**Diploma Supplement for the Master of Business Administration**

The Master of Business Administration (MBA) program was founded in 2007 and has become one of the flagship programs of the Ruppin Academic Center. Since then, approximately 1,200 program alumni have successfully integrated into senior management positions in Israeli and global industries. The purpose of the program is to train administrators to have in-depth strategic thinking skills, the ability to manage people and resources in various professional fields, and to successfully face the challenges of the ever-changing business world. The program lasts for about a year and a half (four consecutive semesters) and students earn 42 course credits. Of these, 21 credits are general mandatory and elective courses and 21 credits are courses in a professional specialization.

In the first semester, students acquire knowledge about core issues in management and business, particularly finances, marketing, and decision making. In the second and third semesters, students select elective courses and a specialization (Marketing and Global Strategy; Organizational Consulting; Leadership Strategy and Senior Management; Financial Management Investments, and Real Estate Financing). In the fourth semester, students undergo an intensive simulation course on international business development and management. They also complete and submit a seminar or project in their specialization.

**Profile of Graduates of the Specialization in Marketing and Global Strategy**

This specialization trains managers to work in organizations that operate globally, in physical and/or digital realms (or those which aspire to develop such business activity). The specialization gives graduates the ability to systematically develop a targeted business strategy. It endows them with skills and knowledge in the field of marketing and international business development (taking into account factors such as intercultural differences, choosing new markets and business partners, methods for entering markets, etc.). They will have strategic managerial knowledge relevant to digital technology, which will enable them to lead change processes that are global and digitized in nature (for example: machine learning, artificial intelligence, blockchain, network analysis, etc.). As part of this specialization’s final seminar, students meet intensively with senior managers from a wide variety of business organizations that operate globally, in order to gain in-depth insights into their perspectives on the businesses they manage, and practical insights about management.

Graduates of this specialization develop strong personal leadership skills and management capabilities to motivate people, develop teams, and manage changes. This is taught in the context of managing organizational units and dealing with change processes and crisis management at the organizational, departmental, and team levels, or for working as organizational consultants in the field. Graduates will be able to conduct personal consultations, develop teams, and implement interventions pertaining to changes and crises in a global marketing strategy. Additionally, graduates of this specialization will have business knowledge and skills such as reading financial reports, and will be familiar with marketing and decision making. Students complete a practicum, which includes a hands-on intervention in a real-world organization.

**Profile of Graduates of the Specialization in Leadership, Strategy and Senior Management**

Today’s business world belongs to leaders and managers with vision, strategic perception, and creative thinking, who can navigate a rapidly changing world and lead their organization towards future achievements. Managers must have a broad and multidisciplinary understanding of their organization’s functioning, including its internal mechanisms and interfaces with the larger environment. The Leadership, Strategy and Senior Management specialization trains students to lead organizations and departments in the business and public-government sectors as well as in the third and fourth sectors to success in their respective fields. Students acquire knowledge and tools that link four levels: having a personal vision of leadership, leading an organization and its members, navigating an organization within its business environment, and understanding the influence of the political and national system on an organization.

Graduates will understand the links between public policy and legislative and regulatory processes with their organization’s management and decision-making methods. They will be able to identify policies and activities related to management processes and the organization’s personnel. They will lead employees in accordance with their personal values. They will be able to read organizational balance sheets and implement management decisions based on them. The seminar taught at the end of the specialization provides graduates with the skills to identify and diagnose managerial issues and implement relevant managerial solutions.

**Profile Graduates of the Specialization in Financial Management, Investments and Real Estate Financing**

Students in this specialization are exposed to technological developments in the financial world. They become familiar with the domestic and international capital markets, financial products and services, innovative financing methods, the active financial institutions and the securities they trade, financing tools, and the calculations needed to make short- and long-term financial decisions. Graduates have the skills to deal with various areas of financial management in private business corporations or public institutions, including verifying the feasibility of investments, money management, raising capital in Israel and internationally, financial risk management, and real estate financing. The topics studied in this specialization allow graduates to be integrated into diverse economic roles in the capital market and financial management.