MASTER IN
VISUAL AND DIGITAL MEDIA
Creativity + Management
Bridging the gap between creative practice and business management
COURSE DESCRIPTION
At a Glance

COURSES

- CREATIVE 42%
- MANAGERIAL 33%
- BOTH 24%
- FINAL PROJECT
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<thead>
<tr>
<th>TERM 1</th>
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<tr>
<td>October to December</td>
<td>January to April</td>
<td>May to July</td>
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**CREATIVE**
- Digital Media Culture
- Visual Narratives
- Representation and Ethics
- Advocacy Campaigns and Digital Media
- Graphic Design
- Video Production
- Photography
- Web Development: HTML and CSS

**MANAGERIAL**
- Positive Leadership
- Networking in Professional Careers
- Public Speaking
- Team Work
- Careers: Personal Branding and Employability

**BOTH**
- Digital Media Ecosystem
- Creative Work in the Cultural Industries
- FINAL PROJECT: Case study

**TERM 2**
- Representation and Ethics
- Multimedia Storytelling
- Advocacy Campaigns and Digital Media
- Image-Making for Commercial Advertising
- Infographics
- User-Centered Design
- Brand Content
- Emotional Design

**TERM 3**
- Creative Project Management
- Communication Strategy, Planning and Evaluation
- Coaching
- Careers: Personal Branding and Employability

**BOTH**
- Branding: Identity and Strategy
- Digital Marketing
- Social Media and Community Management
- Events Creation and Management
- Business Design
- FINAL PROJECT: Consulting project

**BOTH**
- Internet Metrics and E-audience Measurement
- Intellectual Property and Media Companies
- Entrepreneurship

**BOTH**
- FINAL PROJECT: Entrepreneurial project
The Master in Visual and Digital Media comprises courses in the CREATIVE and MANAGERIAL aspects of Visual and Digital Media. It offers practical and conceptually rigorous training in the theory and practice of visual and digital media. The program develops the skills and knowledge needed to conceive, plan, manage, execute and evaluate creative visual and digital media projects.

CREATIVE courses foster the abilities needed to conceptualize, design and execute effective visual and digital communication strategies for a variety of purposes, settings, platforms, clients and audiences. Students will learn about the context, the language, and the trends in the field, from a reflective and critical perspective. Guided by experienced visual and digital media professionals and academics, students will deepen their theoretical, practical and strategic understanding of the creative process and will develop expertise in the use of industry-standard tools and techniques.

MANAGERIAL courses develop the skills needed to think and work flexibly, profitably and innovatively in the visual and digital media field as a growing sector of the new creative economy. They include training in strategic, entrepreneurial, organizational, marketing, and business management skills. Personal and career development workshops are also offered: Coaching, Social Networking, Public Speaking, Team Work, Positive Leadership, Careers: Personal Branding and Employability.
DIGITAL MEDIA ECOSYSTEM
The purpose of this course is to map the digital media ecosystem and to develop a conceptual approach to the transformations in the universe of culture and communication brought about by digitalization. Key elements of this ecosystem and their relationships will be analyzed: business models, revenue systems, players in the market, technology, content creation and content formats, distribution, and consumption. The focus will be on the innovations and the consequences at all levels in the chain of content creation.

DIGITAL MEDIA CULTURE
The advent of digital media has revolutionized our understanding of the culture of the moving image. This course examines the effects of the unprecedented growth of communication technologies and of the advent of hypermedia, expanded reality, screen media, and interactive broadcast, which are redefining the relationship between creators of content and their audiences. Pioneering formal and aesthetic innovations in New Media Culture can inspire future projects in Visual and Digital Media.

VISUAL NARRATIVES
This course is focused on the theory and practice of employing classical and innovative narrative forms to communicate visually, with an emphasis on the new possibilities offered by digital media: multiple formats, diverse screens, and the hybridization of media. Throughout history, humans have used narrative to understand themselves, communicate with one another, and disseminate knowledge. Stories transform information into something meaningful and compelling to the audiences. Images inform, inspire and persuade. Narrative(s), in the plural, as we will explore diverse, complex, and innovative cases.

REPRESENTATION AND ETHICS
Meaning does not reside in objects or products, but in their verbal and visual representations. Those whose primary occupation is to create texts and images, therefore, face particular ethical challenges that this course will explore. Students will analyze representations of race, nation, sex/gender, and power through the lenses of semiotics, form poetics, spectatorship, stereotyping, and genre.

CREATIVE WORK IN THE CULTURAL INDUSTRIES
This course provides an overview of the conditions that structure creative work in the cultural industries. It examines the social, economic, cultural, historical, political and technological forces that shape media production, content, distribution, and the formation of audiences. Topics include: the social organization of cultural industries such as advertising, broadcasting, journalism, film, music, publishing, and digital media, the importance of government regulation, the impact of commercialism and marketing on media access and content, creativity vs. commerce in cultural work, concepts of public vs. private media, the role of media institutions in the political process, and the extent to which a career in the cultural industries can be considered “good work.”

GRAPHIC DESIGN
This course shows how to enhance communication by combining and arranging text and image purposefully on a two-dimensional space. It provides an overview of the design process and trains students to create graphic images, to use typography creatively, and to work with page layouts. Students will analyze and evaluate design expressions and will explore how to manipulate type and images for maximum impact and legibility.
VIDEO PRODUCTION
This course provides an overview of the three stages of the video production workflow: scriptwriting and pre-production, filming, and post-production. It covers the process of conceiving the idea for a project, developing the script, producing it and delivering it to the client and final audience.

PHOTOGRAPHY
This course introduces students to photography through tutorials and instruction, games, activities, projects, presentations and discussions. Students will learn how to use the photographic medium to create original images.

WEB DEVELOPMENT WORKSHOP: HTML AND CSS
This workshop is designed to demystify the process of developing a website by introducing students to programming in HTML and CSS. At the end of the workshop, students will be able to build a basic web page using commonly available tools.

MULTIMEDIA STORYTELLING
The development of digital platforms has transformed narrative formats. Web-based hypertext and hypermedia platforms have become the norm, establishing non-linear, mixed-media content as the narrative structure of contemporary digital storytelling. This course teaches students how to employ new digital tools to tell stories by using and combining different media. From visuals and sound mixing to interactive maps and infographics supported by different publishing platforms, the use of digitally mixed-media is not only a creative and aesthetic act but an essential narrative strategy in our collective, non-linear reality.

ADVOCACY CAMPAIGNS AND DIGITAL MEDIA
This course looks at how issues of social concern such as the preservation of the environment and climate change are constructed symbolically using rhetoric, framing, and discourse. We will look at how nature and the environment are represented through visual rhetoric. At the same time, we will also explore how digital media help to develop campaigns that promote social change. By the end of the course students will be able to apply these concepts to make informative, educational, and persuasive visual and digital communication for social change.

IMAGE-MAKING FOR COMMERCIAL ADVERTISING
This course gives students an overview of commercial image-making. Today, we are all producers and consumers of images. Through games, activities, projects, presentations and discussions students will learn how to pitch, produce and commission commercial image-making projects, how to critique commercial images, how to write a brief for a commercial project, and how to develop and evaluate commercial portfolios. Emphasis will be placed on verbal communication of images and on storytelling in commercial image-making.

BRANDING: IDENTITY AND STRATEGY
A brand is a management tool that steers a company’s unique strategic vision and ambition in the marketplace. Students will learn to design and execute an effective brand strategy by focusing on aspects of brand identity, brand messaging, brand architecture, user experience, and brand engagement. This course includes the analysis of case studies and the development of a branding strategy in response to a project briefing.
INFOGRAPHICS
Infographics developed in response to the need to cope with and make sense of the amount and complexity of data and information being produced today. This course develops the analytical abilities, creative skills and communication techniques needed to tell compelling visual stories that make multiple sources of data more accessible.

USER-CENTERED DESIGN FOR MOBILE AND WEB APPLICATIONS
User-centered design maximizes the opportunities for the success of a product or service by connecting the needs of the user with the goals of the project. This course introduces students to the methodology of user-centered design and its application to solve design problems. Students will gain practical experience in key areas of UCD and in real-life design work. An exercise on applying these techniques to web development and mobile apps will be developed.

BRAND CONTENT
A brand is a person’s gut feeling about a product, service or organization. The production of brand content is increasing at an outstanding rate with the purpose of creating brand identity, brand awareness and brand engagement. This activity has nothing to do with talking about a brand, but with having a conversation about what is interesting for people related to the brand, mainly by transmedia storytelling. These contents are used as a way of communication, dialogue, identification and commitment. It’s not about selling but about belonging, establishing relationships and communities: this is why its impact works in the longer term and is more effective. In the digital era, content is king and the consumer is at the center of any strategy. This course will focus on how to create and manage diverse forms of content for branding purposes.

DIGITAL MARKETING
This course develops a framework for defining the online interactive marketing strategy of a company. This strategy involves the main departments of the company such as sales, marketing, corporate communication, product development and innovation. Topics covered include: crowdsourcing, new business models based on the long tail, search engine marketing, search engine optimization, social media, viral marketing initiatives, crisis management, e-commerce and location-based offers, and user experience optimization.

CREATIVE PROJECT MANAGEMENT
This course is designed to provide the skills and knowledge required to manage multimedia creative projects and teams efficiently. The course focuses on general project and team management concepts and tools and their application to creative multimedia projects.

SOCIAL MEDIA AND COMMUNITY MANAGEMENT
In this course we will discuss and implement strategies, techniques and tools to better engage our community, create and disseminate content and measure and analyze our results. We will focus on real time monitoring and reaction strategies, visual media tactics and platforms, and measurement of the outcomes of our actions. This class will complement the course in Digital Marketing.
INTERNET METRICS AND E-AUDIENCE MEASUREMENT
On a conceptual level, the course aims at providing students with a complex and detailed perspective on Internet metrics and online audience measurement. While audience measurement has played a central role in the institutional arrangements of the media for decades, the Internet has transformed both the form and the consequences of measurement. This course provides students with a comprehensive view of e-audience measurement and its tools, placing them in their economic, historical, and institutional contexts.

COMMUNICATION STRATEGY, PLANNING AND EVALUATION
The purpose of this course is to illustrate the key steps and concepts to develop a corporate communications’ planning and evaluation. Students will learn how to create a codebook to audit the external projected claims of organizations. Self-assessment tools for external communications incorporate multi-dimensional analyses of the content of the message, the terminology used, visual identity, physical artefacts, and execution through channels. This workshop will identify and demonstrate the steps for creating a codebook that audits all of these aspects. A company’s positioning needs to be supported by effective external communication. It is crucial to develop an orchestrated mix among the different elements of external projections in order to produce consistent and coherent projections.

INTELLECTUAL PROPERTY AND MEDIA COMPANIES
Intellectual property, historically underestimated and even ignored against other more tangible forms of property, acquires special relevance today. The aim of this course is to analyze from a theoretical and a practical perspective the current significance of intellectual property as a key intangible asset of any media company. Students will become familiar with the relevant legal frameworks and restrictions that determine, limit or even prevent the exploitation and use of audiovisual works and contents. At the same time, they will become aware of the mechanisms available to maximize the exploitation of such works and contents both in a company and in the economy.

ENTREPRENEURSHIP
This course on Entrepreneurial Management provides a forum for an integrated examination of the mindsets, methods and managerial activities that make up the entrepreneurial process, covering a range of issues from opportunity recognition to business modeling. The course aims to provide an integrated learning experience, one that enables students to better understand the skills and tools vital in today’s fast-moving world of creativity-based entrepreneurship and innovation. The frameworks and concepts will act as the backbone of a range of practical exercises discussions, workshops, teamwork, and individual creative activities.

BUSINESS DESIGN
Business design is a new discipline concerned with the conception and deployment of the right tools and models for a new and surprising economic landscape where there is no clear-cut distinction between products and services, clients are always users, distance can be irrelevant, time is crucial, competition doesn’t always come from one’s industry and zero has become an accepted price.

EVENTS CREATION AND MANAGEMENT
This course will focus on analyzing and putting into practice principles of brand activation in an event of great importance at the national and international level. Students will learn how to activate a brand step by step into a major event and will simultaneously develop their own project. The course will revolve around the activation of the German car manufacturer Mercedes-Benz in the Mercedes-Benz Fashion Week Madrid event.
EMOTIONAL DESIGN
Emotions are crucial for design because of their influence on both purchase and user behaviour. One might say that emotions are hard to manage because of their subjective nature. However, there are universal principles in the way that (product/service) design evokes emotions. Once designers understand these principles, they are able to strategically design for a specific emotional impact. This course covers various aspects of emotional design, including theory, measurement, and practice. The focus is on emotion-driven design theory and methodology: design processes with a predefined (and specified) intended effect on the emotions and well-being of the users.

POSITIVE LEADERSHIP
Positive Leadership is designed to (i) provide students with an overarching mental framework for their professional development during the Master’s program, (ii) raise students’ awareness of the importance of professional development, (iii) help students understand the specific behavioural competencies involved in professional development, and (iv) to establish the critical connections between behavioural competencies and students’ ability to succeed in graduate school and in their careers.

COACHING
In today’s business world it is not enough to be an excellent manager or even a leader. You need to be an excellent coach. Why? Motivating people is key, and if you are a good coach you know will know how to engage others as well as how to feel in control and make your own choices. This course will introduce you to the basics of coaching and will allow you to acquire a life skill that will bring unlimited rewards to you and to those you work with.

NETWORKING IN PROFESSIONAL CAREERS
Networking is an effective strategy for building one’s business and professional career. Networking is considered to be the business of trading favours with strangers for business reasons while cultivating relationships and sharing ideas, information and resources. Through this workshop participants will realize that networking is a two-way process by which one needs, first, to let people know what one does and, second, why anyone should be one’s connection in order to improve his or her career prospects and opportunities. Participants will learn how to create an honest environment where all the parties involved benefit from the exchange, whether immediately or in the future.

PUBLIC SPEAKING
Public speaking is often defined as the art of speaking to audiences in order to inform, influence or entertain them. But public speaking is much more than that. It is about expressing one’s own identity, building a personal image, finding one’s own cognitive filters and, consequently, empathizing with others. It is about framing more than about influencing. This course will help you to become aware of your own mental model and will strengthen your communication abilities through two main exercises: the sales pitch and speech delivery.
TEAM WORK
Globalization and the new worldwide economic developments pose new challenges to organizations that now operate in an ever so competitive environment. To respond to current demands many organizations are replacing the traditional pyramidal, hierarchical structures with more horizontal, flatter organizational forms. In the new structures teams are the axis around which most organizational processes are designed. In this context, the success of executives lies in their capacity to create, design and develop effective work teams. Turning a group of people into an effective team is not easy. Even in the best scenarios, numerous and pervasive challenges must be overcome. This workshop provides the theory and the practices behind building and leading winning teams.

CAREERS: PERSONAL BRANDING AND EMPLOYABILITY
Today, competition among professionals in the job market is higher than ever. Working on your own personal brand is crucial to stand out from the mass of other potential candidates. These workshops will teach students how to build an attractive CV, how to create their online presence, and how to manage their personal brand.

FINAL PROJECT
The final project is a team-based entrepreneurial creative project designed and executed over the entire program with the assistance of academics and professionals in the field. This is the integrative core of the Master’s experience. The creative and managerial aspects of the program will be developed during the final project.

The project is structured in three stages, each to be carried out in one term: a case study, a consulting project and an entrepreneurial project.

During the first term students will be taught how to approach each stage of the development of a creative project: from investigation to ideation, to implementation. They will work on a case study about a visual communication challenge in a specific company in order to learn the concepts, methodology, and processes of any creative project.

During the second term students will be given a consulting project in which they will work with a client to solve a real-world visual communication problem. Students will work through the process of defining the problem, gathering and analyzing data, designing an appropriating and ethical strategy, formulating and evaluating options and making recommendations to address the problem.

Over the third term students will conceive a comprehensive, visual communication entrepreneurial project that has the potential to become a commercial or social entrepreneurial product or service. The creative and the business sides of the project will be developed. This will be an in-depth, practical project, comprising investigation, ideation and implementation.