



## Global Green MBA

Master of Business Administration  
Specialization in Sustainability

Faculty of Management

Department of Business Administration

Department of Natural Resources and  
Environmental Management



# Welcome to the University of Haifa



Situated at the top of the Carmel Mountain, amidst the Carmel National Forest, with breathtaking views of the Mediterranean Sea and the Galilee, the University of Haifa provides the perfect setting for your international graduate studies. The University of Haifa is one of Israel's leading research universities, the largest in the north. It is a microcosm of Israeli society dedicated to academic excellence and social responsibility.

An exciting and inspiring cultural mosaic, the university has a diverse population of 18,000 students made up of secular and religious Jews, Christian and Muslim Arabs, Druze and Bedouin, new immigrants and native Israelis and a growing number of students from around the world. We invite you to become one of them.

Founded in 1996, the Faculty of Management at the University of Haifa, is recognized as a pioneer in designing new and is unique management programs in Israel. Its programs are ranked amongst the best in Israel and its degrees are recognized around the world. All programs emphasize bridge-building between academia and industry.

The MBA program specializing in sustainability (Global Green MBA) is a joint endeavor of the Department of Business Administration and the Department of Natural Resources and Environmental Management. The Global Green MBA program was launched in 2013 and is unique among Israeli universities for its focus on environmental, social and governance issues that are increasingly at the heart of business managers' decision-making processes. Such issues, which were initially limited to the resource-intensive and manufacturing industries, are now progressively affecting a wider range of businesses including those in the service, retail and financial sectors.

# The Program

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Israel is rated as one of the most advanced countries in the world for water management and renewable energy solutions, and a leader in developing innovative and clean technologies. This accumulated knowledge is embodied in this new MBA program.

The Global Green MBA trains the next generation of leaders by providing the essential tools for business management and incorporating leading-edge principles of sustainability and environmental management throughout the curriculum. It is particularly appropriate for young graduates. Previous business experience is an advantage, but is not required for acceptance into the program.

The program benefits from the close cooperation between the Faculty of Management's Department of Business Administration and the Department of Natural Resources and Environmental Management. It combines high academic standards with an international learning environment and provides superb opportunities for advanced learning and extensive cross-cultural exchange. The intensive, one-year program is taught in English over five study periods of ten weeks each from October until September.

Upon completion of the program, students will receive a Master of Business Administration with a specialization in Sustainability.

## Program Objectives

- To promote sustainability-oriented leadership and the holistic mindset that is required to meet today's business management challenges;
- To train a new generation of responsible managers for senior corporate positions, small businesses, environmental consulting posts, government agencies and non-profit organizations;
- To provide students with an excellent academic program that combines classroom study with real-world operational experience.

# Curriculum\*

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The curriculum consists of 20 core courses, two elective courses and a final applied project.

Upon request, qualified students may pursue a research thesis, normally completed in the year following the completion of coursework. This may require remaining at the university for additional time after the program. The ability to pursue a thesis is dependent on the student's ability to find an appropriate advisor. Students who complete their thesis later than one semester after the completion of their coursework may be expected to pay an additional fee as detailed by the Graduate Studies Authority.

Exceptional students may want to take advantage of the International School's Hebrew and/or Arabic courses, although it is not required and is not included in the tuition. Intensive language courses are offered during the summer (July and August) and throughout the course of the semester. Please see the International School website for more details ([www.uhaifa.org](http://www.uhaifa.org)).

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## Core Courses in Business Administration

Behavioral Sciences	Investments
Business Game	Managerial Economics
Business Strategy	Managing Organizations
Financial Accounting	Marketing Management
Financial Management	Marketing Strategy
Financial Statement Analysis	Project Management
Information Systems	Quantitative Methods

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\*The curriculum is subject to change without notice. Please see program website for the most up-to-date curriculum.

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## Core Courses in Environmental Management and Sustainability

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Environmental Impact Assessment

GIS and Natural Resource Management

Environmental Law and Policy

Principles of Sustainability

Environmental Management Systems

Resource and Environmental Economics

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## Capstone Course

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Applied Project

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## Elective Courses

Elective courses are designed to provide an in-depth focus on specific areas in the field of environmental management and sustainability, such as water resources management, renewable energy, climate change adaptation and corporate responsibility. Electives may vary from year to year. Prospective students should refer to the program's website for the current offerings.



# Course Descriptions

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## Business Administration

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### **Behavioral Sciences**

A view shared by the behavioral sciences, in general, and psychology, in particular, is that human beings are social creatures, so the social environment is a critical factor in determining individual behavior in many aspects of life, including organizations. With this idea in mind, this course focuses on some of the basic social processes that social psychologists have identified as guiding people's behavior. The course stresses those aspects that are relevant to organizations in general and managers more specifically.

### **Business Game**

Business game is a simulation exercise of the decision-making process that takes place in a company that operates in a number of markets and in competitive conditions. The objective is to gain experience working as a senior member of a management team. Experience includes making decisions, developing a business and marketing strategy and applying it in practice, while dealing with a competitive market and partial cooperation with competitors.

### **Business Strategy**

This course is designed to help students integrate functional courses, such as accounting, finance, marketing and information systems, into a comprehensive framework. Emphasis is on critical and conceptual thinking within a holistic framework of leading organizations in a global economy that is characterized by technological change, intense competition and rising consumer expectations.

### **Financial Accounting**

This course deals with the structure and information content of an income statement, balance sheet and cash flow statement. Students develop skills on how to use accounting information to analyze the performance and financial condition of a company.

# Course Descriptions

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## **Financial Management**

Students are provided with a conceptual and theoretical framework for understanding corporate finance. Students develop an understanding of the practical aspects of corporate financial management, including the overall valuation process, the investment decision and the financing decision.

## **Financial Statement Analysis**

Financial statement analysis is designed to prepare students to use, analyze and interpret financial statements effectively, both from the perspective of a general manager and as an investor. A central theme is “value creation,” how a manager can use financial statements to guide value-creating behavior and how investors can use financial statements to identify value-creating opportunities. This course reviews and extends some of the financial accounting topics introduced in Introduction to Accounting and examine additional topics not covered in that course. It also considers extensions and modifications to the accounting and financial ratio analyses developed in that course to achieve a value creation emphasis.

## **Information Systems**

Information technology (IT) affects every aspect of a company's activity and can therefore be difficult to manage and exploit. This course enables students to make decisions related to IT and to identify how IT management helps to achieve business goals that are not directly related to IT issues.

## **Investments**

This course explains portfolio theory and its application as well as the valuation of securities such as bonds, stocks, options and futures. The issue of market efficiency is also discussed. Students become familiar with the investment environment, understanding the risk-return trade off, portfolio analysis and management, estimating a security's expected rate of return, applying performance measures, understanding the concept of market efficiency and futures, and acquiring the ability to conduct an empirical study in finance.

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## Managerial Economics

This course provides students with a basic understanding of the operations of competitive and non-competitive markets, including international trade markets and mechanisms. It examines the economic behavior of importers, exporters, consumers, producers and government. Policy issues examined include taxes, price controls, tariffs and subsidies.



## Managing Organizations

The objective of this course is to provide a strategic framework for understanding human resource management in its organizational context. This course presents an integrative approach to human resources, emphasizing the strategic approach to its management. It seeks to provide students with an understanding of the various contingencies and alternatives facing managers in designing integrated human resource systems that are congruent with the organization's environment and business strategy.



## Marketing Management

The aim of this course is to help students understand the principles of marketing and its application to real-world business situations. The course starts by providing customer orientation and tools to understand the marketplace. The main tools in the marketing mix are then introduced: products, pricing, marketing communications, distribution and customer service. It ends with an overview of marketing strategies and marketing planning. The course focuses mainly on local and global business-to-consumer (B2C) marketing for consumer goods.

# Course Descriptions

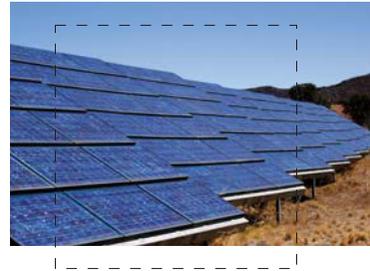
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## Marketing Strategy

This course offers students a practical perspective on marketing planning and key marketing strategies, acquaints them with up-to-date concepts and models and teaches them to use strategic planning tools to achieve a company's marketing goals. It covers marketing strategies for both consumer (B2C) and industrial, business-to-business (B2B) products. It also provides an introduction to high-tech marketing and global trends, and identifies changes in the technological and business environments.

## Project Management

This course provides students with an understanding of the principles of project management in dynamic environments and increases awareness of context factors and the multidisciplinary and multicultural aspects of projects. The course focuses on the following subjects: approaches to project management, principles of project management in dynamic environments, planning and controlling projects under uncertainty, principles of project implementation, awareness of context factors including people and organizations, and the roles of teamwork, communications and monitoring, and leadership.



## Quantitative Methods

Students are introduced to key concepts and procedures in descriptive and inferential statistics, and are presented with a set of data analysis tools useful in the process of evidence-based decision-making. Students learn to understand the logic of hypothesis testing and its applications, design and analyze basic linear statistical models, and use statistical modeling to analyze relationships among variables.

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## Environmental Management and Sustainability

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### Environmental Impact Assessment

This course takes an applied approach to environmental impact assessment (EIA), with an emphasis on both the regulatory context in which these laws are applied, as well as the techniques for conducting the assessments. The course explores the techniques for developing, preparing and reviewing environmental impact assessments. The basic skills to identify and mitigate a project's effect on environmental resources are explored.

### Environmental Law and Policy

This course begins with an overview of the sources of environmental law and the different approaches to environmental regulation, which is followed by an exploration of modern approaches to risk assessment and risk management. The treaties and customary principles of international law regarding environmental protection are examined. The challenges of protecting the international environmental commons, transboundary pollution and the international interest in national environmental resources are also covered.

### Environmental Management Systems

The purpose of this course is to expose students to different aspects of the ISO 14000 standards. Among the discussed topics: life-cycle analysis, management and reducing environmental risks, benefits of implementing the standards, including obtaining government support and direct savings, and the design of products and processes (ECO DESIGN). This course includes academic field tours.



# Course Descriptions

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## **GIS and Natural Resource Management**

This course covers the use of Geographic Information Systems (GIS) in the management of natural resources, with the understanding that natural resource managers must be able to create, store, manage and query spatial data systems; and to interact with management information specialists in distributed database systems. The objective is to introduce students to the construction, manipulation, display and analysis of spatial information using GIS.

## **Principles of Sustainability**

This course examines the interdisciplinary concepts, principles and tools that are required to understand and respond to complex environmental, economic and social issues such as climate change, environmental degradation and distribution of limited resources from the standpoint of sustainable development.

## **Resource and Environmental Economics**

This course provides students with the theoretical and empirical tools necessary to understand the concepts of public goods, external costs, non-market valuation of environmental resources, and economic policy instruments such as environmental taxes and cap-and-trade. Specific instruments for the monetary valuation of ecosystem goods and services that are not the object of market transactions are also presented.

## Applied Project

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The applied project is a capstone course that seeks to integrate the skills and concepts the students have learned throughout their studies. Students typically work in groups of two in an actual corporate setting, applying their skills to a challenging organizational and business-related problem.

## Admission Requirements & Prerequisites

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- Accredited undergraduate degree, diploma and transcript
- A minimum of 3.0 GPA, 80% or equivalent
- GMAT test scores (minimum requirements are at the discretion of the graduate committee).  
Candidates with a relevant graduate degree or with significant managerial experience can apply for GMAT exemption.
- Excellent command of the English language
- Curriculum Vitae/Résumé
- Copy of valid passport & six color passport-sized photographs
- Medical forms

Only qualified candidates will be invited to an interview.



# General Information

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## Tuition and Financial Aid

Please see program website for current tuition and fees. There are numerous sources of financial aid available to students who choose to study at the University of Haifa. For a list of scholarship options please see the program website.

## Application Procedure

Application forms can be found on the program website or by contacting the International School directly. Applications are processed on a rolling admissions basis; we review and accept applications once the complete application file is received.

## Housing

All international students who are enrolled in a full-time program of study are eligible to live in the campus dormitories alongside other international and Israeli students. The University of Haifa offers apartments of three or six single rooms, each with its own bathroom, and a shared kitchen and living space. The dormitories provide many facilities for student's use. Refer to the program website for more details.

## Campus Life

The manageable size of the campus exposes international students to the full range of events and activities taking place throughout the academic year. Students at the International School are strongly encouraged to participate in the variety of activities including concerts, fitness classes, salsa and Israeli folk dancing, lectures and conferences on various topics and sports competitions. In the International School, we promote the diverse religious and ethnic self-expression of all of our students and help them find their own unique connection to Israel. The campus is a mix of secular and religious Jewish native Israelis, new immigrants from the former Soviet Union, Ethiopia, North and South America and Europe, and Israelis whose religious and ethnic backgrounds are Muslim, Christian, Druze and Bedouin.

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## Social Activities

The University of Haifa International School offers a range of optional co-curricular activities for students participating in the various international programs. An experienced staff of student activity coordinators prepares an extensive itinerary of trips and tours which offers students an enlightening view of Israel, its people, natural beauty and cultural sites. Visiting lecturers come to speak on various aspects of life in Israel, including politics, security, religion, culture and other topics of interest to the students. Some activities may require additional fees.

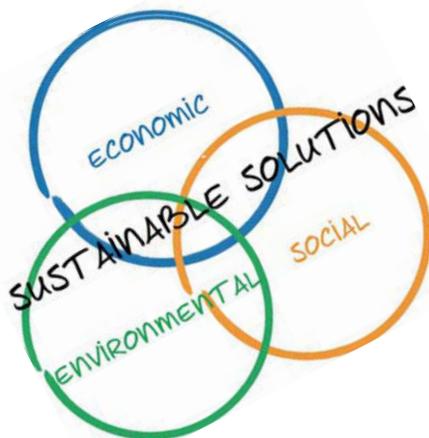
## Cultural Immersion

The International School makes every effort possible for students to experience Israeli society. Israeli students will be enrolled in the program with international students, and international students will live alongside Israeli students in the campus dormitories. Students can take advantage of the volunteer opportunities both on and off campus. Students may request to join a local family for a festive meal on holidays and the Sabbath, which is rewarding for both the student and the families involved.



## Security

The safety and security of all students are a primary concern of the University of Haifa. All campus and dormitory entrances are guarded and all off-campus activities are organized and run in consultation with the relevant security authorities. While enrolled in a program at the International School, all full-time students are required to rent a cell phone through a recognized supplier. It is important that we will be able to reach each and every student both with practical information and in case of emergency. Health insurance for all international students under the age of 65 and with no pre-existing conditions is included in the cost of the program. The University of Haifa has a crisis management and evacuation plan in place.



For additional information:  
<http://greenmba.haifa.ac.il>  
[www.uhaifa.org](http://www.uhaifa.org)

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