

# Course Catalog 2023/24

## Title of Program: Master in Marketing, Management, Communication, Media

<b>Program Code</b>	4-MA-MMCM
<b>Level</b>	Graduate
<b>Credits and Duration</b>	60 credits taken over 3 semesters - 18 months.
<b>Delivery Language</b>	English

### Academic Calendar :



#### ACADEMIC CALENDAR 2023-2024

Aug-23						
M	T	W	Th	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

21 Aug: New Faculty report  
28 Aug: All Faculty report (Except New Faculty who will join on 21 Aug 2022)  
28 Aug-1 Sept: Orientation Week

Sep-23						
M	T	W	Th	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

4-15 Sep: VP 1  
18 - 29 Sep: VP 2  
26 Sep: Prophet's birthday

Oct-23						
M	T	W	Th	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

2-13 Oct: VP 3  
16 - 27 Oct: VP 4  
30 Oct-10 Nov: VP 5

Nov-23						
M	T	W	Th	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

13-24 Nov: VP 6  
7 Nov: Career Fair (Mandatory presence of All Faculty/Staff/Students)

Dec-23						
M	T	W	Th	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

1 Dec: Martyrs' Day  
2-3 Dec: UAE National Day  
4-8 Dec: Revision Week  
11 Dec-1 Jan Winter Break  
25 Dec: Christmas Day

Jan-24						
M	T	W	Th	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

1 Jan: New Year  
2 Jan: All Faculty Report  
3-11 Jan: Exams Semester 1  
15-26 Jan: VP 1  
29 Jan-9 Feb: VP 2

Feb-24						
M	T	W	Th	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

12-23 Feb: VP 3  
26 Feb-8 Mar: VP 4

Mar-24						
M	T	W	Th	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

6 Mar: Astrolabe workshop  
11 - 22 Mar: VP 5  
10 March: Ramadan Starts  
25 Mar-12 Apr Spring Break  
31 March- Easter Day (1 April Day off)

Apr-24						
M	T	W	Th	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

1 Apr: Easter Day  
9-12 Apr: Eid Al Fitr  
15-26 Apr: VP 6

May-24						
M	T	W	Th	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

3 May: End of classes  
6-10 May: Revision Week  
13-22 May: Exams Semester 2

Jun-24						
M	T	W	Th	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

20-30 June: Catch-up exams  
16 June: Amalfi's Day  
17-19 June: Eid Al Adha  
30 June: End of Academic Year for Students

Jul-24						
M	T	W	Th	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

5 Jul: End of Academic Year for Faculty  
7 Jul: Islamic New Year  
14 Jul: French National Day (15 July Day off)

Classes  
 Integration Week  
 Exam period  
 Revision Week  
 Academic Holiday

All National & Religious Holidays are tentative and subject to change

## **Program Overview :**

The 18-month master's in marketing, Management, Communications and Media prepares students for career opportunities in diverse fields across the world.

In today's evolving marketplace, innovative communication strategies are imperative to enhance individual and national development. With rapid globalization, the current economic environment faces many challenges including changing consumption patterns, increasing competition, talent retention, shifting media platforms, transforming trends in the digital age and socio-cultural issues. As a result, business firms and government entities require their products and services to be deeply linked to communications and social changes.

This course will enable students to develop communications, brand, media and management strategies, as well as evaluate them using the right methodologies. This cohesive multi-disciplinary program covers varied topics crucial for our student's future careers as key influencers. Students will improve their decision-making skills as they learn how to identify new market segments, develop content for different media formats, establish distinctive brand positioning, draft HR policies and manage human assets and communications strategies as well as apply data to craft compelling messages and seamlessly handle critical PR situations.

Students will emerge as high-performers, capable of broad insight into the social and cultural changes that impact the business of marketing, management, communications and media. Students will be able to analyse business strategies and marketing issues, management, communications, and media policies within the context of globalization and develop strategic and rigorous communications approaches by deploying specialized methodologies to address key issues.

## **Learning Outcomes :**

<b>PLO 1</b>	Critically assess the marketing and communications space in the UAE, the GCC and across the world and analyze the interconnectedness and complexity of the fields of marketing, advertising, management and communications.
<b>PLO 2</b>	Examine market opportunities; analyze communication needs and their impact, using both theoretical and practical frameworks within businesses, not-for-profits and media.
<b>PLO 3</b>	Combine with a high-level ability the professional skills such as decision making, media and communication management, business planning and human resources management, strategic management with discipline-based expertise in management and marketing and social science to apply this

	complex synthesis to professional and research practice.
<b>PLO 4</b>	Manage and assess well-developed interpersonal and diverse communication skills necessary to a range of professional and research activities including report writing, budget planning, and strategic leadership required to address with a highly attuned sensitivity a diverse audience to resolve the issues specific to cross-cultural communication.

### Program Structure :

#### Semester 1:

UE	Course Code	Course Name	ECTS
1	COMM-515	Introduction to communication studies	10
	RSCH-506	Anthropology of globalization	
	COMM-517	Contemporary issues at stake in communication studies	
	MKTG-507	Socio-semiotics of consumption	
	COMM-518	Tourism, heritage, and communication	
	MGMT-507	Sociology and theories of organizations	
	COMM-504	Public relations	
	MEDI-500	Digital revolution	
	MGMT-529	Strategic planning	
	BUSI-529	Business today	
	MGMT-509	Business model & Business plan methodology (1)	

#### Semester 2:

UE	Course Code	Course Name	ECTS
2	MKTG-500	Marketing strategies	20
	MKTG-501	Advertising strategies	
	MKTG-540	Destination marketing	
	COMM-524	Effective Internal communication strategy	
	MKTG-517	Brand design	
	MKTG-514	Marketing case study	
	BUSI-502	Company, intangibles, and brand asset – Economic and business valuation	
	MGMT-530	Management and Performance	
	IRH-502	Corporate Social Responsibility and Human Resources Management	
	MGMT-521	People management practices	
		Communication Studies	
	COMM-518	Tourism, heritage and communication (3)	

	MKTG-509	Communication plan	
	MEDI-504/MEDI-505	Medias, adaptation and innovation & Global media	
	MEDI-502	Media and off media strategy	
	MGMT509	Business model and Business plan methodology (2)	

### Semester 3:

UE	Course Code	Course Name	ECTS
3	COMM-509	Communication Studies	10
	MEDI-503	Media studies. The case of the fashion industry	
	MKTG-503	Press relations	
	COMM-523	Social Media in UAE	
	COMM-509	Crisis communication	
		Cross Cultural Management	
	MGMT-520	Digital HR and management	
	MKTG-504	Event strategy	
	MGMT-525	Business game simulation	
	MKTG-513	Innovation, design thinking and branding	
	MGMT-538	Digital marketing, digital advertising and online reputation management	
	MKTG-510	Qualitative studies	
	MKTG-511	Quantitative studies	
	MKTG-512	Brand identity: analysis, communication strategy. Understanding luxury brands	
	BUSI-503	Enterprise creation and communication	
	COMM-506	Client presentation	
	MEDI-511	Media training	
4	RSCH-502	Thesis	20

**Course Details :**

Course Title & Code	Introduction to Communication Studies - COMM-515
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	7h
Course Description	<p>CELSA is known, since its foundation, for its involvement in communications studies. All its researches and professional teachers thus work together to better analyze and understand the communication processes of today's society: from the transformation of medias to the new management techniques; from marketing to public communications ; from storytelling to internal communications ; etc.</p> <p>The course thus aims provide the students with the basis of communication studies in order to give them the appropriate tools to develop a reflection of their own related to all kinds of communication process</p>

Course Title & Code	Anthropology of Globalization – RSCH-506
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	11h
Course Description	<p>Globalization is often described as the extension, intensification, and acceleration of the flows of people, commodities, money, raw materials, imaginaries and ideologies across the world, creating global interconnections.</p> <p>The course examines the various dimensions of globalization and interconnected ties (economic, social, cultural, territorial, symbolic, etc.), and how they affect and shape the contemporary societies, at a macro and micro (individual) levels: companies, trade, commodities, identities, values, heritage, citizenship, etc. It also aims to understand the intertwining of the global and the local.</p> <p>The course is based on texts written by anthropologists and social scientists in which they debate about globalization and present the results of their fieldwork studies. It is also based on documents that illustrate some issues raised by globalization. At last, it is based on your own experience since globalization transforms our lives (identities, intimate and professional lives, etc.).</p>

Course Title & Code	Contemporary issues at stake in communication studies – COMM-517
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	8h
Course Description	<p>Communication and consumption are today worldwide issues in the understanding of a society which is massively defined by goods. This is particularly important in societies that dealt both with social change and access to consumption almost at the same time as it is the case with GCC countries and UAE.</p> <p>The main objective of this course is to give theoretical support and tools in order to understand some of the ongoing transformations while linking them to a history of communication and consumption.</p>

Course Title & Code	Socio-Semiotics of consumption – MKTG 507
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	3h
Course Description	<p>This course is a discovery and training to semiotic analysis applied to communications. It will give theoretical and historical point of view about semiotics, visual semiotics and links between society and consumption.</p>

Course Title & Code	Tourism, heritage, and communication I-II &III - COMM-518
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	3h
Course Description	<p>Tourism and heritage are two major worldwide stakes since they are a great source of income for many countries and a way to define the identity of nations and of their citizens. Given the importance of these two fields of activity (that are very often linked together), it is crucial to understand what tourism is and how heritage is being</p>

	<p>built. The main objective of the course is to study these two phenomena through a communicational perspective using anthropological and sembiological approaches.</p> <p>The course is based on texts written by anthropologists and social scientists in which they debate about globalization and present the results of their fieldwork studies. It is also based on documents that illustrate some issues raised by globalization. At last, it is based on your own experience since globalization transforms our lives (identities, intimate and professional lives, etc.).</p>
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Course Title & Code	Sociology and theories of organizations- MGMT-507
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	16h
Course Description	<p>The course is based on a fundamental assumption: human beings are social animals. Indeed, in almost all aspects of their lives, individuals are somewhat conditioned by the fact that they take part in collective actions and are parts of collective bodies (e.g. families, communities, clubs, firms, groups of friends, associations, professional networks, private firms, public institutions...). As such, the lives of human beings are always at least partly “organized”, although not all of those collective groups are usually perceived as “organizations”. Therefore, their behaviors and actions can be analyzed and understood through the lenses of a social science called “sociology”, which is also an essential component of organizations theories, on which the course will focus. Based on robust and practical definitions of sociology, collective action and organizations, the course presents and discusses theoretical as well as empirical approaches to analyzing core phenomena of organizational life, such as: power relations, alliance building, decision-making, conflicts.</p>

Course Title & Code	Public relations and opinion risk management - COMM-504
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	16h
Course Description	<p>This course consists of two parts:</p> <p>Part 1: Knowledge and research sharing: The main drivers of public opinion: issues, publics and media. -Cross-border opinion and PR. – brands, reputation, opinion risk and the production or destruction of value in the market-society relationships</p> <p>Part 2: Practical exercise: Split in teams, the students perform a “live” case study in one and a half days</p>

Course Title & Code	Digital revolution, strategic disruption, and new business models in the media world - MEDI-500
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	16h
Course Description	<p>An analysis of the impact of the digital revolution on the media (information and entertainment) industries on a global scale, including the Middle East. We will first analyse the so-called media industry crisis thanks to the “three storms” model (major shifts in the customer behavior when it comes to medias, in the medias business models, and in sociocultural dimension of journalism in the social medias era). We will then focus on emerging business model, disruptive ones, in the media industry, but also in other fields of business. And that will lead us to draw a blueprint for implementing a state-of-the-art strategy to cope as well as possible with this new paradigm, whether you are working in a media company or dealing with media for the communication of your company.</p>



Course Title & Code	Strategic planning - MGMT-529
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	8h
Course Description	An introduction and explanation of the strategic planning, as a way of thinking, a practice, a toolbox...aimed to professionals due to improve their strategic and communication output / point of view.

Course Title & Code	Business today and human and social stakes for companies - BUSI-529
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	6h
Course Description	New economic and technologic contexts, risks and opportunities, and their social and managerial impacts for companies and top leaders.

Course Title & Code	Business model & Business plan methodology 1 – MGMT-509
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU1 (10 ECTS)
Level	Graduate- Master 2
Semester offered	1
Contact Hours	16h
Course Description	<p>The business model and business plan course is aiming to give students competencies to build a business project for organizations or commercial entities.</p> <p>The target is to enhance entrepreneurial skills for their own project, or within their organizations they are currently working in.</p> <p>All aspects of methodology to build, innovate, present a business model through a business plan, will be reviewed (opportunity</p>

	recognition process, value proposition identification, production and commercial organization, financial forecasts, profit equation, cash control and financing ways,)
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Course Title & Code	Marketing strategies in a globalized world – MKTG-500
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	16h
Course Description	The main line of this marketing course is to understand main concepts of the marketing mix through many examples from study cases European and American. A specific focus on French luxe marketing will be teach during this session.

Course Title & Code	Advertising strategies - MKTG-501
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	12h
Course Description	An introduction to the mindset of the advertising planners and managers, in order to define the milestones of an advertising campaign – in a world where the usages, the representation, the consumption habits and the attention are ever changing assets.

Course Title & Code	Destination marketing- MKTG-540
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	4h

Course Description	TBC
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Course Title & Code	Effective Internal communication strategy- COMM-524
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	8h
Course Description	<p>For years, organizations have dealt with a central question of who comes first customers or employees. More recently, they have begun to dedicate more attention to their employees, recognizing that employees have more to do with a business's success than virtually any other stakeholder. A study by consulting firm Watson Wyatt's latest research has found convincing evidence that companies with highly effective internal communication practices produce superior financial results and enjoy greater organizational stability. Internal communications deal exclusively with groups of individuals (audiences) within an organization. And enhances communications among employees, management, board of directors and some stakeholder groups associated with the internal aspects of the organization. Strategic internal communications steer an organization's managers and leaders to "walk the talk" of acknowledging, enhancing, and embracing the organization's most valuable assets – its employees. Internal communication in the twenty-first century is more than performing on the tactical level and producing memos and publications; it is about building a corporate culture based on values and having the potential to drive organizational change. The motivation behind this course is to provide you with the know-how and the tools towards building an</p> <p>effective internal communications program, starting with understanding the communication theories and applications, creating an effective internal communications strategy, and becoming a trusted advisor through championing an effective internal communications program.</p>

Course Title & Code	Brand design - MKTG-517
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	8h
Course Description	<p>The course covers the concepts and theories related to branding and brand management. The course includes a discussion on brand strategies practices and a branding case studies with discussion around the following questions:</p> <ul style="list-style-type: none"> <li>• What is branding about? Branding vs marketing? Branding vs advertising?</li> <li>• What is design about?</li> <li>• Branding case: Nespresso and luxury coffee branding</li> <li>• How to brand luxury? Future of Luxury and Swarovski example</li> </ul>

Course Title & Code	Marketing case study - MKTG-514
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	8h
Course Description	<p>A study of marketing problems and challenges through the use of actual marketing situations involving advertising, prices, distribution, product selection, client or consumer behavior, market segmentation and international marketing. The course uses the HBS Case Method where students are presented with a case, and they are placed in the role of the decision maker as they read through the situation and identify the problem they are faced with. The next step is to perform the necessary analysis—examining the causes and considering alternative courses of actions to come to a set of recommendations.</p>

Course Title & Code	Company, intangibles, and brand asset – Economic and business valuation - BUSI-502
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	6h
Course Description	A study of marketing problems and challenges through the use of actual marketing situations involving advertising, prices, distribution, product selection, client or consumer behavior, market segmentation and international marketing. The course uses the HBS Case Method where students are presented with a case, and they are placed in the role of the decision maker as they read through the situation and identify the problem they are faced with. The next step is to perform the necessary analysis—examining the causes and considering alternative courses of actions to come to a set of recommendations.

Course Title & Code	Management and Performance - MGMT-530
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	6h
Course Description	<p>Management as values, process and regulation (macro dimension) and as individual and personal practice (micro dimension):</p> <ul style="list-style-type: none"> <li>➤ Management as values, process and regulation (macro dimension)</li> <li>➤ Individual and personal practice (micro dimension).</li> </ul>

Course Title & Code	Corporate Social Responsibility and Human Resources Management - IRH-502
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Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	4h
Course Description	<p>Management as values, process and regulation (macro dimension) and as individual and personal practice (micro dimension):</p> <ul style="list-style-type: none"> <li>➤ Management as values, process and regulation (macro dimension)</li> <li>➤ Individual and personal practice (micro dimension).</li> </ul>

Course Title & Code	People management practices – A team building experience - MGMT-521
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	16h
Course Description	<p>The program is designed as a journey through managerial practices from the individual to the collective standpoint with theoretical inputs, workshops, practices and a systematic interpretation of learnings. The course is based on situations met by people managers using the student group's own experience. The course begins with each person's relation to management, a common understanding of what management is and what it is in a multicultural context. The group will then go through the concept of "comfort zone" for a people manager and how to benefit in collaborating with Human Resource professionals. Finally, the course will use the group dynamic and learnings to build a common vision and actions for the student group itself.</p>

Course Title & Code	Communication plan- MKTG-509
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)

Level	Graduate- Master 2
Semester offered	2
Contact Hours	16h
Course Description	<p>The course covers 3 areas:</p> <ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Criticism of the message influence model</li> <li>• Image &amp; Reputation research</li> </ul>

Course Title & Code	Medias, adaptation and innovation & Global media - MEDI-504/ MEDI-505
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	8h
Course Description	<p>The idea of the course is to give students a chronological and strategical overview of media in France, with a focus on public television.</p>

Course Title & Code	Media and off media strategy - MEDI-502
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	8h
Course Description	<p>The course is a general introduction to recent evolution of Media Strategies</p> <p>The course will cover the following topics:</p> <ul style="list-style-type: none"> <li>• Media definition</li> <li>• How big has been the Internet revolution?</li> <li>• The new media strategies</li> <li>• The fundamentals of Story Telling and Brand Content</li> </ul>

	<ul style="list-style-type: none"> <li>• Are media strategies only about communication?</li> </ul>
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Course Title & Code	Media and off media strategy - MEDI-502
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU2 (20 ECTS)
Level	Graduate- Master 2
Semester offered	2
Contact Hours	8h
Course Description	<p>The course is a general introduction to recent evolution of Media Strategies</p> <p>The course will cover the following topics:</p> <ul style="list-style-type: none"> <li>• Media definition</li> <li>• How big has been the Internet revolution?</li> <li>• The new media strategies</li> <li>• The fundamentals of Story Telling and Brand Content</li> <li>• Are media strategies only about communication?</li> </ul>

Course Title & Code	Communication Studies – COMM-509
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	12h
Course Description	<p>CELSA is known, since its foundation, for its involvement in communications studies. All its researches and professional teachers thus work together to better analyze and understand the communication processes of today's society : from the transformation of medias to the new management techniques ; from marketing to public communications ; from storytelling to internal communications ; etc.</p> <p>The course thus aims provide the students with the basis of communication studies in order to give them the appropriate tools to develop a reflection of their own related to all kinds of communication process.</p>

Course Title & Code	Media studies - The case of the fashion industry - MEDI-503
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Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	12h
Course Description	This course covers the concepts and theories related to media sociology. The course is centered around a discussion on how the internet has changed how media and journalism expose the fashion industry. The course will include a study of different articles and cases around the concepts of information, communication, and intervention.

Course Title & Code	Press relations - MKTG-503
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	4h
Course Description	This short course covers the concepts and theories related to press relations in order to address the role of media relations in organizations and the practice of media relations in the context of both old and new media. The course discusses current issues and topics in order to explore the historically complex relationship between journalists and media relations practitioners within public and private organizations.

Course Title & Code	Social Media in UAE-COMM -523
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	8h
Course Description	This course covers the topic of social media and influencer marketing from a practitioner's standpoint. We will be having an overview of social media platforms, their utility, and their

	evolution. We will use practical example of using social media platforms for marketing and look over some case studies. We will discuss the marketing applications of social media and explore the laws and regulations in the region that governs the usage of the platforms.
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Course Title & Code	Crisis communication - COMM-509
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	8h
Course Description	<p>This short course covers all aspects of crisis communication and how to manage the organization's communication during and after an event that threatens its reputation.</p> <p>Student will learn to create systems enabling immediate crisis communication, and to direct practical media and online engagement. Lecture includes case studies covering different crisis scenarios.</p>

Course Title & Code	Cross Cultural Management - MGMT-573
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	12h
Course Description	<p>This course provides a critical understanding of key concepts of management in a cross-cultural context. It focuses on the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross- cultural interactions. We will investigate in particular how cultures differ along several dimensions. This course emphasises on the variety of issues and opportunities that arise when we take action (i.e., leading, managing, being a member, following) outside our own culture and on how to increase our cultural awareness and</p>

	develop intercultural communicative competence.
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Course Title & Code	Digital HR and Communication - MGMT-520
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	16h
Course Description	<p>This course covers the concepts and theories related to the impact of the digital culture in our Society. The course will go through concepts to clarify the key points and provide examples about digital culture and transformation.</p> <p>The goal of this course is to give the audience a wide overview of how digital transformation influences HR processes and habits. This course will review the effect of digital ecosystems at all levels of the organization: people, workplace, pay, processes and employer branding.</p> <p>The course is given in a seminar format and will use case studies from various industries to let students develop digital HR strategies.</p>

Course Title & Code	Event strategy - MKTG-504
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	4h
Course Description	<p>This short course gives a generic overview of event strategies and delve into the details of event management.</p> <p>The course covers the concepts and theories related to event strategies, management and execution in the areas of new product launch, a re-branding of a company, or a sporting competition,</p>

	<p>etc.</p> <p>Discussion revolves around the role of events in the marketing drive of leading organizations and the need for marketers to be equipped with a considerable understanding of event management to better assess the complexities and intricate challenges of organizing a successful event.</p>
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Course Title & Code	Business game simulation – MGMT-525
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	16h
Course Description	<p>This course integrates the different specialized areas of business by requiring the student to analyze and make strategical and operational decisions in the environment of a computer processed management simulation. Students will be placed in management teams and each management team will run their own company.</p> <p>The various companies will compete in an industry. Each company's management will be responsible for exercising all management, marketing and financing functions as well as making all decisions required in the "running of a business" which will impact the company's performance in the manufacturing and sale of consumer related products in a global environment.</p>

Course Title & Code	Innovation, design thinking and branding – MKTG-513
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	16h
Course Description	<p>Design thinking is the latest innovation trend, a methodical innovation approach designed for and by Silicon Valley players. The present course offers deep insights into this technique, largely</p>

	developed by David Kelley, cofounder of the design firm, IDEO, with his friend and client Steve Jobs. And try to demonstrate how to use it for branding.
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Course Title & Code	Digital marketing, digital advertising and online reputation management – MGMT-538
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	12h
Course Description	<p>This course covers the concepts and theories related to the impact of the digital culture in our Society. The course will go through concepts to clarify the key points and provide examples about digital culture and transformation.</p> <p>The goal of this course is to give the audience a wide overview of how digital transformation influences HR processes and habits. This course will review the effect of digital ecosystems at all levels of the organization: people, workplace, pay, processes and employer branding.</p> <p>The course is given in a seminar format and will use case studies from various industries to let students develop digital HR strategies.</p>

Course Title & Code	Qualitative studies – MKTG-510
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	8h
Course Description	An introduction to the methods aimed to understand the consumers

	and user’s needs, motivations and representations, with qualitative tools. Qualitative research seeks out the ‘why’, not the ‘how’ of its topic through the analysis of unstructured information –like interview transcripts, emails, notes, feedback forms, photos and videos. It doesn’t just rely on statistics or numbers, which are the domain of quantitative researchers. Qualitative research is used to gain insight into people's attitudes, behaviors, value systems, concerns, motivations, aspirations, culture, or lifestyles. It is used to inform business decisions, policy formation, communication, and research.
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Course Title & Code	Quantitative studies – MKTG-511
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	8h
Course Description	Studying and analyzing market data have become more than ever an instrumental pillar in gathering consumer insights and turning them into a plan of action. They simply act as a compass to keep your brand on course. Quantitative Studies blends proven theories with practical examples and case studies, to widen students’ horizons into a wealth of untapped opportunities and explain how insights can help keep your brand and company healthy and fuel for its growth.

Course Title & Code	Brand identity: analysis, communication strategy. Understanding luxury brands- MKTG-512
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	16h
Course Description	This course covers the concepts and theories related to brand identity.

	<p>Since brands are intangible assets, creating and nurturing a strong brand is a challenge.</p> <p>We live in a constant stream of newness.</p> <p>At the touch of a button or a swipe of a screen, everything has become immediate.</p> <p>Consumers demands are changing fast and companies need to keep up.</p>
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Course Title & Code	Brand identity: analysis, communication strategy. Understanding luxury brands- MKTG-512
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	16h
Course Description	<p>This course covers the concepts and theories related to brand identity.</p> <p>Since brands are intangible assets, creating and nurturing a strong brand is a challenge.</p> <p>We live in a constant stream of newness.</p> <p>At the touch of a button or a swipe of a screen, everything has become immediate.</p> <p>Consumers demands are changing fast and companies need to keep up.</p>

Course Title & Code	Enterprise creation and communication – BUSI-503
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2

Semester offered	3
Contact Hours	16h
Course Description	<p>This course covers the concepts and theories related to business communications based on the study of a start-up suggested by the class.</p> <p>The course is organized as a workshop during which groups of students teams choose a company start-up project with an international dimension, determine their business expectations and define the communications plan that will support it.</p> <p>The course alternates between sequences of group work and collective sharing, with guidance and tips provided by the instructor at each stage.</p> <p>The workshop format encourages creativity and teamwork and facilitates the learning process as students share and discuss their “real-life” experience of creating a company. The course culminates in pitches by each group to potential investors or business partners</p>

Course Title & Code	Client presentation – COMM-506
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	4h
Course Description	<p>This will be a four-hour course aimed at explaining to the students how we prepare a client presentation, outlining the key elements of the presentation, its flow, and how to develop a solid and selling proposal. In this session, we will examine a real RFP from Abu Dhabi market and work in groups. The aim is to introduce students to the key steps in developing Communications proposal/presentation.</p>



Course Title & Code	Media training – MEDI-511
Course Format	Sunday, Monday, Tuesday
Credits	Part of TU3 (10 ECTS)
Level	Graduate- Master 2
Semester offered	3
Contact Hours	8h
Course Description	<p>This course covers the concepts and theories related to media training and reputation and provides a theoretical in-depth induction on media, its landscape, specificities, challenges and opportunities. It offers effective methods to engage media, practical strategies for conducting successful interviews with print and electronic media.</p> <p>It equally provides an interactive platform for students through simulated scenarios and practical examples on brand reputation.</p>

Course Title & Code	<b>Thesis – RSCH-502</b>
Course Format	NA
Credits	20
Level	Graduate- Master 2
Semester offered	3
Contact Hours	35h
Course Description	<p>This course prepares student to write a thesis in applied research analysing the professional situation and proposing applied research recommendations.</p>

## **Permanent Academic and Administrative Staff**

**Permanent Faculty: Amar Ahmed**  
**Academic Coordinator: Lobna El Dessouki**

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