



مبادرات محمد 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 & AI GOVERNANCE**

Innovation for Future Public Value



PRME

an initiative of the
United Nations Global Compact

الشبكة العالمية لمؤسسات
استشراف المستقبل
GLOBAL FUTURES SOCIETY

MIMAIG



THE WORLD'S FIRST MASTER'S PROGRAM

Focused on Government Policy
and Governance of Innovation

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, consultancy and 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 contextual local and international issues and helping future leaders meet the challenges facing public administration. In its 20 years, MBRSG has empowered government leaders across **45 countries** at the federal and local government levels.

A stylized number '20' in a white, flowing, calligraphic font, celebrating the school's 20th anniversary.

عاماً على خطى
محمد بن راشد
Empowering Future Leaders



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

PROGRAM 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 & AI Governance (MIM^{AIG}) program is designed for professionals working in and with the public sector, who wish to pursue a career in innovation management and AI governance. This program has been developed for current and future leaders in the national and international public and private sector organizations, who work with frontier technologies like AI, in delivering public value. It is particularly relevant in the current climate of anticipatory 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 and frontier technology governance 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 skills and competencies for leading, designing, managing, and implementing and governing innovations. The focus is understanding and solving wicked problems using design thinking and a customer-centric approach.



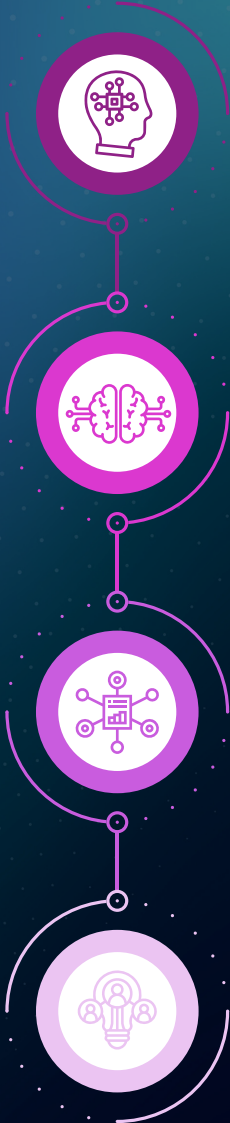
Organizations that are consistently successful at managing innovation outperform their peers in terms of growth, financial performance and employment. The broader social benefits of innovation are even greater. However, innovation is not easy to develop within any organization and requires an outlook 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 resource 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 consider 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 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^{AIG} program reflects the Nation's focus on advanced technology, citizen services, an invisible government with zero bureaucracy and responsible innovations for the benefit of the nation and the world.



ABOUT THE PROGRAM

PROGRAM OBJECTIVES



Provide an underpinning of both the knowledge and skills needed by managers in the field of innovation management and AI governance, so that students can contribute to and improve the achievement of their organization's strategic objectives to the nation's aspirations of public value.

Encourage systems thinking within the areas of innovation management and AI governance.

Provide an analytical and multi-perspective framework, to enable students to recognize, identify and evaluate key management, strategic and stakeholder issues which critically impact on organizational and national performance and the strategic direction in the context of innovation management and AI governance.

Motivate and equip students to take a leading role in innovation management and AI governance, engage effectively in improving the process through which innovation and governance of frontier technology is managed.

PROGRAM LEARNING OBJECTIVES



Students completing the MIM^{AIG} program will be able to



Critically evaluate the ethical, cultural and planetary impact of frontier technology innovation management in the public and private sectors



Interpret and apply innovation governance theory, process, structure and systems to the local context



Appraise and select appropriate research knowledge, instruments and tools to solve problems in the public value domain



Demonstrate effective leadership and teamwork skills to solve complex public organizational problems and communicate policy decisions



Communicate research for agenda setting and advocacy for innovation management and AI governance.

MIM^{AIG} PROGRAM STRUCTURE

Module Code	Module Title	Credit Value
ASM 001	Foundation Course in Research Methods for Public Policy	0
MIM ^{AIG} 811	Frontier Technologies & Innovation Management	20
MIM ^{AIG} 812	Public Sector Innovation & Foresight	20
MIM ^{AIG} 813	Service Innovation & AI Governance	20
MIM ^{AIG} 814	Microeconomics of Competitiveness	20
MIM ^{AIG} 815	Strategic Management and Leadership	20
MIM ^{AIG} 816	Research Methods	20
Exit: Post Graduate Diploma in Innovation Management & AI Governance (120 Credits)		
MIM ^{AIG} 901	Dissertation	60
Exit with a Masters in Innovation Management & AI Governance Degree (180 Credits)		

MODULE DESCRIPTION

Through this program we contribute to policy making for the UAE 2031 National Agenda and Vision, adding value to the UAE AI 2031 Strategy.

ASM001: Foundation Course in Research Methods for Public Policy (Not for Credit Module)

This course is designed to give students a foundational understanding of the qualitative and quantitative research process and methods needed by public administrators. Course topics include research design, research process, defining research problems, formulating research questions and reviewing literature, methods and data collection tools and data analysis. Module topics include applied research, methods of applied research, qualitative and quantitative research methods, ethics in research and structuring research papers. Students will be introduced to basic concepts and vocabulary. The course enhances students' skill in identifying research and understanding research methods in their discipline. They will learn to articulate differences between research paradigms and prepares students for Research Methods modules and research projects.

MIM^{AI} 811: Frontier Technologies & Innovation Management (20 CATS Credits)

Frontier technologies can be disruptive yet can help nations seize a competitive advantage in the global market space. The soft power of science and technology needs to be nurtured. In this module, students learn the foundation of innovation management applied to frontier technologies used by the public and private sectors. Innovations themselves are only valuable if they can scale and diffuse with economic rents. However, the regulatory lag makes governing these new technologies, like AI, difficult. Students learn how these new technologies become embedded in the ecosystem and they will use innovation tools to solve complex or wicked problems. They will deliver a PBL to Tata Consultancy Service.

MIM^{AIG} 812: Public Sector Innovation & Foresight (20 CATS Credits)

Not only is the public sector an important driver and adopter of innovation but also sets examples for how innovations can be used responsibly. In a national background, cities play an important role. Cities house a majority of the world's population. This puts tremendous stress on space and resource management. On the other hand, cities are economic and innovation centers. The 100 leading city clusters account for more than 70% of global patents and venture capital activity. This module looks at the potential of the public sector and smart cities which combine advanced technologies and internet of all things. Students will develop evidence-based policies through analysis and generate recommendations by using foresight tools to reduce future risks in line with concepts of anticipatory governance. They will also learn about the concept of nudging to see how policies initiatives can encourage responsible citizen engagement. A PBL is delivered to Sixth Factor.

MIM^{AIG} 813: Service Innovation & AI Governance (20 CATS Credits)

Public organizations are often constrained by bureaucracy, hierarchy, short-term political focus, and a fear of failure that limits creativity. The frequent regulatory failures are an outcome of policy failure at design, implementation and impact measurement stage. Meanwhile, citizens demand higher-quality, more personal-ized services. Government trust is often accrued via public services like the ze-ro bureaucracy or invisible government. Most of these services use AI which re-quire private public partnerships. Today, the service industry creates most of the wealth and employment within developed and emerging economies. This course uses the pedagogical method of human-centered design thinking for problem solving. A PBL is delivered to Microsoft.

MIM^{AIG} 814 Microeconomics of Competitiveness (20 CATS Credits)

This module is concerned with the determinants of competitiveness and economic development viewed from a bottom up, microeconomic perspective. The focus is the national innovation system and technology competitive cluster ecosystem, which goes beyond government policy, but also looks at the roles of business, universities, and other institutions in competitiveness of nations. The content covers emerging, transition and advanced countries and at the level of nations, states or cities. 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 etc.), and geography, i.e. the regional circumstances (such as the level of development among neighboring nations and the intensity in regional interaction) and technology spillovers. A PBL is delivered to the Global Futures Society.

MIM^{AIG} 815 Strategic Management and Leadership (20 CATS Credits)

This module facilitates students' understanding of the process of strategic thinking, planning and implementation to facilitate a change in culture for innovation in government organizations. The relationships between organizational objectives and resources will be considered to find out how public organizations achieve their visions and missions and to advance innovative public services. The role of leadership in shaping, leading and achieving the overall strategic orientation of the organization through good governance and the dynamic interactions between different organizational levels and teams will be addressed. Further, the role of leadership during a crisis to ensure governments manage their mandate will be discussed. A case study approach will be adopted to link theory with practice and help students apply their knowledge in national contexts.

MIM^{AIG} 816 Research Methods (20 CATS Credits)

This course is designed to give students an understanding of the research foundations required for their next module, the dissertation. They will explore qualitative and quantitative research methods for scholarly research and evidence-based policy. 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 they will learn to apply research methods to their own research. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables.

MIM^{AIG} 901 Dissertation (60 CATS Credits)

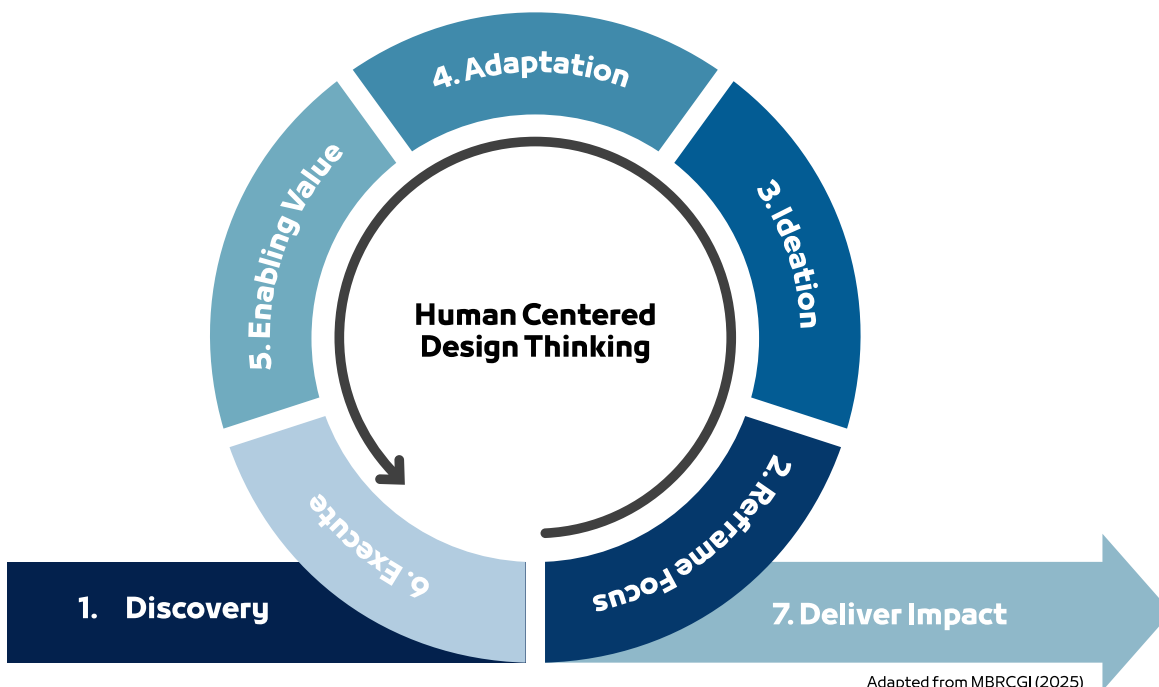
The Dissertation in Innovation Management and AI Governance is designed to enable MBRSG Master's candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their course work. The subject matter for the dissertation should be a relevant theoretical and practical problem they identify through research. To satisfy the requirements for a master's level dissertation, it will be necessary for the candidate to develop, enhance and apply research concepts through the demonstration of independent re-search skills beyond the level achieved in prior coursework. To this end, candidates will conduct substantive original research on a strategic innovation management and governance, issue of importance to the country, region or the world. The outcome will be the development and presentation of the research results and recommendations that can inform innovation management and governance in the UAE and beyond.



TEACHING PHILOSOPHY

AGILE GOVERNMENT INNOVATION FRAMEWORK

We mirror the best practice methodologies that governments like the UAE use for agile and anticipatory 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 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, objectives, gaps in governance systems strategic priorities, and departmental needs.

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 the creation of 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 governments through the process, resources, training and education/awareness.

7. Deliver Impact

Measure, provide feedback, share learnings (including failures) for greater accountability and scale pilots for optimization and stewardship of resources.

DELIVERY MODE & DURATION

Each taught MIMAIG module will be delivered through a blended approach across three weekends – one online and two physically present teaching sessions each semester. There are 45 contact hours per module. A robust program of Directed Independent Learning (DIL), 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^{AIG} can enroll as part-time students over 2 years or full-time students over 18 months.



PROJECT BASED LEARNING



Microsoft

Human Centered
Design Thinking

الشبكة العالمية للمؤسسات
استشراف المستقبل
GLOBAL FUTURES SOCIETY

Competiitve
Technology Clusters

tcs

TATA
CONSULTANCY
SERVICES

Vibe coding

SIXTH
FACTOR

Nudging

INTERNATIONAL FIELD VISITS

MBRSG organizes voluntary international field trips to various locations, including Germany, France, the UK, the USA, Switzerland, South Korea, Japan, and China. Our students have visited UAE embassies in Geneva, London, Tokyo, and Berlin, as well as engaged with local government officials in these countries. They have toured leading companies and factories such as Tesla, Audi, Honda, and Alibaba, and visited headquarters and innovation centers including Google, IDEO, Germany Trade & Invest (which coined the term "4IR"), 500 Startups, Mubadala (San Francisco), and Samsung. They have also visited major international organizations such as the World Health Organization, World Intellectual Property Organization, International Labour Organization, The Interpol (Lyon), and the World Trade Organization. In addition, students participated in knowledge exchange sessions with leading research institutions, including the University of California, Berkeley, Stanford University, Seoul National University, Yonsei University, Max Planck Institute, and ICN Business School.





TOSHIBA Science Museum, Japan



UAE Embassy, Seoul



UAE Embassy, Berlin



UAE Embassy Reception for ITB



Porsche Factory, Leipzig



Tesla, San Francisco



German Trade & Invest, Berlin



Mubadala, San Francisco



German Parliament, Berlin



Max Planck Institute, Berlin



International Labour Organization, Geneva

DESIGN THINKING & CONSULTANCIES



IDEO, San Francisco

BCG Brighthouse, Berlin





OUR ALUMNI

CAREERS & EMPLOYABILITY



Our MIM^{AIG} students come from government, semi-government, and private sectors. They work directly or indirectly with AI or other frontier technologies. 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.



“The Master’s in Innovation Management at the Mohammed Bin Rashid School of Government was a key milestone, connecting practical experience with academic structure. It strengthened my ability to evaluate and refine over 100 achievements—including patents and applications—while improving the quality and impact of my innovation locally and globally.”

Eng. Saeed Alketbi

Inventor, Senior Advisor,
Dubai Customs

“The Master in Innovation Management at Mohammed Bin Rashid School of Government advanced my career and impact in innovation. It strengthened my ability to build innovation culture, identify high-potential opportunities, and drive disruptive solutions, especially in the public sector. The program’s practical approach enhanced my work at EDGE Group with a more structured and future-focused mindset.”

Basmah Al Zeyoudi

Innovation Manager
EDGE





A medical doctor dedicated to advancing healthcare innovation, bringing a strategic, forward-thinking approach to reimagining traditional practices, integrating emerging technologies like AI, and improving service delivery and patient outcomes.

Dr. Khawla AlHajaj

Consultant family physician,
Futurist and Researcher

“Returning to study after 10 years, I pursued the Master’s in Innovation Management at MBRSG, attracted by its strong reputation and faculty. The experience was transformative, strengthening my analytical, systematic, and creative problem-solving skills. It also enhanced my clinical practice and supported my future path in teaching and innovation leadership.”

Dr. Nabeel Humood Alsabeeha

Professor and Consultant, College
of Dentistry, Ajman University





Worked as a frontline engineer in ADNOC during COVID-19, playing a vital role in maintaining safe and continuous field operations as one of the first female engineers on site during the pandemic.

Eng. Mahra Al Blooshi

Production Engineer
ADNOC

“What drew me to this program is my passion for creating meaningful change through innovation, whether in public service or community initiatives. The program has expanded how I think about leadership, strategy, and innovative problem-solving, while giving me practical frameworks I can apply in my work and future goals.”

Amna Al Awadhi

Marketing Associate
Deliveroo





"I started my career at Dubai Health as a Lab Technician and later pursued a Master's in Innovation Management to expand my skills. The program strengthened my strategic thinking, problem-solving, and leadership, leading to my role in the Project Management Office. It also introduced me to design thinking, transforming how I approach challenges with practical, user-centered solutions."

Raweya Abdalla Yousif
Project Management Office
Dubai Health

"I lead international heritage nominations at the Sharjah Archaeology Authority, including successful inscriptions with UNESCO and ICESCO. The MIM program at MBRSG expanded my approach by integrating innovation and digital transformation into heritage work. This supported initiatives like digital documentation and immersive experiences for global engagement."

Shaikha Alaqroubi Alsuwaidi

Head of International Organizations
Department, Sharjah Archaeology Authority





"Investment in innovation is an investment in the future, in creating opportunities, and in building a work environment capable of keeping pace with challenges and achieving leadership."

**Shaikh Mohamed Saif
Bin Saif Hamad
Alsharqi**

"After 15 years in medical education, joining the Master of Innovation Management at MBRSG was a highly enriching experience. It enabled me to build a strong professional network and learn global innovation standards from leading experts. The program allowed me to develop a practical innovation framework and work on impactful projects relevant to my field. It was a valuable journey that contributed to both my professional growth and ongoing success in my role."

Dr. Usama Mohammad Albastaki
Chair of Medical Imaging
Dubai Health





"I developed a strong foundation in structured problem-solving and strategic thinking, enabling me to approach complex challenges with an innovative and analytical mindset. I use practical tools to evaluate issues, drive innovation, and support data-driven decision-making, particularly in advancing asset management practices."

Maryam Ali Alqassab

Senior Engineer - Asset Lifecycle Management
Dubai Airports

"My studies at MBRSG strengthened my ability to apply innovation, design thinking, and a customer-centric approach to real-world challenges. These skills have been instrumental in my role, contributing to winning an Innovator Award for delivering an end-to-end Microsoft Dynamics-based POS solution."

Indra Priya Dharsini Thamizhan
Technology Product Owner
Elders, Australia





His research focused on enhancing functional roles within the Authority by exploring innovative approaches to managing autonomous vehicles, including the application of advanced technologies and the development of regulatory frameworks that support innovation within the government sector.

Abdalla Al Awadhi

Quality of Life Programs Manager
Roads and Transport Authority

Esraa 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.

Esraa Abdullah Al Amiri
School Principal
Ministry of Education



ALUMNI ORGANIZATIONS



وزارة التربية والتعليم
MINISTRY OF EDUCATION



وزارة الداخلية
MINISTRY OF INTERIOR



وزارة العدل
MINISTRY OF JUSTICE



وزارة الصحة ووقاية المجتمع
MINISTRY OF HEALTH & PREVENTION



شرطة دبي
DUBAI POLICE



شرطة أبوظبي
ABU DHABI POLICE



Government of Ajman



هيئة الصحة بدبي
DUBAI HEALTH AUTHORITY



هيئة البيئة - أبوظبي
Environment Agency - ABU DHABI



بلدية الفجيرة
FUJAIRAH MUNICIPALITY



الاتحاد للماء والكهرباء
Etihad Water & Electricity



هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority



مركز دبي للتجارة العالمي
DUBAI WORLD TRADE CENTRE



مؤسسة دبي للمستقبل
DUBAI FUTURE FOUNDATION



مؤسسة الجليلة
AL JALILA FOUNDATION

REQUIREMENTS

ADMISSION REQUIREMENTS

1. Completion of a bachelor's degree from a university recognized by the Ministry of Higher Education and Scientific Research.
2. A minimum Cumulative Grade Point Average CGPA of 3.0 on a 4.0 scale for full admission.
3. A minimum Cumulative Grade Point Average CGPA of 2.5 on a 4.0 scale for conditional admission.
4. As the MIM is delivered in English, applicants are required to demonstrate English language proficiency by achieving one of the following minimum scores: 550 on the TOEFL Paper-Based Test (PBT), 213 on the TOEFL Computer-Based Test (CBT), 79 on the TOEFL Internet-Based Test (iBT), or a minimum overall band score of 6.0 in the Academic IELTS test.
5. Provide two recent recommendation letters.



COMPLETION REQUIREMENTS

All MIM^{AIG} 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 MIMAIG 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^{AIG})

180
CATS Credits

- The duration of the full-time Master's program will be a minimum of 18 months and will not exceed three years.
- 3 modules per semester
- The duration of the part-time Master's program will be a minimum of 24 months and will not exceed five years.
- 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^{AIG} PROGRAM SUPPORT TEAM

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; Program Head

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Yusra Al Agha

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Kieran Ross

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Mohammed Bin Rashid School of Government

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تمكين قادة المستقبل
Empowering Future Leaders

