

# WELCOME

## TO THE UNIC MBA

*An inspiring and unique programme for a generation of new strategic leaders. The UNIC MBA, is delivered not only by a world-renowned University ranked among the 600-800 globally by Times Higher Education World University Ranking but also by a Business School that holds a distinguished place among the 201-205 universities in the world for Business and Economics.*

## The UNIC MBA

Successful businesses in the future will be those which can confidently and capably steer a path through a world characterized by intense competition, rapid technological development, economic turbulence and increasing resource insecurity. Businesses need leaders who can think and act strategically in this volatile environment, managing the risk and challenges involved but also spotting seizing opportunities for efficiency, innovation and new business models. Businesses also need leaders who will act responsibly in delivering value to all stakeholders.

The UNIC MBA programme is dynamic and intensive, reflecting an approach that stresses flexible specialization, experiential learning and optimum use of study time. The programme is designed to offer insight into professional possibilities into modern organizations functioning in the context of today's competitive world. The pace of the programme is vigorous, aiming to provide students with the necessary skills to guide both their short and long term decisions. The curriculum aims at integrating theory with practice. Each of the Compulsory, Required and Concentration modules involves lectures, discussions, project assignments, role-playing, case studies, and applied classwork. The participants consistently deal with realistic managerial and professional challenges.

## THE THREE PILLARS OF THE UNIC MBA (OUR MBA)

### STRATEGIC LEADERSHIP

#### The Power of Strategic Leadership

- ❖ Expand your horizons to include the complexity of global challenges
- ❖ Use innovative strategic thinking to chart appropriate course of actions in a rapidly changing environment
- ❖ Develop your strategic leadership skills to manage key functions closely associated with organizations, operations, strategic marketing, finance and accounting.
- ❖ Keep up to date with the ever so changing international markets and economies.
- ❖ Learn how to accept and embrace the responsibility of managing natural, social and financial capital.

### PROFESSIONAL

#### DEVELOPMENT

##### Enhance your employability

- ❖ In a constantly challenging and competitive global environment, take charge of your personal skills development and safeguard your future career.
- ❖ Develop your professional skills and learn how you can extend your professional reach.
- ❖ Enhance your communicating and interpersonal skills in order to succeed in more effective professional interactions.
- ❖ Experience the secrets of success taught by business leaders and recognized industry experts on the programme.

### PERSONALLY CONNECTED

#### Receive personalized attention through our MBA experience

- ❖ Further enhance and develop life-long professional and personal networks in an environment of constant learning interaction.
- ❖ Master your sensitivity and appreciation of different cultures thus preparing for a global workplace
- ❖ Interact with faculty and staff who care about you and your individual needs and goals.
- ❖ Join and become a member of family of ambitious professionals.

## **UNIC MBA – “Transforming Lives”**

The MBA is internationally acknowledged as the most valuable business qualification in the world. At the University of Nicosia Business School our MBA programme is founded on academic integrity and high global business engagement

### **A Unique Programme**

Whether you plan to rise to a more senior leadership role, switch sector or strike out on your own, the UNIC MBA will equip you for success.

Through collaborative learning and varied engagement with business, our MBA will prepare you for the opportunities and challenges you will face as a strategic business leader. You will gain understanding of: decision making and strategic thinking, achieving success through the approach of strategic leadership in a continuously and rapidly changing environment, the complex nature of the global challenges facing organizations and business today, key concepts and tools of strategic marketing, organization and operations as well as accounting and finance. You will secure an insight as to how international economies and markets work and challenge existing business models while developing innovative strategies for your competitive market.

### **Our School of Business**

Our recent achievements and ranking, by times Higher Education World University Ranking, that places us among the top 201-205 Universities in the World for Business and Economics underscores the quality of everything we do and is testament to our inspirational teaching, game-changing research and diverse engagement with global business.

At the heart of our dynamic School is a faculty of more than 90 specialist academics, a vibrant student population of more than 1500 and a suite of sought-after undergraduate and postgraduate programmes. Our programmes are founded in academic research and applied in the real business world.

Our commitment to corporate engagement and our strong sector-wide links are found in our executive education programmes, our extensive guest speaker series and our long-standing relationship with the business professions.

Our School of Business fosters ambitious plans to continue building on our success and to stand among the top business schools in Europe and the Middle East. On campus and online, a dedicated MBA team is in place to help you through your studies.

### **World-Class Faculty**

Our faculty members are gifted researchers and teachers who work closely with their students both in and out of class. The School has more than 90 Academic faculty members representing various nationalities. Our faculty members, share with their students, all the knowledge and insights gained through their lifelong professional experience.

All of our MBA courses are led by internationally recognized faculty who bring incisive knowledge and practical expertise and relevance to the classroom. All are experienced teachers, researchers and consultants in their respective fields. Eight of the University of Nicosia Academics are listed among the top scientist in the World.

### **Engagement With Business**

At the heart of our approach to teaching and learning is a robust engagement with business and professional bodies. These relationships ensure our programme keeps pace with change, delivers learning from authentic business challenges and helps build powerful new networks and connections. Extensive links with industry, our alumni network, and professional organizations, produce various shared research projects. Top priority for our MBA programme is igniting learning through the application of theory to real business challenges.

## **International Experience**

In addition to our international faculty, student cohort and exposure to businesses from around the world, the MBA programme offers a wide range of Erasmus Exchange Opportunities.

## **Professional Development / Career Outcomes**

As global markets rapidly change and improve, opportunities arise. A critical aspect of the MBA programme is the focus on your professional development and the enhancement of your employability. Whatever your ultimate career objectives, our expert support will help you acquire the skills to maximize your potential.

## **Class Profile**

Our MBA Degree attracts a diverse community audience, from a wide range of industry sectors and of various nationalities. The International diverse character of our students, enables the exchange of multicultural experiences and ideas making the time you spend at UNIC dynamic and insightful. Our students, like many of our teaching faculty, bring an international background in terms of both nationality and career. Each New Academic's year MBA cohort from all around the world, comprises a vibrant mix that creates a lively sharing of ideas and insight into different cultures. The diversity we welcome also reflects the global nature of today's businesses. Our MBA programme gets to the core of international business and finance to address key issues of the day.

## **The MBA Community**

On joining the UNIC MBA you immediately become part of a global network of the University of Nicosia students – present and past. This includes a big alumni worldwide network who occupy senior positions in many countries around the world and offer a valuable network of contacts.

Right from the start of the MBA we endeavor to build strong relationships and a friendly working environment. Our unique Welcome and Induction programme will help you to settle and we organize a series of events to introduce you to our capital city.

## **The UNIC MBA**

<b>Degree Awarded:</b>	<b>Master of Business Administration (the concentration is included on the award certificate)</b>
<b>Duration of Studies:</b>	<b>16 months (full time) and/or up to 4 years (part time)</b>
<b>Mode of Study:</b>	<b>Full Time OR Part Time</b>
<b>ECTS Credits:</b>	<b>90 ECTS</b>
<b>Language of Instruction:</b>	<b>English/Greek*</b>
<b>Mode of Delivery:</b>	<b>On Campus and/or Online (Distance Learning)</b>

**\*The programme is offered in English on campus and in both English and Greek online (distance learning)**

## The UNIC MBA – Programme Structure

**Our 16 month full-time programme** is designed for those who are keen on an intensive experience and who wish to return to the job market quickly. The 16 month full-time programme is only possible with the option of choosing ONE (1) Concentration and undertaking a Capstone Thesis of 30 ECTS.

### Programme Structure (16 month full-time)

SEMESTER 1	SEMESTER 2	SUMMER PERIOD	CAPSTONE THESIS
<b>COMPULSORY &amp; REQUIRED BUSINESS COURSES</b>	<b>COMPULSORY &amp; REQUIRED BUSINESS COURSES</b>	<b>REQUIRED &amp; CONCENTRATION BUSINESS COURSES</b>	Completion of a major Research Capstone Thesis (submission and physical presentation beginning of September)
Organizations & Human Resource Management	Financial Management	Concentration Elective Course	
Scholarship & Research	Business Economics	Concentration Elective Course	
Financial & Managerial Accounting	Decision Making Methods & Tools		
Corporate Strategy	Capstone Thesis (12 ECTS to be completed out of the total 30 ECTS)	Capstone Thesis (the remaining 18 ECTS out of the total 30 ECTS to be completed)	
Strategic Marketing			

### Foundation Courses

Students without previous Business Studies are required to complete the following foundation courses:

- ❖ Foundations in Economics
- ❖ Foundations in Accounting
- ❖ Foundations in Statistics and Research

\*The Foundation Courses are 16 hour duration, non ECTS, no charge preparatory courses. The Foundation courses are assessed with a "Pass" of "Fail" end of course test. Students needing the foundation courses are advised to follow the 24 month MBA Programme.

## The UNIC MBA – Programme Structure

Our **16 month NON- Thesis full-time programme** is designed for those who are keen on an intensive experience and who wish to return to the job market quickly but do not wish to undertake a Capstone Thesis Research. This programme offers the possibility of choosing one (1) Concentration or opting for a General MBA Degree.

### Programme Structure (16 month NON-Thesis full-time)

SEMESTER 1	SEMESTER 2	SUMMER PERIOD	SEMESTER 3
COMPULSORY & REQUIRED BUSINESS COURSES	COMPULSORY, REQUIRED & CONCENTRATION BUSINESS COURSES	CONCENTRATION BUSINESS COURSES	COMPULSORY & CONCENTRATION BUSINESS COURSES
Organizations & Human Resource Management	Decision Making Methods & Tools	Concentration Elective Course*/ OR Free Elective Course	Business Economics
Scholarship & Research	Business Processes & Systems	Concentration Elective Course*/ OR Free Elective Course	Financial Management
Financial & Managerial Accounting	Globalization & International Business Challenges		
Corporate Strategy	Concentration Elective Course*/ OR Free Elective Course		Concentration Elective Course*/ OR Free Elective Course
Strategic Marketing	Concentration Elective Course*/ OR Free Elective Course		

### Foundation Courses

Students without previous Business Studies are required to complete the following foundation courses:

- ❖ Foundations in Economics
- ❖ Foundations in Accounting
- ❖ Foundations in Statistics and Research

\*The Foundation Courses are 16 hour duration, non ECTS, no charge preparatory courses. The Foundation courses are assessed with a "Pass" of "Fail" end of course test.

## The UNIC MBA – Programme Structure

**Our Flexible Part Time MBA Programme** is designed for those who are keen on pursuing and enhancing their Business Knowledge, but wish to do so in a more relaxed pace, taking as little or as many courses as they can manage during each semester/period. Students can choose from one (1) up-to four (4) courses per semester should they choose the part time study. Individual study plans are prepared to reflect each student's needs and circumstances. This programme offers the possibility of choosing one (1) Concentration or opting for a General MBA Degree. Our flexible part time MBA programme can be completed with or without a Capstone Thesis.

**The ability to specialize** is a further step to personalizing your experience, giving you the opportunity to dive deeper into a given topic/area that has relevance for your career, sector, or interests. Specializing can be an effective way of demonstrating expertise to future employers.

### Concentration Options:

- ❖ **Marketing**
- ❖ **Finance**
- ❖ **Energy, Oil & Natural Gas**
- ❖ **Human Resource Management**
- ❖ **Entrepreneurship & Digital Transformation**



## The UNIC MBA – Programme Structure

### \*Concentration Options

MARKETING	FINANCE	ENERGY, OIL & NATURAL GAS	HUMAN RESOURCE MANAGEMENT	ENTREPRENEURSHIP & DIGITAL TRANSFORMATION	FREE ELECTIVES
Relationship Marketing	Portfolio Analysis	Hydrocarbon (HCB) Markets & Economics	Integrity in Organizations	Entrepreneurship & Startup Management	Consultancy Process
Consumer Behavior	Financial Markets & Institutions	EU Energy Strategy	HR & Organizational Development	Management of Technological Innovation	Supply Chain Management
Marketing of Services	Financial Risk Management	Energy Safety & Risk Management in the HCB Industry	Managing Performance	Managing SMEs & Family Businesses	Managing Change
Corporate Social Responsibility	Global Financial Strategies	Environmental Impact Assessment in the HCB Industry	Employee Resourcing	Digital Business Transformation	Knowledge Management
Marketing Communications	Working Capital Management	LNG Systems & Markets	Leadership and Innovation	Web Design & Development	Agricultural Policy
Global Marketing	Advanced Corporate Finance	Energy & Geopolitics	Managing Diversity in Organizations	Project Management	Agricultural Production, Costing, Financing and Insurance
					Marketing of Food and Agricultural Products

## Foundation Courses

### Foundation in Economics

The course is designed for students with on previous background in economics. It examines the fundamental economic principles such as scarcity and choice, opportunity cost, demand and supply, elasticity, cost of production and market structures

### Foundation in Accounting

This course is designed for students with no background in accounting. The course examines the basic principles of accounting, and the ways in which accounting statements and financial information can be used to improve the quality of decision making. The main topics covered in this course include the double entry system, the accounting cycle, preparation of the basic financial statements, and partnerships.

### Foundation in Statistics & Research

This course is designed for students with no background in statistics and research. It covers basic descriptive statistics, provides the foundations to quantitative methods for business, prepares students by giving them the necessary tools needed for the required course in quantitative methods 'Decision Making Methods & Tools', makes students appreciate the importance of statistical methods in business and makes students able to interpret statistical output.

## Compulsory Courses

### Organizations & HR Management

Introduces MBA students, to a comprehensive review of essential personnel management concepts and techniques focusing on practical applications that all managers need to deal with their HR related responsibilities. The course focuses with specific explanations and illustrations on essential HR management topics like job analysis, selection and recruitment, testing, training and development, compensation and performance appraisal.

### Business Economics

This course is designed to identify the role of business within the economy and the relevance of economics to business decision making, to demonstrate the operation of markets and the price mechanism, to distinguish the different goals of organizations, to identify how these goals affect managerial decision making, to analyze market structures and the implications that such structures have for business conduct and performance and to identify how macroeconomic variables and government economic policies affect a business organization

### Financial & Managerial Accounting

This course aims to give students a general overview of financial and management accounting theory and practice. It is designed to enable students to use the accounting cycle for businesses, to illustrate knowledge of key accounting issues for partnerships and Corporations. This course also aims to analyse how financial statements can be evaluated and used for decision making, to analyse and apply basic managerial accounting techniques, to illustrate how accounting theory and practice can be used to address practical problems and to analyse the importance of using accounting tools in the management process of the firm.

### Financial Management

This course is designed to enable students to create a knowledge and understanding of financial management techniques suitable for all commercial organizations, to provide an understanding of how financial resources are acquired from external capital markets and generated from internal operations, to examine the effective utilization and control of those funds within the organization, to apply various forecasting techniques to evaluate the short- and long-term needs of an organization and to assess the capital structure of an organization and relate it to its most desirable capital budgeting based on the cost of capital incurred.

## **Strategic Marketing**

This course aims to outline the essentials of marketing theory and offers a structured approach to identifying, understanding and solving marketing problems. The course describes marketing operations by examining issues such as product policies, pricing, marketing communications, distribution channels and marketing research. The course additionally cultivates the skills and competencies required towards strategic marketing planning, with various tools and processes being presented both as a theoretical basis and in their practical application framework. The students are finally taught how to practically integrate theory with practice towards the development of a strategic marketing plan.

## **Corporate Strategy**

This course is designed to examine the strategic position of an organization by assessing the external environment, the internal strategic capabilities, the purpose and culture of the organization, to analyse an organization's strategic choices for the future in terms of both the directions in which strategy might move and the methods by which strategy might be pursued and to discuss the multitude of issues involved in the formation and implementation of strategy (e.g. strategy performance and evaluation, strategy development process, leadership and strategic change).

## **Required Courses**

### **Business Processes & Systems**

This course aims to discuss the strategic role of operations management in organizations; the importance of designing and managing effectively the organization's supply network and apply principles of modelling upon specific problems. Examines how to design operation systems to support the strategy of the organization and gain a competitive advantage in the marketplace; the role and key decisions of the operations manager (forecasting demand, capacity management, inventory management, scheduling etc.) and examines what-if scenarios in simulations and detect points of reduced efficiency. Discuss KPIs, data collection and analysis in the context of a simulation model to derive optimal decision making; the implications of managing effectively quality and performance in organizations and the need for continuous improvement and the methodologies for effecting change (students should be able to understand the reasons necessitating change in operations and how to effect such change through both projects and continuous improvement).

### **Globalization & International Business Challenges**

This course is designed to comparatively assess the different theories explaining the interplay between state power and market organization with the structure of international trade, development and finance; critically evaluate the dynamics shaping the process of globalization and the role of the Multinational Companies (MNC) as agents of that process; reflect on the role and strategies of the modern state as an investor, manager and effective regulator by drawing on specific examples of competing models of economic organization across several industries and debate on the rise and roles of the modern state-owned Multinational Companies (SMNC).

### **Decision Making Methods & Tools**

This course is designed to enable students to take a business perspective and concentrate on how Statistics and quantitative methods in general can be used in problem solving and decision-making; provide students with the necessary skills in order to use a scientific approach to solve problems and make decisions as business executives; demonstrate a number of important topics on statistics and probability theory; discuss the basic principles of forecasting and elaborate on a number of statistical forecasting methods and promote interaction of students with the lecturer, the course content and each other.

### **Scholarship & Research**

'Scholarship and Research', is based on the assumption that postgraduate scholarship provides skills fundamental for achieving competence in the other courses of the master's programmes, as well as for undertaking the MBA Thesis. The course is designed to develop your knowledge and understanding of academic practice and research. It utilises a research process and problem-based learning approach to develop your practical competence in aspects appropriate to academic practice and research in business and management.

## **Marketing Concentration**

### **Relationship Marketing**

This course is designed to enable students to deepen understand on the differences of principles, philosophy, value orientation of Relationship Marketing (RM) contrasting them with those of traditional marketing. By an applied science approach, thoroughly covering the importance of value, identity, trust and communication for the winning and retaining of B2B customers and B2C consumers; providing students with in-depth knowledge on how to construct and sustain customer relationships differentiated by levels of closeness, customer engagement and strategic priorities. Integrating the role of modern IC technology in customization strategies in RM and the means and methods through which technology can be strategically and operationally applied for RM implementation. Providing the students with a holistic system perspective including the importance and value of non-customer stakeholders and eco-systems.

### **Consumer Behavior**

This course is designed to provide students with a detailed and thorough understanding of consumer behavior and to describe how the study of consumer behavior helps companies better serve their clients. Particular emphasis is placed on understanding how self, perception, learning and motivation contribute to consumer decision-making processes and are ultimately expressed as behavior. In particular, decision making methods are presented, ways of evaluating alternatives and products are described, and ways of purchasing and using products are described. In completing this course, students will have understood how big companies use consumer research for their own strategies, and they will in turn be able to apply these theories themselves.

### **Marketing of Services**

The course is designed to master the key concepts and differentiating factors of Services Marketing, to recognize services' differences from tangible goods and understand their marketing implications, to comprehend the value and benefits of 'People' and Internal Services Marketing, to analyse and design the Service as a specific and methodically designed process and to manage Customer Encounters, Service Relationship Marketing and Customer Loyalty. Designs a comprehensive Services Marketing Mix and provides a solid foundation of SM business education that will enable students to become effective managers anywhere in today's globally competitive environment. Enhances intellectual development and student graduate maturity and develops the skills necessary towards practical implementation of the knowledge gained. Interrelates the material covered with adjacent and relevant business theories.

### **Corporate Social Responsibility**

The course emphasizes the need for a new strategic decision-making approach within a firm based on Corporate Social Responsibility and Business Ethics. Theoretical Advances in stakeholder theory, corporate citizenship, public affairs management, corporate governance, business partnerships and corporate philanthropy Topics like Cause Related Marketing, Green Marketing, are also covered in this course.

### **Marketing Communications**

This course is designed to provide an overview of the key principles of marketing and marketing communications. To appreciate the theoretical knowledge underlying marketing communications and IMC (Integrated Marketing Communications) practice. To demonstrate all marketing communication issues and promotional tools. To understand of the consumer differences in markets, their effect on integrated marketing communications. To illustrate of how the marketing communication tools can be applied in practice, to appreciate the importance and role of marketing communications in the overall marketing plan and to design communication campaigns.

### **Global Marketing**

This course is designed to describe international marketing operations by examining issues such as product policies, pricing, marketing communications, distribution channels and marketing research. To explain how new technologies have changed the way we market globally. To generate an understanding of the current strategies of major global firms. To familiarize students with the problems and perspectives of marketing across national boundaries and within foreign countries and to critique the challenges and opportunities of global competition

## **Finance Concentration**

### **Portfolio Analysis**

This course is designed to teach the students the skills required to manage an investment portfolio under conditions of uncertainty and to choose such strategies that balance performance and risk within the investor's objectives. To make students understand that Portfolio Management is a dynamic process that requires an understanding of both theory and practice and to provide them with an understanding of the measurement and evaluation of performance, by separating luck from skill, and adjusting performance for risk.

### **Financial Markets and Institutions**

This course is designed to provide a conceptual understanding of the function of financial markets, the flow of funds, levels of interest rates and time value of money; to analyse the institutional framework through a discussion of the theoretical background to the structure and performance of the financial system, and the role, goals and decision-making process of financial intermediaries participating in financial markets' operations; to examine the international integration of financial markets and institutions, using a rich body of empirical evidence, consider the policy implications with emphasis on global developments, and contrast these issues with the relevant theory; and to develop the analytical and research skills of the student using a specific problem or issue related to markets and institutions.

### **Financial Risk Management**

This course is designed to evaluate different types of financial risk and various financial instruments available to counteract unwanted financial risk; to create and optimise opportunities available to organisations that are prepared to take on various degrees of financial risk, either as defensive moves or in the implementation of dynamic strategies.

### **Global Financial Strategies**

This course is designed to enable students to evaluate the flow of funds and the function of financial markets, the theoretical background of Efficient Market Hypothesis and bond, stock and exchange rate markets.

### **Working Capital Management**

This course is designed to cover the latest trends around working capital, to discuss a range of working capital topics, including cash management, banking relations, accounts receivable, inventory, accounts payable, and foreign exchange. To analyze the efficient utilization of current assets and liabilities of a business through each phase of the operating cycle. To examine the planning, monitoring, and management of the company's collections, disbursements and concentration banking. To explore the gathering and management of information and forecast data to effectively use funds and identify risk.

### **Advanced Corporate Finance**

This course is designed to evaluate investment decisions, efficient Market Hypothesis Theory, risk, return and cost of capital, components of a company's capital structure, mergers and acquisitions and create an optimum capital structure.

## **Energy, Oil & Natural Gas Concentration**

### **Hydrocarbon (HCB) Markets & Economics**

This course is designed to comparatively assess the different types of reserves of oil and gas and the variant costs of their exploration and development that result from the geological characteristics of their formation. Also evaluates the importance the economic parameters affecting the "life cycle" of oil & gas investment, reflects on the relative significance of taxation, financing, contracting and regulation in the oil and gas industry and its decision-making process and measures the relative gravity of the different parameters affecting oil and gas price formation and the functioning of hydrocarbon markets on a global and regional basis.

### **EU Energy Strategy**

This course is designed to comparatively assess the different roles of various EU institutions in Energy Policy making while illustrating the dynamic nature of the balance of power and shifting authority between EU institutions and between Brussels and the Member-

States. Evaluates the dynamics shaping the EU energy mix in historical perspective as well as the importance of energy in the European political unification process since 1950. Reflects on the fundamental dimensions of EU energy strategy in the 2020 and 2030 context, analysis the balance between energy security, market competition and climate change considerations through specific examples. Judges the efficacy of the EU Energy Union Strategy by drawing on specific case studies. Considers the importance of energy parameters in the EU's global role and its Common Foreign and Climate Change Policy and measures the ability of the EU's energy strategy to meet EU goals and obligations emanating from the Paris Climate Accord.

### **Energy Safety & Risk Management in the HCB**

This course is designed to comprehensively analyse the concept of energy safety and risk management analysis in the global oil and gas industry. Reflects on the safety challenges of onshore and offshore oil and gas activities by identifying the principal operational hazards of the industry. Comparatively assess the various measures and aspects of risk prevention, mitigation and crisis management utilized by the oil & gas industry. Evaluates the flaws of pre-existing safety procedures that led to major industry accidents with an emphasis on offshore upstream activities and measures the effectiveness of various national regulations on the safety and operations of hydrocarbon exploration, exploitation, processing, transportation, distribution and storage with an emphasis on US and EU regulations

### **Environmental Impact Assessment in the HCB Industry**

This course is designed to comprehensively analyse the nature and scope of the Environmental Impact Assessment (EIA) and Strategic Environmental Impact Assessment (SEIA) Studies. Enable the students to undertake baseline surveys, use prediction methods, significance criteria, apply mitigation measures and implement monitoring regimes. Critically assess the basic concepts, approaches and technical components of an EIA and a SEIA study. Evaluates the significance of EIA and SEIA studies for the hydrocarbon industry with a particular emphasis on offshore oil & gas activities. Measures the effectiveness of existing environmental risk assessment process in the oil and gas industry by drawing on a multitude of case studies and comparing various regulatory regimes with an emphasis on the EU and the USA and reflects on the societal and environmental impacts of the global hydrocarbon industry.

### **LNG Systems & Markets**

This course is designed to present an overview of the natural gas and liquefied natural gas (LNG) industry; outline the major LNG importers and exporters and the LNG value chain; familiarise attendees with natural gas exploration, production and treatment; introduce the process of LNG production and storage & export and receiving facilities; analyse the financial, physical risks and hazards associated with LNG facilities; discuss the financing arrangements for onshore and offshore LNG projects; analyse the LNG sales and purchase agreements; discuss the economics of LNG projects and gas supply agreements; construction, operational and business aspects of LNG units; familiarise participants with LNG ship contracts; elaborate on the major ship conventions and regulations and explain the health, safety, environmental and security (HSES) issues of LNG assets.

### **Energy and Geopolitics**

This course is designed to critically review the content, definitions and dimensions of international energy security policy, to evaluate the influence of political and geopolitical factors in oil & gas market formations, trading and pricing, to comparatively assess the importance of energy security in the formulation of foreign policy by various states and, in particular, competing Great Powers and to measure the importance of the nexus between energy and regional security in the world's most important energy producing/exporting regions.

## **Human Resource Management Concentration**

### **Integrity in Organizations**

This course presents and analyzes key ethical theories as they relate to business. Critically evaluates these theories and apply them in business situations. Initiates discussion on the difficulties in choosing an ethical framework to apply in international contexts and appraise the role of culture in doing so. Develops a corporate business ethics management program and demonstrates the design and application of codes of ethics in organizations.

## **HR and Organizational Development**

This course is designed to analyze data both primary and secondary for resolving an issue(s) directly related to organizational behavior and organizational development, the importance of measuring of the effectiveness of organizational behavior and organizational development and the importance of creativity and innovation in organizational behavior and organizational development. Develops competencies, together with intrapersonal and interpersonal skills, through participation in a group project related to current issues on organizational behaviour and organizational development. Discuss the importance of critical thinking and problem solving in issues related to organizational behavior and the importance of best change tactics in organizational behavior to prepare for the future. Critically evaluate the work of others both in class settings as well as in out of class environments and develop a range of core (or transferable) skills, including: communication - orally and in writing problem – solving learning to learn (use of resources) and team-working to confidently interact with others in a number of organizational settings.

## **Managing Performance**

This course is designed to enable students to focus on the use of strategic aspects of performance management. To discover how performance improvement is achieved throughout the organisation, for individual, team and organisational effectiveness and to evaluate how the continuous development of individuals and teams will enhance performance which can be achieved by ensuring that individuals are encouraged to behave in a way that allows and fosters better working relationships.

## **Employee Resourcing**

This course provides an in-depth analysis of the methods used in staffing and selection processes, investigates the processes of designing, administering, revising, and evaluating selection programmes that comply with government regulation as well as add value to the organisation. It also helps students to evaluate the sources available to organisation for recruitment in order to assess the most effective ones, develop recruitment strategies to reduce staff turnover and thus reduce costs, develop and utilise strategies to achieve work-life balance, and thereby improve performance in the workplace, develop equal opportunities strategies in recruitment and selection so as to make best use of the diverse talent pool available, ensure that resource strategies match overall organisational strategies and evaluate the tools which are used during the recruitment and selection process.

## **Leadership and Innovation**

This course is designed to examine the basic elements and processes of leadership and evaluate the strong influence of culture, individual characteristics, gender and diversity and the importance of innovation and creativity for contemporary organizations, assess the various enablers / inhibitors and discuss possible strategies and tools for enhancing innovation within firms. To assess the role of power in leadership and discuss various relevant approaches. To discuss methodologies and best practices in leading teams, leading change and developing new leaders and the challenges of leadership in various organizational settings and evaluate possible solutions and to analyse the role of national systems in fostering innovation and entrepreneurship and discuss the need for synergies between the various actors such as industry, universities and the government.

## **Managing Diversity in Organizations**

The course aims to teach students to adapt successfully to the demographic changes rapidly occurring in the workplace, create individual awareness of the issues of diversity and how to cope with them effectively, organise work based on an understanding of the impact of diversity in relation to group dynamics, values, motivation, conflict management and communication styles. Upon completion of the course students should be able to collect and analyse data for the purpose of resolving issues directly related to diversity in organisations, develop skills and competencies of an intrapersonal and interpersonal nature so as to better cope with the diverse work place, analyse the influence of their own background on behaviour and develop sensitivity to others, critically evaluate the nature and effects of preconceptions and prejudices and their own use of the two concepts and confidently interact with others in a number of organisational settings.

## **Entrepreneurship & Digital Transformation Concentration**

### **Entrepreneurship & Startup Management**

This course enables students to develop and implement the necessary business skills and mentality associated with the launch, sustainable operation, management and development of a new, intensive knowledge-based initiative. Through a structured approach to developing innovative services and products, along with best commercial practices, students will lay the foundations for successfully conceiving and developing an innovative business idea, shaping the business model and value proposition. The course is

also designed to develop students' entrepreneurial mind-set and teamwork; student's critical thinking and apply it towards the identification and evaluation of entrepreneurial opportunities through design thinking and customer centric approaches and develop Start-up presentation skills in pitching for initial funding. Exposes students to the process of transforming an idea into a sustainable business venture and encourages them to apply managerial and economic entrepreneurial skills in the context of strategic planning and decision-making for validating business ideas and growth strategies.

### **Management of Technological Innovation**

This course is designed to enable students to acquire the necessary knowledge and understanding to organize for Innovation, manage the New Product Development Process as well as the human resources, to identify ways to assess the Industry Dynamics of Technological Innovation, to define and evaluate technology strategy. Also provides an understanding to the process of formulating technology innovation strategy and apply the acquired knowledge to implement Technology Innovation Strategy.

### **Managing SMEs & Family Businesses**

This course is designed to develop students' entrepreneurial perception and analytical skills in small and medium-sized business issues and to enhance their knowledge and abilities so they can participate effectively in designing, implementing and controlling the overall strategy of a small / medium-sized business; in the systematic analysis of its evolving external and internal environment

and in taking and implementing decisions that combine its individual functions: from marketing planning to sales management, to the financial management and human resources and information resources management.

### **Digital Business Transformation**

This course aims to explore business, organization management and technology issues, which are intervened in the strategic management e-businesses. All material presented in this course is at the managerial level and hence technical expertise in the actual technologies employed, while helpful, is not required. The course is designed to provide an overview of the key e-business principles and the new opportunities that electronic markets provide to organisations. To undergo an in-depth analysis of the relationship between e-business and business strategy (i.e. e-business models, relationships with suppliers, customers and business partners, governance structures, technological infrastructure). To outline technologies used to build an e-business infrastructure within an organization and with its partners (B2B e-commerce). To understand e-strategy, strategic resources and value creation in the digital era and the opportunities and challenges of the use of data analytics in organisations and to identify the online advertising options for e-businesses, understand their functionality, advantages and disadvantages.

### **Web Design and Development**

This course aims to provide an overview of Web Marketing and discuss the different components.

Analyzes and explores the key principles of Web hosting, select and implement the right Content Management System (CMS). Provides an insight into the basic usage and functionality of Professional WordPress from a developer's perspective. Revises the theoretical knowledge underlying the design of an effective Customer-centered website and the Principles of Usability testing. Illustrates Metrics and Analytics and understand their role and importance in tracking website visitors' behaviour and builds on the covered key theoretical concepts and optimize a website to rank higher in the search results for Google and other search engines.

### **Project Management**

This course is designed to define concepts, principles and behavioral skills needed to successfully launch, lead, and realize benefits from projects in organizations; successfully manage projects by employing effectively project's schedule, scope and resources to produce a desired outcome; identify critical success factors required to overcome resistance to change as substantiated in major projects; outline the importance of working in teams and the use of a variety of Project Management Software Products; underline the importance of proper project management and administration, and the role of documentation and review causes of project failure through selected case studies and learn how to mitigate risks through proper project planning.



## **Free Electives**

### **Consultancy Process**

The course is designed to enable students to reflect on the process of working as a consultant and develop a personal vision on the role of a process consultant. Furthermore, this course aims at developing understanding and skills in handling sensitive issues in consultancy, such as building trust, ethical problems, ensuring implementation and overcoming resistance to change, as well as developing skills in acting as a facilitator in team-building and as a process consultant.

### **Supply Chain Management**

This course is designed to present the concepts, methods and applications of Supply Chain Management. Supply Chain Management is concerned with the efficient integration of suppliers, factories, warehouses and outlets so that products are distributed ultimately to consumers in a way that keeps them satisfied. The course analyses the challenges of planning in multiple organizations, discusses the role of logistics in integrated business processes and proposes ways to improve collaboration within and between organizations. This understanding is important as it can have a significant positive impact on productivity and organizational effectiveness.

### **Managing Change**

This course's focus is on the management of change in contemporary organisations. This course is designed to enable students to assess the value of formulating a context-sensitive change approach and provide concepts, frameworks and techniques for analysing the organization context and designing such change processes. To evaluate the various change design options for aligning the organization behind the intended strategy and acting against the designed change process in order to achieve its successful implementation and lay the foundations for sustainability. To discuss the complexity involved in managing corporate change within the current turbulent and global business environment and examine why it remains a challenge for most senior executives with many change programs failing to deliver the benefits they promise.

### **Knowledge Management**

This course is designed to examine the forces driving the growth of knowledge management today and assess its impact on contemporary organizations, to demonstrate the various components of knowledge management solutions including processes, mechanisms and technologies, to analyse the context of an organization and assess the needed knowledge management processes and solutions, to assess the level of knowledge management utilization and exploitation in an organization and to demonstrate, discuss and assess a number of real-life examples of knowledge management systems in the areas of knowledge discovery, knowledge capture, knowledge sharing and knowledge application.

### **Agricultural Policy**

This course analyses the measures, economic mechanisms and required implementation of the National and Common Agricultural Policy. Interprets the implementation mechanism of each agricultural policy measure. Describes and analyses the regulatory framework of the CAP, with a focus on the operation of the food market, through the exploitation of agricultural policy tools and mechanisms. Interprets and evaluates all alternative policies in the field of agriculture. Interprets and evaluates the impact from the implementation of agricultural policy measures, through the application of economic theories. Analyses the productivity and competitiveness of the agricultural sector, through economic tools and models. Aims to view agricultural product and food trade policy issues, through the operation of International Organizations.

### **Agricultural Production, Costing, Financing and Insurance**

This course is designed to explain the basic principles of agricultural production economics and the relations between input and the produced product, to facilitate the comprehension of the principles governing the relations between agricultural products or sectors and how the production cost of agricultural products is calculated. Also helps to understand the planning of agricultural production under conditions of risk and uncertainty and the financing mechanisms of investments in the field of agriculture and food and to analyze agricultural production and agricultural capital insurance as a basic agricultural measure.

### **Marketing of Food and Agricultural Products**

This course is designed to present the structure and operation of the marketing system of agricultural and food products and examines its effectiveness and profitability, the formation of the prices of agricultural products, in combination with the pricing strategies and pricing schemes, and the methods of price analysis, the transnational view of the agricultural trade and the basic

operations in international markets, combined with the global food supply chain, selected behavioural issues of the consumers of agricultural and food products, in combination with food market research methods and the response of marketing in selected trade public policy issues concerning the consumers, trade and agricultural markets. Also examines selected issues in connection with the strategies and functions of marketing of agricultural products, with special reference to quality issues and analyses the management issues of the future markets for agricultural and food products in relation to the marketing risks and their impacts and the relations of the agricultural marketing with the environment and society and presents certain critical issues of these relationships.

**MBA UNIC PATH**

<b>Course Code</b>	<b>Course Title</b>	<b>ECTS</b>
<b>FOUNDATION COURSES</b>		<b>0</b>
MBAN-540	Foundations in Economics	0
MBAN-550	Foundations in Accounting	0
MBAN-560	Foundations in Statistics and Research	0
<b>COMPULSORY COURSES</b>		<b>36</b>
MBAN-610	Organizations and HR Management	6
MBAN-620	Business Economics	6
MBAN-630	Financial and Managerial Accounting	6
MBAN-640	Financial Management	6
MBAN-650	Strategic Marketing	6
MBAN-660	Corporate Strategy	6

**CONCENTRATION OPTIONS****54****MARKETING****THESIS OPTION****54**

MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-740 (R)	Thesis in Marketing	30

**Choose 2 concentration courses from the list below**

MBAN-734	Relationship Marketing	6
MBAN-748	Consumer Behavior	6
MBAN-749	Marketing of Services	6
MBAN-751	Corporate Social Responsibility	6
MBAN-752	Marketing Communications	6
MBAN-753	Global Marketing	6

**NON-THESIS OPTION****54**

MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-671 (R)	Business Processes & Systems	6
MBAN-672 (R)	Globalization & International Business Challenges	6

**Choose 5 concentration courses from the list below**

MBAN-734	Relationship Marketing	6
MBAN-748	Consumer Behavior	6
MBAN-749	Marketing of Services	6
MBAN-751	Corporate Social Responsibility	6
MBAN-752	Marketing Communications	6
MBAN-753	Global Marketing	6

\*(R) Required Course

**FINANCE****THESIS OPTION****54**

MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-750 (R)	Thesis in Finance	30

**Choose 2 concentration courses from the list below**

MBAN-754	Portfolio Analysis	6
MBAN-755	Financial Markets and Institutions	6
MBAN-756	Financial Risk Management	6
MBAN-757	Global Financial Strategies	6
MBAN-758	Working Capital Management	6
MBAN-759	Advanced Corporate Finance	6

**NON-THESIS OPTION****54**

MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-671 (R)	Business Processes & Systems	6
MBAN-672 (R)	Globalization & International Business Challenges	6

**Choose 5 concentration courses from the list below**

MBAN-754	Portfolio Analysis	6
MBAN-755	Financial Markets and Institutions	6
MBAN-756	Financial Risk Management	6
MBAN-757	Global Financial Strategies	6
MBAN-758	Working Capital Management	6
MBAN-759	Advanced Corporate Finance	6

\*(R) Required Course

**ENERGY, OIL & NATURAL GAS**

<b>THESIS OPTION</b>		<b>54</b>
MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-760 (R)	Thesis in Energy, Oil & Natural Gas	30
<b>Choose 2 concentration courses from the list below</b>		
MBAN-761	Hydrocarbon (HCB) Markets & Economics	6
MBAN-762	EU Energy Strategy	6
MBAN-763	Energy Safety & Risk Management in the HCB Industry	6
MBAN-764	Environmental Impact Assessment in the HCB Industry	6
MBAN-765	LNG Systems & Markets	6
MBAN-766	Energy and Geopolitics	6
<b>NON-THESIS OPTION</b>		<b>54</b>
MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-671 (R)	Business Processes & Systems	6
MBAN-672 (R)	Globalization & International Business Challenges	6
<b>Choose 5 concentration courses from the list below</b>		
MBAN-761	Hydrocarbon (HCB) Markets & Economics	6
MBAN-762	EU Energy Strategy	6
MBAN-763	Energy Safety & Risk Management in the HCB Industry	6
MBAN-764	Environmental Impact Assessment in the HCB Industry	6
MBAN-765	LNG Systems & Markets	6
MBAN-766	Energy and Geopolitics	6

\*(R) Required Course

**HRM****THESIS OPTION****54**

MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-770 (R)	Thesis in HRM	30

**Choose 2 concentration courses from the list below**

MBAN-702	Integrity in Organizations	6
MBAN-767	HR and Organizational Development	6
MBAN-768	Managing Performance	6
MBAN-769	Employee Resourcing	6
MBAN-778	Leadership and Innovation	6
MBAN-779	Managing Diversity in Organizations	6

**NON-THESIS OPTION****54**

MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-671 (R)	Business Processes & Systems	6
MBAN-672 (R)	Globalization & International Business Challenges	6

**Choose 5 concentration courses from the list below**

MBAN-702	Integrity in Organizations	6
MBAN-767	HR and Organizational Development	6
MBAN-768	Managing Performance	6
MBAN-769	Employee Resourcing	6
MBAN-778	Leadership and Innovation	6
MBAN-779	Managing Diversity in Organizations	6

\*(R) Required Course

**ENTREPRENEURSHIP & DIGITAL TRANSFORMATION**

<b>THESIS OPTION</b>		<b>54</b>
MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-780 (R)	Thesis in Entrepreneurship & Digital Transformation	30
<b>Choose 2 concentration courses from the list below</b>		
MBAN-788	Entrepreneurship & Startup Management	6
MBAN-789	Management of Technological Innovation	6
MBAN-790	Managing SMEs & Family Businesses	6
MBAN-797	Digital Business Transformation	6
MBAN-798	Web Design and Development	6
MBAN-799	Project Management	6

<b>NON-THESIS OPTION</b>		<b>54</b>
MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-671 (R)	Business Processes & Systems	6
MBAN-672 (R)	Globalization & International Business Challenges	6
<b>Choose 5 concentration courses from the list below</b>		
MBAN-788	Entrepreneurship & Startup Management	6
MBAN-789	Management of Technological Innovation	6
MBAN-790	Managing SMEs & Family Businesses	6
MBAN-797	Digital Business Transformation	6
MBAN-798	Web Design and Development	6
MBAN-799	Project Management	6

\*(R) Required Course



**FREE ELECTIVES** **54**

**ONLY NON-THESIS OPTION**

MBAN-710 (R)	Decision Making Methods & Tools	6
MBAN-720 (R)	Scholarship and Research	6
MBAN-671 (R)	Business Processes & Systems	6
MBAN-672 (R)	Globalization & International Business Challenges	6

**Choose 5 FREE ELECTIVES from the list below OR any other 5 courses from the concentration courses or a mix and match**

MBAN-681	Consultancy Process	6
MBAN-682	Supply Chain Management	6
MBAN-683	Managing Change	6
MBAN-684	Knowledge Management	6
MBAN-686	Agricultural Policy	6
MBAN-687	Agricultural Production, Costing, Financing and Insurance	6
MBAN-688	Marketing of Food and Agricultural Products	6

\*(R) Required Course

# ARE YOU READY FOR THE CHALLENGE?

### Finding out more

We encourage you to attend one of our Open days or make an appointment to come and visit the campus. If you are not able to make it to campus you also have the opportunity to find out more by meeting some of our staff and Alumni at various MBA Fairs taking place globally. Details of forthcoming events and opportunities are posted on our website. We can also arrange one-to-one sessions in person or via Skype with our MBA Relationship Manager.

### Educational and professional experience

To ensure an outstanding student experience we have set entry requirements for our MBA programme as follows:

#### Minimum Academic & Professional Requirements

The minimum Academic requirement for admission to the MBA programme is a Bachelor Degree from a recognized University. In addition to the above, applicants must also satisfy the following requirements:

- Standardized Test Scores- The Graduate Management Admission Test (GMAT) is required of all students with a minimum score of 400. Students with a COA of 2.5 or higher on the 4-point system or 2.2 for UK standards or equivalent, or three years of professional experience, will be exempted from the GMAT. A candidate without the GMAT may be provisionally admitted and allowed to take the foundation courses, but will need to submit their GMAT scores as stated above, in order to be accepted as MBA students.
- A Curriculum Vitae (CV) indicating the applicant's education, academic and professional experience, any publications, awards, etc.
- Letters of Recommendation – Two recommendation letters from individuals who have known the applicant in his/her educational and professional environment are required
- Personal Statement – The applicant is required to submit a comprehensive outline highlighting his or her individual competences and strengths and providing their reflections regarding expectations and the value of the programme to their personal advancement and career development.
- Proficiency in Greek for the Programme offered in the Greek Language

#### English Language Requirement

Students satisfy the English requirements if their first degree was taught in English. Otherwise, they would need to present a minimum TOEFL score 550 and above, or Computer-based TOEFL score of 213 and above, or Internet-based TOEFL (iBT) score 79-80 and above, or GCSE (or GCE) English Language "O" Level of "C" or above or IELTS of 6.5 and above or Cambridge Exams (First Certificate with Grade B and above).

*Full details of the entry requirements can be found on: [schoolofbusiness.unic.ac.cy](https://www.schoolofbusiness.unic.ac.cy)*

*To apply please visit: <https://www.unic.ac.cy/apply/>*