

# SCHOOL OF BUSINESS

---

## MASTER OF BUSINESS ADMINISTRATION (MBA)



UNIVERSITY *of*  
**NICOSIA**

# BUSINESS ADMINISTRATION (MBA)

<b>Degree awarded:</b>	Master of Business Administration
<b>Duration of study:</b>	1.5 years
<b>Mode of study:</b>	full or part time
<b>ECTS credits:</b>	90
<b>Language of instruction:</b>	English   Greek
<b>Mode of delivery:</b>	on campus or online

The programme is offered in English on campus and in both English and Greek online. For specific online specialisation options please consult our website or contact us.

## Introduction

The Master of Business Administration (MBA) programme is dynamic and intensive, reflecting an approach that stresses flexible specialisation, experiential learning and optimum use of study time. The content and structure of the programme is regularly adjusted, incorporating the latest approaches to Management Education and Executive Training. Our primary mission is to prepare students to become effective professionals in today's globally competitive environment, in order to meet the needs of the private and public sectors throughout the world.

The MBA is designed to offer insight into professional possibilities and modern organisations 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 core and specialisation modules involves lectures, discussions, project assignments, role-playing, case studies, and applied classwork. The participants consistently deal with

realistic managerial and professional challenges. The curriculum also includes visits by executive guests from industry.

## Learning Outcomes

Upon successful completion of this programme, students will be able to:

- Demonstrate effective leadership and management skills, with heightened cultural awareness and a refined global outlook
- Demonstrate academic independence and synthesise their individual professional profile when dealing with major issues relating to their career
- Perform in-depth academic research
- Implement their acquired discipline knowledge in a practical manner, through the writing of their thesis, and apply their knowledge to real life situations
- Apply the abilities gained, taking an integrative point of view of all analytical tools that assist in performing in-depth analyses of industries and competitors
- Analyse how organisations develop and sustain competitive advantage over time

- Design and run effective organisations and assist them in achieving superior performance
- Manage the Human Resources of their organisation and motivate people to achieve their organisation's vision
- Evaluate their organisation's competitive position and apply appropriate marketing and strategy decisions for further advancement of its position
- Utilise the complex processes underlining the development and manufacture of products, as well as the creation and delivery of services
- Apply a balance between scientific research and business reality
- Evaluate complex investments, as well as set and execute effective financial policies within an organisation



## AIM AND OBJECTIVES

The MBA programme aims to provide students with a solid foundation of business education, enabling them to become effective managers anywhere in today's globally competitive, fast changing environment. This programme aims to offer a degree that is highly integrated in context and practical, by remaining close to actual business practice. It aspires to assist students develop their management and leadership skills, operate effectively in a multicultural environment, and adapt quickly to changing social, political, legal and economic conditions.

# SUCCESS STORIES



## **Milena Domanova**

**Manager, Global Compliance Europe,  
Deloitte Global Tax Centre (Europe)**

Business Administration (BBA), Class of 2008  
MBA - Concentration in Finance, Class of 2012

### **From Cyprus to Deloitte Global**

"When I look back, I regard my choice to spend my student years in Cyprus and at UNIC, in particular, as an important landmark in both my personal and professional development. The international environment and the opportunity to combine first-class studies and training with practical knowledge was a great approach and an extraordinary experience, which fully prepared me both for the hurdles one faces as an adult and the challenges in the globalised business world we now live in.

The excellent professors, the modern classrooms and facilities, the international student body, the various events that tap into different cultures, and the excellent cafeteria, which was an amazing 'social space'... were all an integral part of my time at UNIC. This was not only an unforgettable memory, but a guiding light to the path I was to follow.

Thanks to the ongoing support from UNIC, I had the unique opportunity to start my professional experience in my third year of studies. Since then, I have been working in the business world, undertaking various positions and travelling around the globe to work on various business and consultancy projects. Starting out as a statutory auditor and consultant for international entities, my path finally led me to Brussels.

Presently, I manage large multinational organisations as a Manager at the Deloitte Global Tax Centre (Europe), helping them to meet all their financial reporting and tax compliance obligations in EMEA, as well as being their first point of contact and preferred advisor in times of global restructurings, the adoption of international financial reporting standards, and cross border mergers and acquisitions. I also have the opportunity to work closely with, and follow the work of, the various EU Institutions. Last but not least, I travel across different continents and work with international and global teams on a daily basis.

It is because of UNIC that I was prepared for all the challenges that appear after the studies. Leaving university for the work arena is not easy. If you have gained the right knowledge, if you possess the proper tools and attitude, if you are armed with the relevant experience and confidence, and if you make the right choices with the proper support, you have nothing to fear. I went through that and succeeded. You can do it, too. You just have to make the right choice – the UNIC choice!"



## **Pooya Charmarai Tohidi**

**Co-founder and CEO, Sockseed**

Business Administration (BBA), Class of 2008  
MBA - Concentration in Management, Class of 2012

### **From Student to "Series A" Startup**

"Halfway through my Business Administration degree at UNIC, I recognised my interest in startups and small businesses. I soon realised that the University provides a tremendous amount of resources and support in this area. Soon after, I began my startup journey by attending relevant seminars, and by taking part in a number of competitions and projects, all with the unwavering support of my professors.

I next realised that having a professional team could push my knowledge to the next level. So, I went on a mission to find like-minded students to join me on this journey. I found many on campus and we formed a formidable team. We achieved much success in worldwide competitions, under the banner of the University of Nicosia. We were among the top ten innovation teams in the world at the Microsoft Imagine Cup, also taking first place for the "Facebook Creativity Award." We've been awarded with the top spot in other well-known student competitions. These were all an excellent start to the journey.

After a few years, we decided to accelerate our efforts and take things to the next level with our first startup idea. At that point, I recognised that having an MBA in Management could help me to better understand the

market, team coordination, and the right management techniques to apply to this effort. It was just as I thought: the UNIC MBA equipped me with tremendous knowledge and prepared me for the real business at hand.

I've achieved some wonderful successes and suffered some disappointing failures at the same time, like most entrepreneurs. Nonetheless, I regard them all as useful experiences along the way. In keeping it up and fine tuning things, we managed to take one of our startup ideas to the next level, into the investment phase. I'm excited to be stepping into this very promising phase with the team, which is none other than putting to the best use our "Series A" Funding in the near future!

Of course, UNIC was fully supportive all the way. I would like to thank its amazing professors for the great opportunities and support. I believe my UNIC experience plays a huge role in my day-to-day startup life. I know that more startups will spring from UNIC, because of what it provides and how it embraces the startup philosophy. This truly feels like a new era for startups!"

# ADMISSIONS CRITERIA

## The following must be satisfied for a student to be admitted:

- An accredited Bachelor's degree
- Proficiency in English - Students satisfy the English requirements if their first degree was taught in English. Otherwise, they would need to present at least:
  - a TOEFL score of 550 paper-based or 213 computer-based, or
  - IGCSE grade "C", or
  - IELTS with a score of 6.5, or
  - score placement at the ENGL-100 level of the University of Nicosia Placement TestThe University of Nicosia offers English courses at various levels to help students reach the required standard for admission
- Proficiency in Greek for the programme offered in the Greek Language

- Standardised Test Scores - The Graduate Management Admission Test (GMAT) is required of all students with a minimum score of 400. Students with a CPA 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 such students will need to submit their GMAT scores as stated above, in order to be accepted as MBA students
- Academic Background - Applicants with a non-business background can be admitted into the programme but they may have to take preparatory foundation courses
- It is recommended that applicants have previous working experience
- Personal qualities such as motivation, character and leadership play a significant role in the admission process

- Letters of Recommendation - Two recommendation letters from individuals who have known the applicant in his/her educational and professional environment are required
- Individual Interviews are held where possible. Where interviews are not possible, written evidence and data on the applicant's past work experience, maturity and personality are assessed to the best possible degree
- 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



## Each application for admission should include:

- A completed Application Form
- Copies of all degrees and transcripts
- A Curriculum Vitae (CV) indicating the applicant's education, academic and professional experience, any publications, awards, etc.
- A short statement stating the reason the candidate wishes to join the programme, the candidate's professional experience, future goals, etc.
- At least two letters of recommendation from academic or professional advisors
- Copies of representative publications, if any
- Copies of any other supporting material, such as results of exams, honours, awards, etc.
- Evidence of English Language Proficiency, where English was not the official language of instruction of the applicant's undergraduate studies

## ▼ STRUCTURE OF THE PROGRAMME

The programme consists of 12 core courses (90 ECTS credits). Full-time students are required to take 4 courses (30 ECTS credits) every semester. The typical duration for completion of an MBA degree is 3 semesters (18 months). Part-time studying is also possible and students are allowed 4 years in order to complete the programme. Students without previous business studies are required

to complete the foundation courses. Students have the option of choosing a general track MBA degree. In such a case, they can choose from *all* the electives listed among the various track options. Alternatively, students may choose to specialise in one (1) area. In both cases, three (3) elective courses will need to be completed.

Course code	Course Title	ECTS
<b>Foundation Courses</b>		<b>0</b>
MBAN-510	Foundations in Economics	0
MBAN-520	Foundations in Accounting	0
MBAN-530	Foundations in Statistics and Research	0
<b>Core Courses</b>		<b>52.5</b>
MBAN-603	Decision Making Methods and Tools	7.5
MBAN-609	Organisations and HR Management	7.5
MBAN-611	Business Economics	7.5
MBAN-612	Financial and Managerial Accounting	7.5
MBAN-622	Financial Management	7.5
MBAN-667	Strategic Marketing	7.5
MBAN-685	Corporate Strategy	7.5
<b>Elective Courses</b>		<b>22.5</b>
<b>▼ MANAGEMENT TRACK</b>		
MBAN-701	Organisational Behaviour	7.5
MBAN-703	Business Ethics	7.5
MBAN-705	Consultancy Process	7.5
MBAN-706	Managing Corporate Change	7.5
MBAN-707	Entrepreneurship and SMEs	7.5
MBAN-708	Supply Chain Management	7.5
<b>▼ MARKETING TRACK</b>		
MBAN-711	Relationship Marketing	7.5
MBAN-713	Consumer Behaviour	7.5
MBAN-716	Marketing of Services	7.5
MBAN-717	Corporate Social Responsibility	7.5
MBAN-718	Marketing Communications	7.5
MBAN-719	Global Marketing	7.5
<b>▼ FINANCE TRACK</b>		
MBAN-721	Portfolio Analysis	7.5
MBAN-722	Financial Markets and Institutions	7.5
MBAN-723	Financial Risk Management	7.5
MBAN-724	Global Financial Strategies	7.5
MBAN-726	Working Capital Management	7.5
MBAN-728	Advanced Corporate Finance	7.5
<b>▼ MIS TRACK</b>		
MBAN-730	E-Business	7.5
MBAN-733	Web Design and Development	7.5
MBAN-735	Business Data Communication and Security	7.5
MBAN-737	Knowledge Management	7.5
MBAN-738	IT Project Management	7.5
MBAN-739	Business Intelligence	7.5
<b>▼ AGRIBUSINESS &amp; FOOD ENTERPRISE MANAGEMENT TRACK *</b>		
MBAN-801	Agricultural Policy	7.5
MBAN-802	Agricultural Production, Costing, Financing and Insurance	7.5
MBAN-803	Marketing of Food and Agricultural Products	7.5
MBAN-804	Environmental Safety and Natural Resources	7.5
MBAN-805	Economics of Food Markets and Agricultural Products	7.5
MBAN-806	Innovation in Food and Agricultural Enterprises	7.5

<b>HRM TRACK</b>		
MBAN-741	HR and Organisational Development	7.5
MBAN-742	Managing Performance	7.5
MBAN-743	Employee Resourcing	7.5
MBAN-744	Leadership and Innovation	7.5
MBAN-746	Managing Diversity in Organisations	7.5
MBAN-747	Employee Relations	7.5
<b>OIL, GAS &amp; ENERGY MANAGEMENT TRACK</b>		
MBAN-771	Project Management	7.5
MBAN-772	Oil and Gas Economics and Accounting	7.5
MBAN-773	Health, Safety and Risk Management	7.5
MBAN-775	Oil and Gas Industry	7.5
MBAN-776	Energy Policy and Management	7.5
MBAN-777	Energy and Geopolitics	7.5
<b>ENTREPRENEURSHIP &amp; INNOVATION TRACK</b>		
MBAN-781	Entrepreneurship and Startup Management	7.5
MBAN-782	Management of Technological Innovation	7.5
MBAN-783	Social Entrepreneurship	7.5
MBAN-784	Creativity and Innovation	7.5
MBAN-785	Managing Change	7.5
MBAN-787	Managing SMEs and Family Businesses	7.5
<b>REAL ESTATE MANAGEMENT TRACK *</b>		
MBAN-791	Real Estate Law	7.5
MBAN-792	Planning and Regulatory Aspects of Real Estate	7.5
MBAN-793	Real Estate Appraisal	7.5
MBAN-794	Real Estate Development	7.5
MBAN-795	Real Estate Financing and Investment	7.5
MBAN-796	International Real Estate Management	7.5
<b>INTEGRATION</b>		<b>15</b>
MBAN-670	Operations and Quality Management	7.5
MBAN-736	Enterprise Information Systems	7.5
<b>OR</b>		
MBAN-895A	Thesis I	7.5
MBAN-895B	Thesis II	7.5
<b>TOTAL</b>		<b>90</b>

Note: Courses/track options are offered provided the minimum registraton number of students is met

\* No enrollments accepted for current semester

46 Makedonitissas Ave., CY-2417  
P.O. Box 24005, CY-1700, Nicosia, Cyprus  
Tel: +357 22 841612, Fax: +357 22 352067  
E-mail: mba@unic.ac.cy  
Web: unic.ac.cy