



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 IN INNOVATION MANAGEMENT

Innovation for Future Public Value

PRME

an initiative of the
United Nations Global Compact

MIM

MASTER IN INNOVATION MANAGEMENT

Innovation for Future Public Value





ABOUT US

The Mohammed Bin Rashid School of Government (MBRSG) 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. MBRSG empowers future leaders through an integrated system offering academic and training programs, as well as evidence based policy analysis and research. The programs are founded on global best practices, initially developed in collaboration with the Kennedy School at Harvard University. It is considered a unique model for academic institutions in that it focuses on the applied aspects of governance. MBRSG also collaborates with several government and private institutions both regionally and internationally building on a foundation of scientific thought inspired by the reality of Arab public administration with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the world.

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 in 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 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 triple helix approach: 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. Students will develop competencies for 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 at various levels.

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 include 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 often result in public policy contributions. The MIM program reflects the Nation's focus on advanced technology, citizen services, invisible government with zero bureaucracy and responsible innovations for the benefit of the nation and the world.



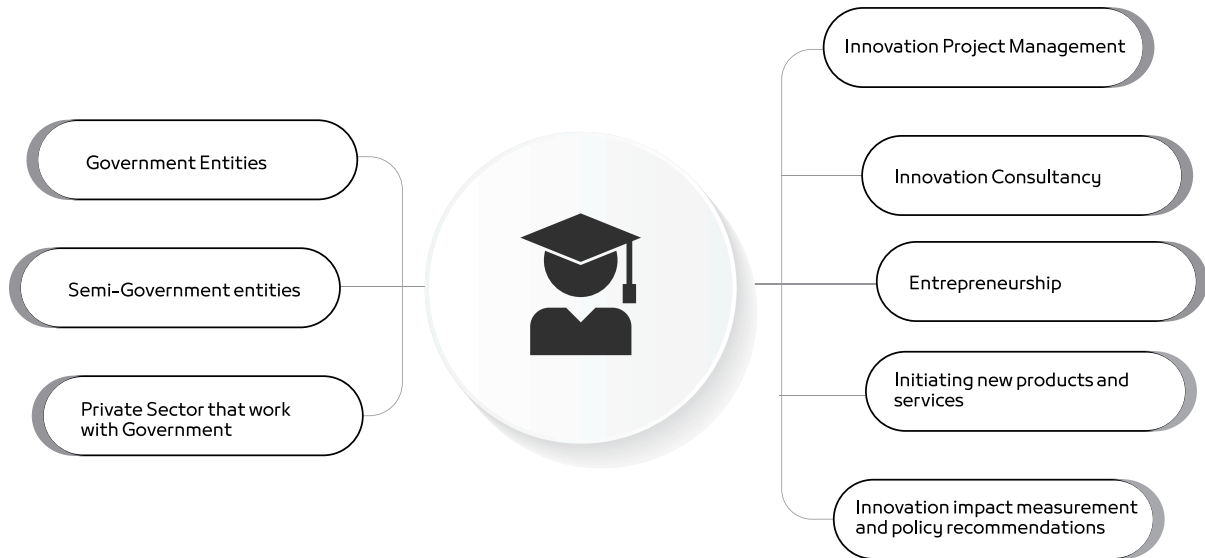
LEARNING OUTCOMES

Students completing the MIM program will be able to:

1. Critically evaluate the ethical and cultural dimensions of innovation management in the public and private sectors
2. Understand and apply innovation theory, process, structure and systems
3. Synthesize the purpose, design, functions, and character of innovation management
4. Apply a critical selection of appropriate research instruments and advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine innovation management
5. Appraise the role of innovation management driving local outcomes
6. Use effective leadership and teamwork skills to solve complex public organizational problems and communicate policy decisions



CAREERS & EMPLOYABILITY



Our Master of Innovation Management students come from government, Semi-government, and private sectors. Graduates work in service management, business development, innovation project management, and consultancy across industries. They drive product and service innovation, support development teams, implement innovations, measure impacts, and offer policy recommendations. Many consult for SMEs, launch startups, or pursue further studies.

TESTIMONIALS



"The aim of pursuing a master of innovation management is to gain knowledge and experience, as well as offer solutions and innovations for governments striving for a better future."

Marwan Ahmed Al Ameri

Head of activities and programs
department, master of innovation
management alumni

"MBRSG has equipped me with skills of the future that are enhancing my career".

Raweya abdalla yousif

Medical laboratory technician master of
innovation management alumni



ACHIEVEMENTS



Esraa Abdullah Alamiri

Master of Innovation Management, wins Sheikha Hussah Salem Al Sabah Award for Educational Leadership. After Esraa Abdullah Alamiri was nominated by the UAE Ministry of Education for the Sheikha Hussah Salem Al Sabah Award for Educational Leadership, which she won after participating in innovative educational initiatives and strategies.

Engineer Saeed Alketbi

MBRSG Master of Innovation Management graduate, made a sophisticated robot from the second-hand scraps of a robot that had been previously used in government departments and international organizations. He restored and improved it to work more efficiently.



ADMISSION REQUIREMENTS

1. Completion of a recognized bachelor's degree.
2. A minimum cumulative grade point average CGPA of 3.00 on a 4.0 scale for full admission, or its established equivalent, in the applicant's bachelor's degree program.
3. As the MIM is taught in English, a minimum TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or its equivalent in a standardized English language test, such as 6.0 IELTS
4. Student should provide two individual recent reference letters in English



DELIVERY MODE & DURATION

Each taught MIM module will be delivered as integrated units over three weekends each semester. There are 45 contact hours per module. A robust program of Directed Independent Learning, e-resources and individual academic advisor support supplements block teaching. The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Students are also required to complete a further 60 hours of directed independent learning and 95 hours of self –access study. 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 for the MIM can enroll as part-time students over 2 years or full-time students over 18 months.



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 60 or more under the CATS credit system, before being allowed to progress to the dissertation stage. Student progression to the dissertation stage will be administered by the board of studies following confirmation of results by the examination board. 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 70% of all contact sessions. Students can exit with a Post Graduate Certificate after completing 60 credits, or a Post Graduate Diploma after completing 120 credits and prior to attempting the dissertation.*

*subject to meeting the average overall grade requirements

Minimum and Maximum completion times for MBRSG exit awards

Masters (MIM)		
180 CATS Credits	<ul style="list-style-type: none">The duration of the full-time Master's program will be a minimum of 18 months and will not exceed three years.	<ul style="list-style-type: none">The duration of the part-time Master's program will be a minimum of 24 months and will not exceed five years.
	<ul style="list-style-type: none">3 modules per semester	<ul style="list-style-type: none">1 or 2 modules per semester

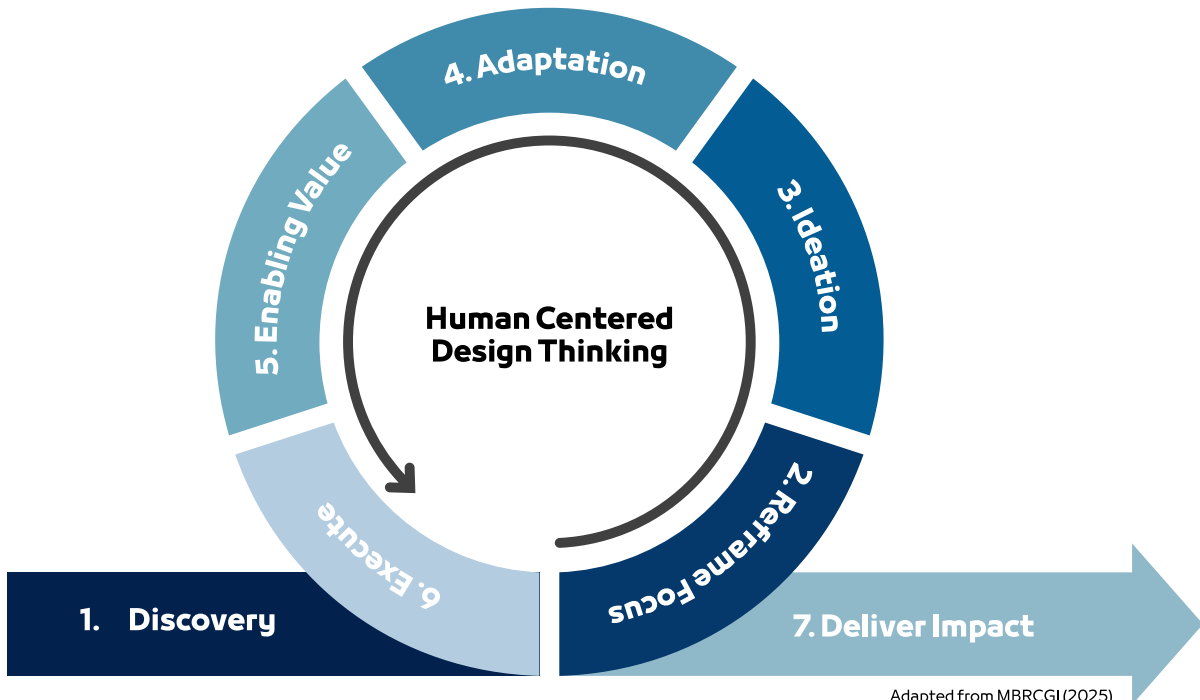
Full-time status allows students to take a career break and focus intensively, without interruption, on their academic development. It aims to strengthen employment and allows students to complete the program and return to work in the shortest time possible. (18 months)

MIM PROGRAM STRUCTURE

Module Code	Module Title	Credit Value
MIM 711	Frontiers of Innovation	20
MIM 712	Public sector innovation	20
MIM 713	Service Innovation	20
Exit with a Postgraduate Certificate (60 credits)		
MIM 714	Microeconomics of Competitiveness	20
MIM 715	Research Methods	20
MIM 716	Strategic Management and Leadership Dynamics	20
Exit with a Postgraduate Diploma (120 credits)		
MIM 901	Dissertation	60
Exit with a Masters in Innovation Management Degree (180 Credits)		

AGILE GOVERNMENT INNOVATION FRAMEWORK

We mirror the best practice methodologies that governments like the UAE use for agile innovation. Agile innovation requires a whole-of-government approach and a cultural change in how we approach legacy problems to find solutions for creating intergenerational public value. The process is iterative, focusing on a human-centered design thinking methodology and depends on the ability to 1) determine future value (2) align perceptions of value among multiple stakeholders and (3) build a robust process based on trust.



Adapted from MBRCGI (2025)

1. Discovery

Innovation begins with collective intelligence - rich sources of knowledge (either globally or from within the nation) using your networks to understand the problem better from various stakeholder point of views and to nurture ideas

2. Reframe Focus

Narrow down focus based on national agenda, strategic priorities, departmental objectives, gaps in governance systems

3. Ideation

Brainstorm and embrace creative thinking to distill out the most feasible solutions to the problem scope. Pitch the ideas using storytelling to gain various perspectives from the user/customer point of view.

4. Adaptation

Test and experiment to refine the solution and get buy-in among stakeholders. This is to ensure better implementation with minimal wastage of resources

5. Enabling Value

Ensure you create public value for humanity and the planet not just in the short-term but for generations to come

6. Execute

Implement and communicate in a timely method across government and ensure process, resources, training and education/awareness is available

7. Deliver Impact

Measure, feedback, share and scale for greater accountability

MODULE 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. It 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.

MIM712: Public Sector Innovation (20 CATS Credits)

Public sector innovation - where new ideas create value for society - is not new although more recently there has been a more concerted effort to try and develop a systematic approach to creating innovative solutions that can address societal challenges. This course will examine the key issues in terms of public

sector innovation which, as a result of changing political agendas and a desire for action during the last four decades, has led to continuous organizational change becoming common in many parts of the public sector. More recently, the global financial crisis has accelerated this trend as governments seek to reform, restructure and reorganize their public sector activities in order 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 (an ageing population), technology (e-government) and climate change (strategies for sustainability). 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 focus too much on the 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 government's 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 several 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.

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, transition 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 is affected by policies at all these levels.

The module is also 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 course 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 with 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, 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 innovation in government organizations. The relationships between organizational resources, goals, objectives and means will be fully considered 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 Master's candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their course work. The subject matter for the dissertation should also be based upon skills and concepts acquired during the taught part of the program. However, in order to satisfy the requirements for a master's 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.

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.

Prof. Dr. Melodena Stephens

Professor of Innovation and Technology
Governance

City Walk, 1st Floor, Courtyard Building

Phone: +9714-3175625

Email: melodena.stephensb@mbrsg.ac.ae

Kieran Ross

Registrar

City Walk, 1st Floor, Courtyard Building

Phone: +9714-3175612

Email: Kieran.ross@mbrsg.ac.ae

Yousra Hamid

Registration Officer

1st Floor, Courtyard Building

Phone: +9714-3175610

Email : Yousra.hamid@mbrsg.ac.ae

Yusra Al Agha

Admissions and Programs Relations
Manager

1st Floor, Courtyard Building

Phone: +9714-3175548

Email: Yusra.alagha@mbrsg.ac.ae

Shamsa Mohammed

Admissions Officer

1st Floor, Courtyard Building

Phone: +9714-3175624

Email: Shamsa.Habash@mbrsg.ac.ae