The School began offering its first postgraduate program, the Master of Public Administration program in 2009. The School expanded its program portfolio in 2017 to include 3 Master programs under the title "Future Government Programs". The School's operations are founded on global best practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the applied aspects of governance. The School also collaborates with several government and private institutions both regionally and internationally. The overall design and implementation of training programs is built on the foundation of scientific thought and is inspired by the reality of Arab public administration and with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the Arab world. The School also organizes international and regional conferences and specialized workshops, and holds forums to facilitate the exchange of ideas and knowledge between Arab region and the world.



"When you create leaders, you create a future. A real leader is one who builds up other leaders, and a real organization is one that produces leaders"

H.H. Sheikh Mohammed bin Rashid Al Maktoum
Vice-President and Prime Minister of the UAE and Ruler of Dubai

Program Information- Overview

“Governments that don’t innovate grow old. With ideas, we will beat all competitors. New economy is based on innovations. Nothing is stronger than great ideas.”

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice-President and Prime Minister of the UAE and Ruler of Dubai
10 commandments of Governance

The Master of Innovation Management program is designed for professionals working in and with the public sector, who wish to pursue a career in innovation management. This program has been developed for current and future managers and leaders in the national and international public and private sector organizations, who work in the area of delivering public value. It is particularly relevant in the current climate of governance and agile government, and will be of interest to those who want to keep ahead of international trends. The program uses a quintuple helix approach which includes: a strong theoretical foundation on core concepts of innovation management in the context of the creation of public value; experiential learning through interactive workshops and discussions and practice-based assessments; and personal competencies development for leaders in charge of leading, designing, managing and implementing innovations. The focus is understanding and solving wicked problems using design thinking and a customer-centric approach to solve problems that impact public value.

Organizations that are consistently successful at managing innovation outperform their peers in terms of growth, financial performance and employment. The broader social benefits of innovation are even greater. However, innovation is not easy to develop within any organization and requires an outlook that is quite different from that offered by standard management strategies. Innovation is the successful transformation of ideas to stakeholder value by products, services and processes in cost effective ways. The leaderships challenges require an organization-wide cultural re-haul at all levels. To be successful, innovation needs to be integrated in and outside the organization, and take into account disruptions like technology, markets dynamics, citizen preferences, and global trends. Advocacy and translating value of innovation can at times be daunting. The design of this course has kept these and various challenges of public servants in mind. To successfully graduate, our students produce dissertations which are scientifically grounded studies focusing on a specific problem. These studies are often result in public policy contributions. The MIM program reflects the 2018 UAE Advanced National Innovation Strategy, the National Advanced Sciences Agenda 2031, UAE Vision 2021, and the aspirational goals outlined in the Centennial Plan 2071.



Learning Outcomes

Students completing the MIM program will be able to:

1. Critically analyse and evaluate the ethical and cultural dimensions of innovation management in the public and private sectors
2. Understand and apply innovation theory to processes, structures and systems
3. Synthesize the purpose, design, functions, and character of innovation management
4. Utilise advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine innovation management
5. Appraise and assess the role of innovation management driving local outcomes
6. Decide on effective leadership and teamwork skills to solve complex innovation management problems and communicate decisions to relevant audiences.



Careers & Employability

The student cohort is composed of individuals from government entities, quasi-government entities and private sector and third sector entities that work with governments. The recent government push for every government department to have a 'CEO of Innovation' shows the future value of this degree. Our Master of Innovation Management graduates work in a range of public and private sector organizations in areas of new business development, innovation project management and innovation consultancy. Their portfolio includes product and service contexts across a variety of industries. Their daily jobs will involve supporting development teams when new products are being developed, and they devise and initiate new products and services themselves, becoming new business developers. They also act as consultants to small and medium-sized enterprises, advising on organizing businesses for innovation.

Admission requirements

1. Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSG website at [https://www.mbrsg.ae/home/programs/master-of-innovation-management-\(mim\).aspx](https://www.mbrsg.ae/home/programs/master-of-innovation-management-(mim).aspx)
2. Provision of attested official university and college degrees and transcripts (back and front), from a recognized Bachelor's degree, earned in a discipline appropriate for the prospective graduate degree, with a minimum (equivalent) Grade Point Average (GPA) of 3.00 (on a 4.0 Scale) for full admission or 2.50 (on a 4.0 Scale) for Conditional Admission.
3. Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
4. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for EmSAT or TOEFL or Academic IELTS scores as required to satisfy the English language proficiency requirement as follows:
 - Full Admission: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (1400 or more) or (ii) a TOEFL score of 550 or more (213 CBT, 79 iBT) equivalent or IELTS (6.0 or more) OR
 - Conditional Admission: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for an (i) EmSAT score of a minimum of 1250, OR (ii) a TOEFL score of 530 or more (197 CBT, 71 iBT) equivalent OR an IELTS (Academic) score of a minimum of 5.5.
 - Students who have completed undergraduate education in an English-medium institution might be allowed admission into a graduate program without demonstrating TOEFL score of 550 (or equivalent). This exemption can be applicable only to those students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference/native English speaking country (e.g. UK, USA, Australia, New Zealand).

5. Applicants will be expected to have a minimum of three (3) years' relevant work experience, except for applicants who have a CGPA of 3.5 or above on a 4.0 scale, and who are already working in the public sector or a non-profit organization, who may be accepted with a minimum relevant work experience of eighteen months.



Delivery Mode & Duration

Each taught MIM module will be delivered as integrated units over three weekend blocks of 7 hours per day and a Project Based Workshop of 3 hours per Module each semester. Each Module will contain 45 hours of direct contact (face to face) teaching in class and an additional 155 hours of self-access study each semester to ensure success in this module. Self access (independent learning) tasks include a robust program of Directed Independent Learning (DIL) activities, e-resources together with individual academic advisor support that are extension tasks that align with the learning outcomes. The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions. Students are required to attend additional (non-credit) workshops focusing on the development of academic writing and research skills. Students are also encouraged to attend seminars and guest lectures hosted by the MBRSG.

Students enrolled in the MIM program, in a Full Time study mode are expected to complete the program in three (3) academic semesters and for those students enrolled in a Part-Time Mode either four (4) or five (5) academic semesters.

Completion Requirements

All MIM students will need to complete a total of 180 credits to be eligible for the MIM degree in accordance with the MBRSG Graduate Completion Policy. Students will need to successfully complete 120 credits with an average mark of Pass with Merit (60%) or more, as per the MBRSG grading scale, before being allowed to progress to the dissertation stage. Student progression to the dissertation stage will be administered by the Progression Board following confirmation of results by the Examination Board each semester. A student completing 120 credits of taught modules and a 60 credit Dissertation for a total of 180 credits will be eligible for an MIM award. Students must attend at least 80% of all contact sessions.

Students can exit with a Postgraduate Diploma after completion of 120 Credits and prior to attempting the Dissertation. *

* subject to meeting the overall grade requirement

Masters (MIM)		
180 CATS Credits	The duration of the full-time Master's program will be a minimum of 12 months and will not exceed three years.	The minimum program duration of the MIM program in part time mode is 18 months and will not exceed five years.

Full-time status allows students to take a career break and focus intensively, without interruption, on their academic development. It aims to strengthen employment and allows students to complete the program and return to work in the shortest time possible. (12 months)

Program Structure

MIM Modular structure

	Module Title	Credit Value
ASM001	Foundation Course in Research Methods for Public Policy	0
MIM 711	Frontiers of Innovation	20
MIM 712	Public Sector Foresight & Innovation	20
MIM 713	Service Innovation	20
MIM 714	Microeconomics of Competitiveness	20
MIM 715	Research Methods	20
MIM 716	Strategic Management and Leadership	20
Exit with a Postgraduate Diploma (120 Credits)		
MIM 901	Dissertation	60
Exit with a Masters of Innovation Management Degree (180 Credits)		



Course Description

MIM711: Frontiers of Innovation (20 CATS Credits)

Organizations that are consistently successful at managing innovation outperform their peers in terms of growth, financial performance and employment. The broader social benefits of innovation are even greater. However, as this course will demonstrate, innovation is not easy to develop within any organization and requires an approach that is quite different from that offered by standard management tools. The strategic management of innovation requires more than just adding it to the functions of an organization. Instead, it needs an integrated approach that deals with interactions between changes in technology, organizations and markets. This course will explore the different elements that develop and sustain innovation within various organizations and, given the strategic imperative within the UAE to develop a more innovative economy, will also explore the importance of innovation within a national context. It will therefore provide learners with opportunities to explore experiences of innovation and entrepreneurship in action and reflect, in a structured manner, on these experiences and the lessons that emerge from them. It will also introduce concepts that provide the basis for understanding innovation, how it can be managed, and enable the student to experiment with these conceptual models to help make sense of managing innovation.

This module will introduce you to the basic concepts and terminology of innovation that provide for a common foundation of the subject that will help you interact with other innovation experts. You will learn theoretical frameworks and develop the necessary skills to implement them successfully by analyzing information, managing expectations, learning experimentation to test your ideas and thus create robust innovation strategies. You should be able to recommend, monitor and manage innovation within your organizations. Given the strategic imperative within the UAE to develop a more innovative economy and UAE's vision to be a leader in the international context, this course will also explore the importance of innovation within a national and international context. You will also get opportunities to explore experiences of innovation and entrepreneurship in action and reflect in a structured manner on these experiences and the lessons that emerge from them.

MIM712: Public Sector Foresight & Innovation (20 CATS Credits)

Public sector innovation - where new ideas create value for society. In recent years, there has been increasingly more concerted efforts to develop a systematic approach to creating innovative solutions to address societal challenges as well as understand potential future changes. This course will examine key issues in terms of public sector innovation as well as horizon scanning, which, as a result of changing political agendas and a desire for action during the last few decades, has led to continuous organizational change becoming common in many parts of the public sector. This trend has accelerated after the last global economic and financial crises, as governments seek to understand potential future scenarios, and reform, restructure and reorganize their public sector activities to deliver more efficient and effective services. In addition, citizens' expectations of higher value service innovations are increasing despite fiscal pressures, especially in terms of greater choice and quality. Other important issues such as demographics, technology and climate change. Some would argue that many public sector organizations are not up to the job of developing and implementing solutions to deal with these challenges. Many public servants focus too much on short-term needs of politicians; are too bureaucratic and hierarchical to deal with change; have an aversion to failure that restricts new ideas; do not place citizens at the heart of their policymaking; cannot scale new solutions sufficiently; and have few formal methods for promoting innovation.

MIM713: Service Innovation (20 CATS Credits)

Public value is heavily dependent on the services employed as a method of delivery. Very often these are services where the user has no choice, which makes them critical to a governments success and international competitiveness. With the service sector creating most of the wealth and employment within developed and emerging economies, ensuring that the sector continues to innovate presents a number of challenges. These challenges are not only about the design and development of the service innovation, its delivery and its impact measurement. This course will not only examine some of the key issues from academic research and management practice on services innovation but will enable the learner to build the skills and capabilities necessary to better design services, especially in new ways in which service innovation takes place. The pedagogical method we use is that of design thinking for problem solving and this is done through a series of lectures and workshops .

The service sector creates most of the wealth and employment within developed and emerging economies. This fact alone ensures that the need to innovate in this sector maybe critical for ongoing competitiveness of the country. For citizens, often the first stage of interaction with the government is the services they experience. Service innovation begins with a customer centric process.

We will use design-thinking in this course and workshop pedagogical model to understand service strategy design for complex problems at both organizational levels and at the national level. This course will examine some of the key issues from academic research (like behavioral insights) and management practice on services innovation which will enable the learner to build the skills and capabilities necessary to better design services, leading to greater customer satisfaction.

Service innovation is needed also at the supra-country level. The global goals which are wicked problems need a collaborative global perspective - across countries, across sectors, across both private and public organizations if we are to achieve SDGs like zero poverty and zero hunger by 2030. For example, one study states there is enough food to feed every single individual, but we may need to redesign processes in our supply chain and change regulations

MIM714: Microeconomics of Competitiveness (20 CATS Credits)

The module is concerned with the determinants of competitiveness and economic development viewed from a bottom up, microeconomic perspective. While sound macroeconomic policies, stable legal and political systems, and the accumulation of factors of production affect the potential for competitiveness, wealth is created at the microeconomic level. The strategies of firms, the vitality of clusters, and quality of the business environment in which competition takes place are what ultimately determines a nation's or region's productivity and wealth. The content covers both developing and advanced economies. The focus is on emerging, transitioning and advanced countries where microeconomic agendas are critical to sustained success. Furthermore, the module addresses competitiveness at the level of nations, states or cities within nations, clusters, and groups of neighboring countries. A major theme of the course is that competitiveness and economic development are affected by policies at all these levels.

The module is not only concerned with government policy, but also with the roles of business, universities, and other institutions in competitiveness. In modern international competition, the roles of the constituencies have shifted and expanded, and the traditional separation between them works against successful economic development. Also, the ability to mount and sustain a competitiveness strategy for a nation or region is a daunting challenge. The course explores not only theory and policy, but also the nature of the organizational structure and institutions for sustained improvements in competitiveness. In addition to both macro and micro policy choices, the course underlines the role of history, i.e. the legacy of nations (such as language, culture and general institutions), and geography, i.e. the regional circumstances (such as the level of development among neighboring nations and the intensity in regional interaction).

MIM715: Research Methods (20 CATS Credits)

This module is designed to give students an understanding of the qualitative and quantitative research methods needed by public administrators. Course topics include research design (this includes defining research problems, formulating research questions and reviewing literature), research strategy, methods and data collection tools. Students will be introduced to a wide range of qualitative tools such as case studies, grounded theory and action research as well as quantitative tools moving from descriptive statistics to regression analysis. The course will enhance students' skill in evaluating published research and learn how to use research methods in their own research, in order to grasp and analyses issues related to public administration and public policy. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables.

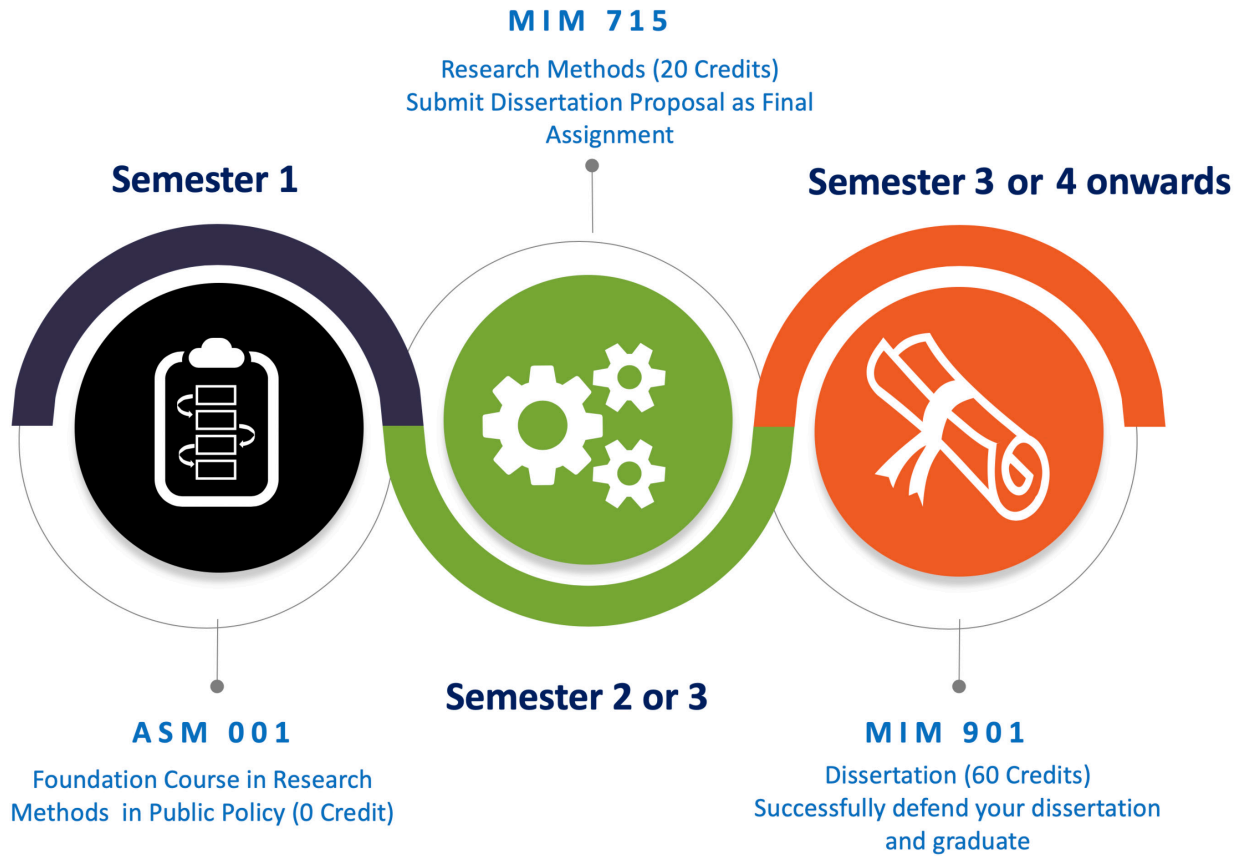
MIM716: Strategic Management and Leadership (20 CATS Credits)

This module facilitates students' understanding of the process of strategic thinking, planning, and implementation, to facilitate a culture of innovation in government organizations. The relationships between organizational resources, goals, objectives and means will be fully considered in an attempt to find out how public organizations deploy these resources in order to achieve their visions and missions, and to advance innovative public services. The role of leadership in defining organizational processes, goals, objectives and shaping the overall strategic orientation of the organization will be discussed to highlight how dynamic interactions between different organizational levels and teams could achieve innovation. The module also addresses the difficulty of adopting strategic management in public sector innovation and considers how to deal with the problems of implementation of innovative strategies. A case study approach will be adopted to link theory with practice and help students apply their knowledge in the UAE and the MENA region.

MIM901: Dissertation (60 CATS Credits)

The Dissertation in Innovation Management is designed to enable MBRSG's Master candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their course work. The subject matter for the dissertation should be based on skills and concepts acquired during the taught part of the program. However, in order to satisfy the requirements for a Masters level dissertation, it will be necessary for the candidate to develop, enhance and apply these concepts through demonstration of independent research skills beyond the level achieved in prior coursework. To this end, candidates will conduct substantive original research on a strategic management, innovation management or service innovation issue of importance to the region. The outcome will be the development and presentation of the research results and recommendations that can inform innovation management in the UAE and beyond.

Dissertation Stages



Mohammed Bin Rashid School of Government offers 3 other degree options for your consideration.

1. Master of Public Administration Policy (MPA)
2. Master of Public Policy (MPP)
3. Executive Master in Public Administration (EMPA)(Arabic)

Program Coordinator and Staff Contact Details

The members of staff listed below will be facilitating your progress in this program either in an administrative or pedagogical role and you might find their contact information useful during the duration of your studies.

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