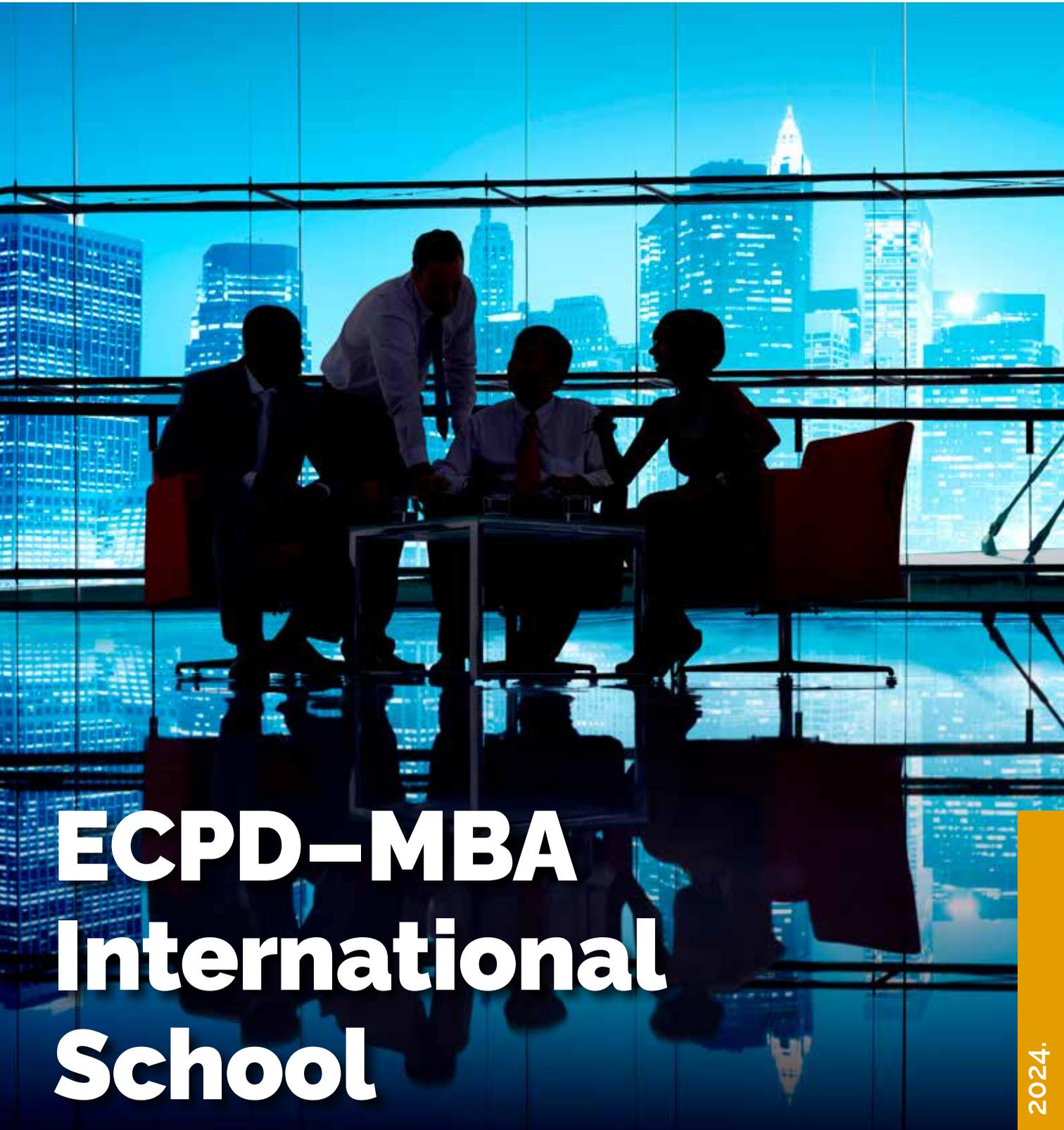


UNIVERSITY FOR PEACE EST. BY UNITED NATIONS · EUROPEAN CENTER FOR PEACE AND DEVELOPMENT

ECPD INTERNATIONAL POSTGRADUATE AND DOCTORAL STUDIES



ECPD–MBA International School

Contents

About the ECPD 5

ECPD International Postgraduate and Doctoral Studies 7

ECPD-MBA Program – Mission And Objectives 9

ECPD-MBA Program Overview 10

ECPD-MBA Curriculum 17

ECPD-MBA Academic Regulations 18

ECPD-MBA Admissions Criteria 22

ECPD-MBA Partners and Associates 26

Career Matters! 29



Welcome



Dear Candidates,

The twentieth century, especially its second half, was the century of great and, in many respects, revolutionary changes, which took place in all spheres of social life and in all parts of the world. However, the greatest and most radical changes took place in the region of Central and South-Eastern Europe. This part of Europe is

still characterized by disproportions in economic and social development, ethnic, cultural and religious differences and the like, which pose latent threats and new challenges at the same time.

The European Center for Peace and Development of the University for Peace established by the United Nations (ECPD), as a significant international research and educational institution in this part of the world, is directing its major efforts towards the countries in transition, laying special emphasis on the countries of ECPD, whose activities cover so-called Helsinki Europe, is also open for proposals from and cooperation with national and international organizations and individuals from other parts of the world.

The ECPD is proud to offer the excellent program of its International MBA School, which is designed to satisfy local needs in creating leaders in a transition economy. Our hope is that our ECPD-MBA School will contribute to the creation of a better future and to creating more

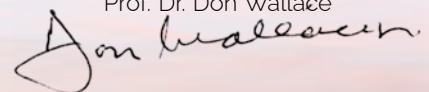
open, democratic and transparent societies in the Balkan region, with the mission to become the leading MBA School in the Balkans. For this purpose, the ECPD-MBA School is based on the same principles as some of the best MBA Schools in the world.

This brochure explains how the ECPD-MBA part-time two year program is structured and taught; the objectives and content of its core modules; the varied range of electives that allow you to further investigate into the areas of particular interest; the breadth of opportunities we offer to develop your entrepreneurship, personal and managerial skills; the applied management project; and our dedication to help you realize your professional goals after the MBA School.

Our seven major components of the program are designed not only to develop your critical thinking, teamwork, creativity and personal development, but also to give you a business education to help you become an active player in the existing challenges of your country and the region as a whole. Effective assistance in the transition process must be based on a more balanced, holistic management perspective – one which looks beyond business processes and techniques to emphasise the importance of self-awareness, intuition, cross-cultural sensitivity, and a more socially responsible and ethical approach to business.

I hope this brochure will encourage you to visit us in Belgrade to discover how the International ECPD-MBA School can broaden your horizons in more ways than one.

President of ECPD Academic Council
Prof. Dr. Don Wallace






Dear Candidates,

Today's corporations claim to have many managers and not enough leaders.

Many qualities are needed to be a successful leader: competence, vision, communication, pragmatism, ethical sense, trustworthiness, ability to negotiate and resolve conflicts, as well as to inspire and motivate people.

Hence, trust in leaders and in businesses has become a corporate necessity. Presently, more than ever, ethics and leadership are recognized as making good business sense.

In the short run, you must learn how to tackle real, complex problems, blending together the knowledge and skills from different functional areas and exploring

business problems from a multidisciplinary perspective. In the long run, however, as a leader you will also be called upon to consider factors beyond putting into practice the theories you have acquired. Our first goal is to offer a business education that balances theory and real world application with an emphasis on technical skills and ethical principles.

From a global perspective, economies in transition countries urgently need young, energetic, determined, perseverant and daring entrepreneurs. Needless to say, creating entrepreneurs is a strong added value to economic growth. Our second goal is to instill and encourage an entrepreneurship spirit.

Indeed, if the outcome of our MBA School is to develop leadership and entrepreneurial talents, our third goal is to help you make the most of you.

Director of the ECPD-MBA School
Prof. Dr Jonathan Bradley




About the ECPD

The European Center for Peace and Development of the University for Peace established by the United Nations

The University for Peace was established by the Resolution 35/55 of the United Nations General Assembly in 1980. In accordance with its Charter, the University for Peace is "...an international institution of higher education for peace and with the aim of promoting among all human beings the spirit of understanding, tolerance and peaceful coexistence, to stimulate cooperation among peoples and to help lessen obstacles and threats to world peace and progress, in keeping with the noble aspirations proclaimed in the Charter of the United Nations. To this end, the University shall contribute to the universal task of educating for peace by engaging in education, research, postgraduate training and dissemination of knowledge fundamental to the full development of the human person and societies, through the interdisciplinary study of all matters relating to peace".

Therefore, the University for Peace has the legal status necessary for the fulfillment of its mission and objectives. It has autonomy and academic freedom as regards its work, in accordance with its humanitarian aims and within the scope of the United Nations Charter and the Universal Declaration of Human Rights. In that sense, "The University may enter into association or conclude agreements with Governments and intergovernmental and other organizations and institutions in the field of education; The Univer-

sity shall maintain close links with the United Nations Educational, Scientific and Cultural Organization in view of its special responsibilities in the field of education".

The University for Peace established by the UN was established as "... an international center for research, higher education and postgraduate studies", aimed specifically at "training for peace and international cooperation". To this end, the Council of the University for Peace, at its session of 20 January 1983, passed Resolution UP-C2 for the establishment of the European Center for Peace and Development (ECPD) University for Peace established by the UN, whereby it was proposed that its headquarters should be in Yugoslavia. The Government of the Socialist Federal Republic of Yugoslavia accepted this initiative and, on 22 October 1984, concluded the Agreement for the Establishment and Status of the European Center for Peace and Development (ECPD), with Headquarters in Belgrade, with the University for Peace established by the UN. The Agreement was ratified by the Law adopted by the SFRY Parliament – by the Chamber of the Republics and Provinces on 28 June and by the Federal Chamber on 17 July 1985, and has been in force up to the present time.

This is how the European Center for Peace and Development (ECPD) of the University for Peace established by the UN, with its headquarters in Belgrade – the only university, regional, international and extraterritorial organization, which operates within the broad-



er United Nations system in the region covering all countries signatories of the Final Act of the Conference on European Security and Cooperation (Helsinki, 1975) – was established.

In accordance with the principle of continuity of statehood, the Government of the Republic of Serbia assumed all obligations towards the ECPD arising from the above Agreement, including the provision of technical and accommodation facilities. According to that principle, first the State Union of Serbia and Montenegro and then the Republic of Serbia assumed the role of the host country.

Based on the principle of continuity of statehood, one of the main principles of the international law, all entities created from the parts of former Yugoslavia inherited and recognized the laws and international agreements concluded by the SFR Yugoslavia. Accordingly, the ECPD enjoys the same status and the same rights in all the territories which represented an integral part of the Socialist Federal Republic of Yugoslavia in 1985 when the Law was ratified.

The European Center for Peace and Development of the University for Peace est. by the United Nations is managed by the ECPD Council and the Executive Director with a team of officials and experts. In carrying out its activities, the ECPD relies to a large extent on its close relations with numerous institutions throughout the world. Besides its Headquarters in Belgrade, the ECPD has also organized its operational units, affiliations, rep-offices and program units in many European countries.

In order to improve the quality of life, it is necessary to take a comprehensive approach to problem solving. The ECPD has chosen to apply an interdisciplinary approach by carrying out the following seven closely inter-related groups of programs:

- Development of natural resources;
- Development of human resources;
- Economic development;
- Scientific and technological development;
- Integrated/Sustainable development;
- Cultural development;
- Management.

The ECPD devotes special attention to bringing together the intellectual potentials of the West and the East, as well as to strengthening cooperation between the North and the South. To this end, the ECPD organizes and conducts:

- Postgraduate studies at the Specialist, Master's and Doctoral levels;

- Elaboration of research projects and studies devoted to the current problems of peace and development;
- Scientific meetings, symposia, conferences, courses and seminars at which the results of its researches are also presented;
- Publishing, printing and distribution of the proceedings of its scientific meetings, studies and other scientific papers relevant for the ECPD activities.

By its programs, the ECPD provides a scientific basis for the establishment of appropriate relations between market economies and economies in transition, thus alleviating and closing a gap in their levels of development. In addition to this, the ECPD programs promote a better understanding of and tolerance among countries and peoples, as well as peace, development and democracy. As an international, non-profit organization, the ECPD enjoys full academic freedom necessary for the attainment of these desired aims, especially with respect to the selection of the areas and methods of research aimed at promoting peace and disseminating knowledge about peace and development.

Numerous international and regional organizations have entrusted and entrust the European Center for Peace and Development of the University for Peace established by the UN with specific programs and projects, including the UN Industrial Development Organization (UNIDO), UN Educational, Scientific and Cultural Organization (UNESCO), UN Development Program (UNDP), UN Organization for Trade and Development (UNCTAD), International Monetary Fund (IMF), World Bank (WB), International Labor Organization (ILO), World Health Organization (WHO), UN International Children's Fund (UNICEF), World Trade Organization (WTO), International Atomic Energy Agency (IAEA), UN Commission on International Trade Law (UNCITRAL), Organization for Economic Cooperation and Development (OECD), Inter-American Development Bank (IDB), European Bank for Reconstruction and Development (EBRD), International Trade Center (ITC) and others.

The ECPD has so far carried out exceptional activities and achieved remarkable results, reflected in over 1 000 educational, research, consulting and other projects.

ECPD International Postgraduate and Doctoral Studies

Starting from its mission that peace is strengthened by development, the ECPD carries out numerous multidisciplinary activities aimed at improving the quality of life and consistent strategy for development of countries. Among these activities, special attention is devoted to dissemination of knowledge, education and professional development of human resources as a universal source of genuine progress of each society.

The main task of the ECPD is conducting research and organizing postgraduate studies and international transfer of knowledge, based on a synergetic and multidisciplinary approach to the studies oriented towards a timely and efficient solving of acute and chronic development problems relating to the quality of life in the specified regions of Europe, especially in its south-eastern part.

The ECPD International Postgraduate and Doctoral Studies are based on the affirmation of the highest international achievements, academic knowledge and experience. These studies offer candidates the highest level of teaching, but also request great dedication and hard work. Selection of courses, methods of teaching and renowned teachers guarantee quality and interesting studies that provide candidates with high level of knowledge required for successful performance of jobs in various fields, based on modern academic skills and their practical implementation.

The ECPD's motto is that postgraduate studies must provide the highest quality and contribute to the excellence.

The ECPD offers the following postgraduate programs at Specialist, Master and Doctoral levels:

- **General Management;**
- **Strategic Management;**
- **Financial Management;**
- **Global Financial Data Management;**
- **Production Management;**
- **Marketing Management;**
- **Urban Management;**
- **Environmental Management;**

- **Sustainable Development Management;**
- **Technology of Solving Development Problems;**
- **Human Resource Management;**
- **Health Management;**
- **Global Health Development;**
- **Biomedicine Study Program;**
- **Management in Science and Education;**
- **Management in Culture and Arts;**
- **Project Management;**
- **Entrepreneurship Management;**
- **Management of Quality and Logistical Processes;**
- **Management in Public Sector;**
- **International Economics, Finance and Banking;**
- **International Relations and Diplomacy;**
- **Economic Diplomacy;**
- **European Union, Integration and EU Law;**
- **International Business Law;**
- **International MBA School;**
- **International MBA-IT School;**
- **Peace Studies, Human Rights and Human Security;**
- **National Security Affairs;**
- **Security and Terrorism;**
- **Contemporary Intelligence Studies;**
- **Violent Extremism and Radicalization;**
- **Strategic Risk and Crisis Management;**
- **Disaster and Risk Management;**
- **Sports Management;**
- **Integrative Music Performance, Multimedia and Entrepreneurship;**
- **International Romology and Indology Studies, etc.**

The ECPD postgraduate programs have been carried out in several ECPD centers, including:

- Belgrade and Novi Sad, Serbia;
- Sarajevo, Banja Luka and Mostar, Bosnia and Herzegovina;
- Zagreb and Pula, Croatia;
- Podgorica, Montenegro;
- Skopje, North Macedonia;

- Ljubljana, Slovenia;
- Tirana, Albania;
- Trieste, Italy;
- Sofia, Bulgaria;
- Timisoara, Romania;
- Budapest, Hungary;
- Vienna, Austria;
- Heidelberg, Germany;
- Brussels, Belgium;
- Athens, Greece;
- Ankara, Turkey;
- Helsinki, Finland;
- Paris, France;
- London, UK;
- Moscow, Vladivostok and Nizhny Novgorod, RF;
- Kuala Lumpur, Malaysia;
- Nicosia, Cyprus.

The ECPD Academic Council appoints the management and the permanent composition of the Council of the ECPD International Postgraduate Studies which consists of the competent academics and public figures from Serbia, Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia, Slovenia, Albania, Italy, Spain, Bulgaria, Romania, Hungary, Switzerland, Austria, Germany, Netherlands, Sweden, Greece, Finland, France, UK, Russian Federation, USA, Canada, Japan and other countries.

This Council is responsible for proposing and innovating the academic programs, based on the attitude that education is the main investment in the overall technological, economic and social development of each country, especially in the

circumstances of strong tendencies towards globalization of the world economy and keen competition in the international market.

The task of the Academic Council is to verify teaching curricula, course syllabi, method, place and time of organizing postgraduate studies, as well as other elements relevant for the quality of educational processes.

The Scientific and Educational Board of the ECPD International Postgraduate Studies is acting towards establishing connections with international, regional and national governmental and non-governmental organizations, as well as with renowned universities from Europe and the world.

We mention here some of the ECPD's partners: University of Trieste, UNIDROIT, International Development Law Organization (IDLO), (Italy); Diplomatic Academy of Vienna, UNCITRAL, Vienna University (Austria); Johns Hopkins Georgetown University, International Law Institute (ILI), Long Island University (LIU), LIFE University and Truman State University (USA); Universities of Castilla – La Mancha, Complutense, Blanquerna Ramon Llull University (Spain); University of the West of England, University of Bradford (UK); University of Vaasa (Finland); University of Athens (Greece); Black Sea University, University of Arad and University of Timisoara (Romania); University of Skopje (North Macedonia); Universities in Sarajevo, Banja Luka, Tuzla and Zenica (Bosnia and Herzegovina); Universities in Ljubljana and Maribor (Slovenia); Universities in Belgrade, Niš, Novi Sad and Kragujevac (Serbia).



ECPD-MBA Program – Mission and Objectives

We have to face the challenges of continuous and rapid global changes. To be up to these great and significant challenges, we have to prepare ourselves spiritually and intellectually. This requires analytical skills, as well as critical thinking ability. If this is true in academic life and politics, then it is also true in the business world. It requires a certain level of capability to differentiate between not only the good and bad, the positive and negative, but also with a little more sophistication, between what is better, what is more necessary, more significant, more substantial, and more convincing. Developing reasoning abilities and analytical skills allows candidates to use, implement, interpret, analyze and modify the knowledge acquired to whichever context is appropriate.

The **mission** of the International ECPD-MBA School is to become the leading MBA School in South-Eastern Europe. Specifically, our aspiration is to:

- Help in the creation of democratic, effective and tolerant societies fully integrated into the international community;
- Implement and use world class technology, management and science through viable, practical and environmentally desirable solutions;
- Improve economic development and the quality of life for all citizens;
- Promote excellence for business practice based on ethical standards;
- Develop analytical and problem-solving skills within the business framework;
- Promote the leadership, entrepreneurship and integrity necessary to improve economic growth;
- Prepare men and women for responsible management and leadership roles;
- Assist in developing personality and a sense of citizenship.

The ECPD-MBA is a **two-year part-time general management program designed to reflect the breadth of management issues that arise in national and international contexts**. Its aims are to:

- Increase candidates' understanding of the importance of cooperation with international organizations, institutions and communities in the future development, including the policy of international trade in the 21st century (IMF, WB), and the im-

portance of globalization and cross-cultural awareness;

- Enable candidates to develop a balanced approach for a better understanding of Central and Eastern European business issues within the EU enlargement process;
- Give candidates a solid foundation for understanding the importance of creating a stable political and business environment, and an efficient institutional framework to support the transitional process, privatization and transformation of the state sector and creation of SME's within a tolerant and legally stable and democratic environment;
- Give candidates a solid foundation in all the key functional areas of business, finance, marketing, operations, and Human Resource Management;
- Enable candidates to appreciate and analyze the range of competitive and environmental factors that have an impact on the organization, its profitability and performance;
- Provide a variety of opportunities to test the practical application of business theory through case study analysis, group projects and, notably, in the applied management project which provides the culmination of the ECPD-MBA studies;
- Increase an emphasis on teamwork with motivated and talented classmates from diverse professional and cultural backgrounds, who bring many years of business experience to class and team discussions, seminars and inclusive learning;
- Improve analytical, managerial and personal skills based on international good practice and local case studies within a highly effective, interactive learning process in an environment stimulating learning, self-analysis and reflection;
- Equip candidates with both theoretical knowledge and practical and personal skills in order to manage strategic and organizational change, deal with ambiguity and complexity, evaluate risk, lead and motivate others, and devise and implement solutions that deliver a competitive advantage to their organizations;
- Develop greater self-awareness and support candidates in their future career choices by providing a learning environment that encourages focused reflection of their personal and professional strengths, weaknesses, attitudes, interests and values.

ECPD-MBA Program Overview

The ECPD-MBA program entails 24 months of part-time study, starting in October, i.e. March (winter, i.e. summer semester). Within the first 12 months candidates will take 6 core modules, including a specifically designed training in personal and management skills. The second year of the program has 5 advanced modules, a business plan team project and an applied management project. The part-time ECPD-MBA is made up of seven components:

1. **The Induction Program;**
2. **Mandatory Courses;**
3. **Personal and Management Skills;**
4. **Strategy and Change;**
5. **Entrepreneurship and Innovation Program;**
6. **Elective Courses;**
7. **Applied Management Project.**

1. Induction program

The first week of the Program comprises a wide variety of activities designed to introduce candidates to the MBA curriculum and the personal and learning skills that they need in order to derive maximum benefit from the program. The Induction program includes:

- Familiarizing candidates with the teaching and learning methods used within the MBA program, some of which may be different from those experienced previously: introduction to case study techniques, writing assignments and essays, and improving personal effectiveness;
- Introducing teamwork as an important component of the Program. Small study groups are encouraged to meet outside the classroom in order to discuss articles and cases, or to prepare a group project;
- Personal and managerial skills sessions on topics such as presentation, communication and cross-cultural awareness;
- One-to-one interviews for the assessment of the candidates' intellectual, analytical, personal and enterprise skills, and for eliciting an individual candidates' needs and aspirations;
- A one-day team-building exercise.

The ECPD believes that the English language proficiency is a key aspect in the development of the leadership and entrepreneurial spirit in today's global society. Almost all of the MBA courses are taught in English, which is the most commonly used language of business today, with the exception of some which

are taught in other languages with a simultaneous translation.

The ECPD offers candidates the opportunity to interact with an international faculty for a comprehensive business experience. Using lecture, seminar and conference formats, the courses combine theory and practice with a strong emphasis on the practical application of the taught material. Relying on a case study methodology, the faculty encourages the active participation of candidates. Thorough preparations before the beginning of each course are mandatory for a successful completion of the course.

2. Mandatory Courses

Core courses are those which are fundamental to the operation of all businesses: International Relations, Integration and Globalization, Principles of Economy and Transition, Modelling and Analysis for Management, Organizational Behavior, Financial Management & Control, Marketing Management and People & Operational Management. All participants take these courses, whether or not they have prior knowledge of or experience with these topics. This part of the Program is designed to bring participants to a common level of understanding and, at the same time, to enable them to learn from each other's varying business experience.

Principles of Economics and Transition

Macroeconomic concepts and their application in business decisions and strategy:

- Organization strategy and structure;
- Demand analysis;
- Costs and scale;
- Analysis of market structure;
- Pricing decisions;
- Competitive conduct;
- Business regulation.

Macroeconomic environment:

- Key elements of the macroeconomic environment and their impact on business;
- Economic structure;
- Economic growth and its determinants;
- Labour market;
- Inflation;
- Global economics.

Economy of Transition:

- Transition: definition, content and barriers;

- Rise and fall of Socialism – limits to growth;
- Transition and reform strategies;
- Methods of privatization and downsizing;
- Company evaluation and restructuring;
- Stabilization vs. institutions;
- Financial markets;
- Size of government;
- Fiscal issues and reforms, social sector reforms, pensions;
- Poverty index in transition countries (labor markets and inflationary trends);
- Political economy of transition;
- Corruption in transition;
- European Union: How it works and why it matters;
- European Union: Political Economy of the EU, European Monetary Union;
- Political Economy of the EU Enlargement.

Model-Developing an Analysis for Management

This course introduces you to the ideas of modelling and to the relevance of modelling for management. It covers the context and process of modelling rather than the technicalities underlying specific modelling approaches. It considers a variety of approaches that are commonly used in a business and management environment.

A variety of means in which data may be processed will be examined in order to make them into usable decision-making information. Candidates will need to be able both to extract information from data for decision-making and to think analytically about problems in situations where there is uncertainty or incomplete information. A case study approach will be used to examine how models can be used and how they can be implemented.

Emphasis is based on understanding the importance of, and the benefits to be gained from, model-developing for management. The topics covered include:

- Principles of management model-developing: Systemic approach;
- Theory and practice of decision-making in the business world;
- Assessing relative performance and settling realistic performance targets;
- Business intelligence: the use of IT in management.

By the end of this module candidates will be able to:

- Brief specialist modellers to achieve specific outcomes;
- Interpret data reports, and act upon their information;

- Grasp the key issues and actively participate in analytical optimization processes;
- Use the power of IT to make better decisions.

Organizational Behavior

The objective is to provide an educational experience for candidates, which will allow them to develop a knowledge of the theories and empirical evidence relating to organizational behavior, an understanding of the nature and functioning of organizations and of individuals and groups within them, an ability to diagnose organizational situations and to use behavioral knowledge in participating in and managing organizational processes and to better manage both micro- and macro-organizational issues.

The Organizational Behavior module covers:

- The individual at work, individual differences and work behavior;
- Need and expectancy motivation of theories;
- Job satisfaction and determinants of individual productivity;
- Stress at work;
- Job design and job enrichment;
- Group behavior, conformity and restriction of output;
- Participation in work groups;
- Systemic approaches to organizations;
- Bureaucracy and other aspects of organizational structure;
- Effects of size, technology, strategy and environment;
- Organizational design, communication and decision-making;
- Organizational growth and development;
- Conflict and change in organizations and Contingency Theory;
- The planning and implementation of change;
- Overcoming resistance to change.

Financial Management and Control

The overall objective of this course is to enable candidates to interpret and analyze financial reports statements and to understand how businesses fund and manage their resources over a short and long term. The module is not designed to create finance specialists, but aims to instill in candidates the confidence to deal with financial information, understand its business implications, and enable them to communicate with accounting and finance people in organizations.

The first half of the module deals with Financial Management. This covers both short-term and long-term

financial decisions, including assessing the profitability of investment opportunities and raising capital.

- Investment appraisal;
- Dividends;
- Capital structure;
- Risk, return and the Capital Asset Pricing Model (CAPM);
- Long-term financing;
- Short-term and medium-term financing;

The second part deals with Financial Control (often also called Management Accounting). By this we mean how financial information is used for managerial planning, decision-making and performance measurement. The Basics of Management Accounting include the nature and classification of costs, relevant costs and revenues for decision-making, the concepts of differential cash flows, the difference between variable and fixed costs, the concepts of sunk costs and opportunity costs, unit costing and overhead allocation.

- Financial control environment;
- Financial control process.

Marketing Management

This course aims to provide an understanding of the issues and problems in developing marketing strategy within a firm. The strategic perspective involves the specified integration of concepts and approaches from marketing and corporate strategy. The module begins by establishing some of the basic ideas of marketing analysis and decision-making, and then moves on to examine the individual areas, which together comprise marketing strategy:

- The role of marketing;
- Creating value;
- Grouping consumers: segmentation and targeting;
- Customer Relationship Management (CRM);
- Integrated marketing communications;
- Distribution;
- Pricing policy;
- Marketing strategy and the Internet;
- Understanding business markets;
- Technology and marketing strategy;
- Putting marketing into practice.

Human Resource and Operational Management

The first part of this course is designed to provide candidates with the conceptual framework that will help them to understand and to analyze key issues relating to the management of people in work organiza-

tions - one of the most fascinating and intriguing areas of management.

The module does not seek to offer fast solutions to organizational problems and issues. Instead, candidates are exposed to the frameworks and concepts that will challenge some of their assumptions and enable them to find new ways of thinking about the familiar and unknown features of organizational life. The areas covered include:

- Introduction to organizing and managing Human Resources;
- Power and control;
- Motivation;
- Work orientations;
- Organizational structures;
- Cultures of work;
- Customer service;
- New theoretical development;
- Best practice in HRM;
- Performance appraisal;
- Equality at work;
- HR as a whole and its performance;
- Problem of diffusion and link with strategy.

Operational Management, covered in the second part of the module, deals with the way organizations produce goods and services - the tasks, issues and decisions of those responsible for the production of products and services on which both individuals and organizations depend. Operations Management is concerned with transforming a range of inputs into outputs through different processes. Operational Management has recently emerged, in terms of strategic importance, for two reasons: (1) the realization that firms compete with each other in their capabilities; (2) firms must satisfy the market requirements which can include costs, delivery speed and reliability, flexibility, customization, and a range of other competitive factors that need to be met by operational capabilities.

The aim of this module is to enable candidates to understand the principles and practices in the strategic and tactical management of operations, within and between organizations. Approximately equal emphasis is placed on manufacturing and service operations. Strategic and managerial issues are studied in depth, using case studies from various sectors. Covered topics include:

- The design/manufacturing interface and service operations;
- Facilities planning: layout and work study;
- Process choice and strategy;
- Adjustment of supply to demand and planning;

- Materials and inventory management;
- Manufacturing Resource Planning (MRP);
- Just-in-Time (JIT) manufacturing;
- Total Quality Management (TQM);
- Performance measurement;
- Supply chain management;
- Inter-organizational networking and international operations.

3. Personal, Management and Leadership Skills

The main purpose of this component of the MBA program is to enable candidates to communicate effectively with specialists in different business disciplines and backgrounds, to develop general management skills (communication, motivation, negotiation, teamwork, leadership, personal effectiveness, creativity, flexibility, and cross-cultural awareness) and to understand the different functions needed for managing the interfaces between the different business functions.

An important aspect of improving personal and management skills is our effort to bring together people, in terms of nationality, education and experience. Our candidates and graduates from MA programs come from large corporations, small and medium-sized businesses, public and non-profit sectors and self-employment. The range of business experience they bring to the courses is, accordingly, diverse. Our graduates consistently confirm that the mix of candidates that the ECPD attracts and the relatively small size of the cohorts contribute in large measure to the effectiveness of the learning environment.

The diverse background of our candidates is an excellent facilitator for improving candidates' personal and management skills. The ECPD-MBA School uses this opportunity and conducts regular interactive sessions to fully develop these skills in our candidates during the first year of their studies for MBA. From October to January, we will mainly focus on personal skills, while management skills are to be practiced in the second semester of the first year.

The ECPD already has a rich experience in teaching part-time MA postgraduate programs, specifically those designed for people involved in research and academic work. The MBA School, on the other hand, is designed to create future leaders and managers. Bearing that in mind and the fact that our candidates are part-time candidates, our MBA School will devote special attention to bringing all the candidates up to a high skill level in three essential areas.

English Language Skills

The candidates who have the required English language knowledge are nonetheless encouraged to take advantage of the intensive four-week pre-MBA English course offered by the ECPD. Some candidates may be asked to attend this course as a condition for entry to the MBA School. This pre-MBA program is designed to provide thorough training in both the oral and written communication and study skills. The fees for this course are not included in the general MBA fees. The course demands a high degree of classroom participation, and candidates will be expected to do work on their own outside the class. English language support is also provided during term-time at no additional charge.

Computer Skills

The ECPD-MBA applicants will be required to have the basic knowledge that is needed in using personal computers. The essential components of computer skills are familiarity with the Windows operating system, Microsoft Office Suite (Word, Excel and PowerPoint), use of the Internet and e-mail. If an applicant excels in all other requirements but this one, the ECPD will provide an intensive one or two-week course just before the beginning of the academic year.

Presentation Skills

All applicants will be assessed on their presentation skills during the Induction Program week. We will use a video camera to assess oral presentations, and a sample report to test writing communication skills. After identifying the strengths and weaknesses of each applicant, we will give appropriate support to improve presentation skills during the course of the first semester.

4. Strategy and Change

Strategic management encompasses the various tasks of defining the organizational purpose (mission), shaping the guiding principles and policies that establish a clear direction, and formulating detailed strategies to achieve this purpose over the long run. Strategic management is an ongoing process typically performed in a competitive or otherwise hostile environment. It is equally applicable and necessary for service and manufacturing firms, and for non-profit and for-profit organizations alike.

Effective strategy is proactive rather than reactive. It integrates a complex but structured pattern of initiatives in which organizational resources and capabilities

are used to exploit perceived opportunities consistent with the defined mission, while mitigating anticipated threats. Since our knowledge of the future is imperfect, good strategic management enables an organization to improvise and to adapt in cases of unforeseen circumstances.

This module has three major objectives:

1. To provide candidates with an in-depth appreciation for strategic management thinking and decision-making;
2. To explore the many wide-ranging issues that comprise strategy and how they may be resolved;
3. To help develop capabilities of strategic thinking, analysis and judgement.

Each topic covered by the course is supported by 'real world' case studies. Maximum benefit is derived by candidates who ensure that they are thoroughly prepared for each class by doing the necessary background reading and case study preparation. The module covers the following broad themes:

- Strategic management concepts;
- The competitive arena: market and industry environments;
- Strategic futures: scenarios and forecasting;
- Strategic assets, resources and distinctive competences;
- Corporate mission, identity and stakeholders;
- Scale and non-scale strategies for competitive advantage;
- Evaluating strategic options;
- Strategy implementation and rejuvenation;
- Growth and diversification: mergers and acquisitions;
- Strategies in politicized and regulated environments;
- Strategies for innovation-led growth;
- Matching organizational and managerial styles to contexts;
- Global growth: diversity and complexity.

5. Entrepreneurship and Innovation Program

The Program is designed to embed enterprise skills along with an understanding of how high performance and creative teams are developed and managed. Within the Program there will be opportunities to meet and to discuss the real-life process of launching an entrepreneurial enterprise with individuals who have actually launched or are in the process of launching a new venture.

Entrepreneurship and innovation are growing in importance in government policy, firm behavior and business school curricula. The course will provide candidates with a range of skills in these key areas aimed at fostering creativity and open-mindedness, knowledge acquisition and management, innovation systems, screening and evaluating new venture concepts, market evaluation and venture capital business planning. Entrepreneurship and innovation are vitally important in today's rapidly changing business environment. Implementing entrepreneurial and innovative initiatives make a direct contribution to the economic growth of a nation. The course will look at both the theoretical and practical aspects of innovation, entrepreneurship and new venture creation.

The main objectives of this course are:

- To highlight some of the latest trends in innovation and entrepreneurial research and practice;
- To stimulate creativity and entrepreneurial drive;
- To identify how successful entrepreneurs create, find and differentiate profitable and durable opportunities from alternative venture ideas;
- To develop high level skills in new venture business planning;
- To gain an understanding of the practical aspects of entrepreneurship, including the screening of new venture ideas, assembling the venture team, raising venture capital, writing the plan, presenting a business plan to venture capitalists, harvesting the venture, and understanding the impact of government innovation policy at the firm level.

6. Elective Modules

The electives give candidates the opportunity to explore issues beyond the core program and to develop interests that might be researched in-depth in the project phase. Two electives can be selected.

Electives will be taught during the second half of the second year of the Program in parallel with the candidates' work on an applied management project. Such a design will be particularly valuable in building the candidates' knowledge and expertise required for the project phase. While offered elective modules cover a wide spectrum of topics, only the modules selected by a minimum of 10 candidates will be taught.

General Management elective modules:

1. Principles and Techniques of Model-Developing in Management;
2. Strategy, Policy and Managing Sustainable Development;

3. Integrations: Mergers and Acquisitions;
4. HRM and Performance Management;
5. Internet and e-Business.

Strategic Management elective modules:

1. Business and Business Ethics and Responsibility;
2. Strategy, Policy and Managing Sustainable Development;
3. European Integrations and Global Competitive Advantage;
4. Systematic Thinking and Creative Problem Solving;
5. Internet and e-Business.

Financial Management elective modules:

1. Knowledge Management;
2. Public Finances;
3. Management and Public Sector Finances;
4. Development Financing;
5. E-Business: Banking and Finances.

Production Management elective modules:

1. Knowledge Management;
2. Project Management and TQM;
3. Preparation and Making of Projects, Business Plans and Feasibility Studies (Models of WB and UNIDO) –TW: Preparation, Presentation and Defence;
4. Principles and Techniques of Model-Developing and Management of Small Enterprises;
5. E-Business.

Marketing Management elective modules:

1. Knowledge Management;
2. Marketing Plan – Making of Marketing Plan: Team Work – Preparation, Presentation and Defence;
3. Techniques of Promotion, Propaganda and Advertisements;
4. Ethics and Legal Framework of Marketing;
5. Psychology of Consumers.

Enterprise Management elective modules:

1. Knowledge Management;
2. Preparation, Making of Projects, Business Plans and Sustainability Studies (Models of WB and UNIDO) – Team Work: Preparation, Presentation and Defence;
3. Small Enterprise Management;
4. Entrepreneurship and Innovation;
5. Internet and e-Business.

Health Management elective modules:

1. Health Economics and Finances;
2. Organization and Management of Health Services;
3. Health Policy, System and Organization of Health Care;

4. Comparative Experiences on Management of Public Enterprises;
5. Human Resources Management and Business Ethics;
6. Health and Health Insurance.

Electives are kept under constant review to ensure that they are relevant and reflect issues of current interest and concern to managers.

Leadership and Managing Changes

This module provides an overview and introduction to leadership principles and leadership applications in various organizational settings. It examines the concept of leadership, leadership styles, traits, and types, and the evolution of leadership behaviors observed during recent generations. This course examines the fundamentals of leadership from the personal, group, community, and societal levels. Aspects of leadership include personal behavior assessment, relationships with others, communication, management of change, communication and listening skills, team building, consensus building, management of difficult group members, conflict management, negotiation skills, group facilitation, meeting management, taking the initiative, motivation and motivating others, goal setting, time management, changing perspectives, and bringing about positive change.

Through the studies of leadership, a special attention will be given to a number of concepts and models relating to the Management of Change in organizations. Such an appreciation includes not only an understanding of the academic literature but focuses on the personal knowledge and skills required to analyze and bring about organizational change, as well.

In order to achieve this objective of linking theory to practice, participants are expected to contribute their own experiences of, and learning from, change situations in work, personal or family life. Change Management is a multidisciplinary topic which integrates elements of many of the core subjects studied earlier in the Program. The course covers the following broad areas:

- Definition and content of leadership;
- Leadership skills;
- Leadership and ethics;
- Leadership in managing change;
- Analyzing the change situation;
- Managing and leading change;
- Organizational change as fads and fashions;
- The politics of change.

Management of SMEs (Completion of Business Plan)

Completion of a business plan will be a team work. Each team works autonomously on developing an integrated business plan for the launch of an entrepreneurial start-up. In doing so, the candidate teams combine maturity, creativity, relevant knowledge of marketing, finance, operations, strategy, etc., with a commitment to the task and to each other. Candidates brainstorm business ideas and select the one that they assess to be viable in the marketplace and that is of interest to team members. There may be the possibility for some candidate teams to work with the ECPD faculty members who have developed new technologies and innovations, but are in need of business planning assistance to commercialize their ideas.

In addition to the academic assessment of the new venture plan there is, built into the program, a business plan competition sponsored by interested corporate and entrepreneurial firms. Each year there will be a special one-day event to present all the business plans in front of business executives, entrepreneurial business owners, venture capitalists, and academics. Business plans will be assessed for their commercial potential and the best one will be awarded.

Completion of a business plan is a mandatory component of the ECPD-MBA program. It is both long and rigorous, requiring the candidate to integrate all the knowledge and insight they have gained from the taught courses and their prior experience.

7. Applied Management Project

The Applied Management project gives candidates the opportunity to apply the knowledge they have gained from the Program as a whole. It develops skills for planning and conducting a major piece of research. The vast majority of candidates will undertake a project commissioned by a business organization, for example, investigating and recommending an entry strategy for a new market opportunity. However, some candidates choose instead to research a wider business or sectorial issue. Candidates can elect to undertake joint projects. While the academic report must be an individual piece of work, working in partnership with another candidate has the advantage of spreading the workload and allowing a more extensive piece of research to be undertaken.

Before the work on project starts, there will be preparatory sessions on Research Methodology and Project Management. Also, each candidate will be allocated a project supervisor who is a member of the academic staff.

While the primary responsibility for securing a project rests with the individual candidate, and many develop their own projects through personal contacts, a significant number of project opportunities arise through the ECPD's network of business contacts. The project provides an excellent opportunity to gain an in-depth and up-to-date knowledge of a particular area of business. Many candidates have found that the knowledge base they have built up through the project has given them a powerful advantage in achieving their desired career move into a particular sector or company.



ECPD-MBA – Structure, Content and Delivery Methods

The following table summarizes the structure of the ECPD – Master of Business Administration – MBA program. Delivery methods used for each module or Program component are shown within the last column of the table.

	Time Period	Program	Modules	Delivery Methods	
1st	October	ESSENTIAL SKILLS English Language, Computer Skills and Presentation Skills		Lectures and workshops	
		INDUCTION PROGRAM Assessment of analytical, personal, and enterprise candidate's skills, Introduction of leadership and managerial games, Assessment of IT skills, Team-building exercise, Case study exercises		Lectures, seminars, workshops and teamwork. Assessment and testing	
	November - February	CORE MODULES AND PERSONAL SKILLS	✓ 1	International Relations, Integration and Globalization	Lectures, seminars, workshops and teamwork
			✓ 2	Principles of Economics and Transition	
			⊙	Model Developing and Analysis for Managers	
			✓ 3	Organizational Behavior	
	March - July	CORE MODULES AND MANAGEMENT SKILLS	⊙	Personal Skills	Action learning
			✓ 4	Financial Management & Control	Lectures, seminars, workshops and teamwork
			✓ 5	Marketing Management	
			✓ 6	Human Resources and Operational Management	
✓ 7			Methodology of Research and Problem Solving	Lectures, seminars and action learning	
⊙			English Business Language	25	
2nd	October	ESSENTIAL SKILLS: English Language, Computer Skills and Presentation Skills; Test		Action learning	
	November - February	STRATEGY AND CHANGE	✓ 8 Strategic Management and Managing Change	Lectures, seminars, workshops and teamwork	
		ENTREPRENEURSHIP AND INNOVATION	✓ 9 Entrepreneurship and Innovation - Business or Improvement Plan	50 Group projects	
	March - July	ELECTIVE MODULES	✓ 10	Elective module 1	Lectures, seminars and action learning
			✓ 11	Elective module 2	
			⊙	Leadership Skills	
			⊙	Methodology of Research and Problem Solving	
	APPLIED MBA DISSERTATION – 25 000 words ± 10 percent		⊙	English Business Language	25
SUM I			285		
SUM II			245		
TOTAL I + II			530		
Total number of hours on MBA**				1400	

Elective Courses

General Management Elective Modules
 Strategic Management Elective Modules
 Financial Management Elective Modules
 Production Management Elective Modules

Marketing Management Elective Modules
 Enterprise Management Elective Modules
 Health Management Elective Modules

✓ – Subjects in which it is obligatory to take the exam

⊙ – Subjects in which it is not obligatory to take the exam (project or presentation-based assessment)

Lectures in English Business Language take place in all four semesters; Exam is taken at the end of Semester 4 (Year 2) (project or presentation-based assessment)

** Total number of hours corresponds to a total number of lectures, exercises, and a total number of hours of individual work – preparation for exams, research, teamwork, preparation of seminar papers, and work on Master's Thesis.

NB: Realization of lectures for individual Management degrees is subject to at least ten candidates signing up. The realization of lectures in optional subjects is subject to at least five candidates signing up. It is planned that the total number of contact hours is around 530.

The ECPD – MBA program correspond to the equivalent of at least 1400 hours of candidate learning effort. It might be organized as a one-year program (Full-Time) and two-years program (Part-Time).

ECPD-MBA Academic Regulations

Academic Honesty Code

The ECPD, as an instrument of learning, is predicated on the existence of an environment of integrity. Members of the academic community, faculty, candidates, and administrative officials share the responsibility for maintaining an atmosphere and attitude of academic integrity. Candidates share this responsibility for maintaining standards of academic performance and classroom behaviour conducive to the learning process. All courses offered at the ECPD follow the official Academic Honesty Code as described hereafter.

Candidates are advised to familiarize themselves with the code as violations can lead to serious sanctions including dismissal from the MBA program: "A student who willingly gives or receives aid during tests or exams, engages in cheating or plagiarism, copies another student's work, or submits material claimed as his or her own while it is copied from the Internet or other sources, will receive a grade 5 (Five) – not satisfactory, in the Program and could be dismissed from the ECPD. Before the sanction is taken, the student will have the right to a hearing in front of the Disciplinary Committee composed of the MBA Director, two professors, and the student class representative."

Course Load

It is mandatory to take successively all the courses in the order they appear in the Program Overview. A candidate, who misses one course for valid reasons, must immediately confer with the MBA Director for remedial solutions.

Course Monitoring

The MBA program is specifically designed to provide a multidisciplinary understanding of management. All courses listed above are required for graduation and must be taken in the sequential order. Thorough preparation before the start of each course is key to successfully completing the MBA program. In addition to classroom teachings, candidates are expected to spend significant amount of time on learning. For each core module they should spend at least 80 hours on studying, reading articles, meeting for teamwork and group projects, researching, and writing papers. Finally, candidates must choose their field of special-

ization in one of the seven offered Elective Modules: General Management, Strategic Management, Financial Management, Production Management, Marketing Management, Enterprise Management, Health Management, and complete two monthly for their chosen specialization. Candidates must choose their field of specialization before the end of the third term. The MBA Director is responsible for monitoring the MBA courses.

Course Attendance

Attendance is recommended at all classes and attendance records are maintained by the faculty. Candidates are responsible for all material covered or referred to in class whether they are present or absent. Candidates must contact their professor to determine whether or not the work can be made up.

Teaching Methods

The ECPD-MBA program offers a balanced and pragmatic approach to business and education which combines theory with practical applications, functional education, and an analytic approach to the field of management by using case study and lecture teaching methods. All faculty members are highly experienced in their respective fields, and have the abilities to develop class materials and lead discussions which are motivating and challenging for a professional audience. Consequently, candidates are strongly invited to participate actively in class. Professors also encourage interaction with peers through class discussions, role plays and team work.

A wide variety of teaching methods are used from formal lectures to videos, case study analysis, seminars and class presentations. Many courses include one or more guest speakers who are business practitioners, and some sessions are taken by visiting faculty from other leading business schools.

Assessment Methods

The ECPD is responsible and has full freedom for choosing the most suitable assessment methodology according to the characteristics and nature of the Program. In the assessment process the following factors will be taken into consideration: attendance, class

participation, presentation, homework and individual work, group project and team work, and final exams. Method of assessment is based on the following principles: core modules are assessed only by the written examinations; elective modules in the 2nd year are assessed by a written exam or assignments; management of SMEs (Writing a Business Plan) will be assessed and delivered as team works, and the final MBA dissertation or Project is based on a dissertation of around 25000 words $\pm 10\%$.

ECPD uses a system of assessments according to the following scale:

Grade 5: 50% and below – Unsatisfactory;

Grade 6: 51% to 59 – Satisfactory;

Grade 7: 60% to 69% - Good;

Grade 8: 70% to 79% - Very Good;

Grade 9: 80% to 89% - Excellent;

Grade 10: 90% to 100% - Exceptional, demonstrates the use of original thought processes and exemplary academic writing.

Detailed description of the grades is given in the Assessment Strategy Document. Examinations in all the courses take place at the end of the corresponding semester in February and June. Deadline for the submission of assignments is defined in an agreement with the Director of the Program and the course lecturer.

Assignments

The assessment methods by assignment can be either one assignment (3000-5000 words) or two shorter assignment of 1500 words each. Assignment can take a variety of forms, such as essays, individual or team works. In some cases, candidates may be given a choice to undertake the assignment individually or as a shared project with other candidates. Assignments will often require candidates to draw on their own experience in organizations in order to demonstrate their ability to relate theory to "real world" practice. Some project-based assignments may involve background research on a specific business problem or industry, whereas some others may require that candidates put their work within the module into a real business situation and talk to the managers of an organization or conduct field research.

Course Withdrawal

Candidates who consider that they are not adjusted to a course may withdraw by dropping a course within the permitted time with the permission of the MBA Director. Official withdrawal can take place before the start of the course and at the latest must take place on or before the end of the 2nd week of the course. Exceptions may be made after deadlines have expired only with the permission of the MBA Director. Candidates who withdraw from a course prior to completion will be assigned the grade of withdrawal.

Standards of Satisfactory Progress

All candidates must meet the minimum standards of academic achievement and successful course completion to remain enrolled at the ECPD-MBA program. The candidate's progress is monitored during each term and evaluated within the required academic standard.

Academic Trial Period

Candidates who do not maintain satisfactory progress will be placed on a probation period. The candidate on probation will be counselled and given assistance, if needed, in order to improve his/her academic standard. At the end of the probationary period, if the academic record is not in compliance with the standards of satisfactory progress, the candidate will be suspended for a minimum of one quarter.

Suspension and Extended Enrolment

The candidates who fail to meet the minimum of the requested academic standards will be suspended for the period of three months. Dismissed candidates may apply to continue their studies at the ECPD in an extended enrollment status. During this time, the candidate must attempt to improve the deficient areas that lead to the dismissal by taking remedial courses, re-taking failed modules, or practicing previously learned skills in order to re-establish satisfactory progress. The candidate will be responsible for all those costs incurred during this period. At the completion of this quarter, a candidate who has established satisfactory progress may apply to the administration to return to a regular candidate status.

Reinstatement as a Regular Candidate

Candidates who wish to be readmitted after being suspended or dismissed due to the failure to maintain

the academic minimums must reapply for admission, but not before one full term has passed from the time of suspension. A meeting will be scheduled between the MBA Director and the candidate applying for reinstatement to determine if the candidate has the academic ability and desire to successfully continue in the MBA program. If reinstated, then the candidate will be placed on a probation period. At the end of the probation period, if the candidate's academic record is not in compliance with the standards of satisfactory progress, then the readmitted candidate will be dismissed.

Mitigating Circumstances

The MBA Director may waive the standards of academic progress for circumstances of poor health, family crisis, or other significant occurrence outside the control of the candidate. These circumstances must be documented by the candidate to demonstrate that they had an adverse impact on the candidates' performance. No waivers will be provided for graduation requirements. The MBA candidates who have successfully completed the first year of a study with a minimum of 60 ECTS points can get awarded a Diploma in Management. The MBA candidates who have successfully completed the first and second year with a minimum of 120 ECTS and do not wish to complete the final project can acquire a Master's Diploma in Management.

Authenticity and validity of diplomas issued by the ECPD UN University for Peace are based on the founding Resolution of the UN General Assembly and international status of the ECPD UN University for Peace. This status is integrally regulated by the mentioned Agreement, concluded on 27 March 1984 between the UN University for Peace and the Government of the SFR Yugoslavia. Based on the above, the UN University for Peace and the ECPD as its European campus are authorized by the UN General Assembly to organize postgraduate, specialist, master's and doctoral studies and "to grant master's and doctoral diplomas" through the unique authorization to grant degrees which is contained in the original Charter and which has been the basis of their work ever since their establishment. In this respect, the Ministry of Education, Science and Technological Development of the Republic of Serbia (ECPD's host country) confirmed in its Notes of November 16, 1999 and March 17, 2014 to recognize diplomas issued by the ECPD UN University for Peace, without equivalence and validation procedure, as quoted: "According to the mentioned Agreement, i.e., international Agreement which has legal ef-

fect in the Republic of Serbia, the European Center for Peace and Development of the University for Peace established by the United Nations has the right to carry out all forms and levels of postgraduate studies and to issue diplomas on the completed studies which this Ministry considers to be recognizable".

Leave of Absence

Candidates, in good standing and making satisfactory progress towards the MBA degree, who must interrupt studies for compelling reasons (e.g., which may include, inter alia personal illness, unusual family responsibilities, and unexpected events arising in their homeland) must file a Request for Leave of Absence. Candidates must file this Request with the MBA Director and receive an official approval from the MBA Director. The period of leave is not counted in the time allowed for the completion of the degree requirements. Candidates who do not return to enrolled status at the end of the approved leave of absence are no longer considered to be pursuing the MBA degree program. Candidates who fail to apply for a Request for Leave of Absence or for whom a leave has been denied or has expired, should reapply for admission to the MBA program.

Change of Name and Address

It is the candidate's responsibility to notify the ECPD of changes in permanent address or name. Name changes require official documentation and typically cannot be completed over the telephone.

Transcripts

At the end of the Program, after candidates have completed all their modules and are eligible for graduation, the Registrar will issue an official transcript signed by the MBA Director. Transcripts will not be issued to candidates who are not in good financial standing with the ECPD.

Withdrawal from the MBA Program

Candidates wishing to withdraw from the MBA program should notify the MBA Director in writing.

Graduation

The formal MBA graduation ceremony is held at the end of October for degree candidates who have completed all graduation requirements that academic year.

Diplomas will be issued only to candidates in good financial standing with the ECPD.

Core Faculty and Staff

The ECPD-MBA program is based on contemporary and relevant multidisciplinary business education, combining professionalism, profitability and efficiency and blending both the American and European ways of thinking and doing business.

Since many of the professors are actively involved in the business community, the ECPD can offer courses of high standard and modern practicality. Full-time professors are available for most of the time to respond to candidate requests.

The MBA program has been designed to combine interdisciplinary business subjects and to provide an adequate balance between the theoretical curriculums with the necessary practical experience. To accomplish this, the ECPD has assembled both full-time pro-

fessors and visiting professors that teach courses in their area of expertise.

The ECPD offers candidates an opportunity to interact with international visiting professors from the world's best educational institutions. Faculties for the MBA program have been assembled from all over the world and are recognized experts in their fields. Visiting professors teach one course per week.

The MBA Program is administered by the MBA Director. For all course material, information and services, candidates are to contact the MBA Director.

The Registrar is responsible for all candidates' registration and for issuing the corresponding invoices. Candidates are not officially enrolled until they have paid all tuition costs. A late registration fee will be charged to candidates registering for a course after the deadlines set forth by the ECPD. The Registrar is also responsible for issuing the candidate's transcripts.



ECPD-MBA Admissions Criteria

The ECPD values quality and is rigorous with its selection criteria for its candidates. We are looking for candidates who will bring something extra to the Program, people who will ultimately be ambassadors for the ECPD-MBA and, hence, people upon whom we will be proud to bestow the ECPD-MBA.

Admission Standards

Given the demand for a successful business career, the ECPD evaluates each applicant individually and through a personal interview. To be considered for admission, an applicant must have basic knowledge of English and mathematics. Some factors, such as academic preparation, previous accomplishments, extra-curricular activities, work experience, communication and interpersonal skills may be indicators for success in business and thus taken into account as contributing factors for admission criteria.

Since business requires a variety of skills, these extra-curricular activities have also relevant consideration for admission to the MBA program. The ECPD seeks candidates who have excelled in diverse areas, who are actively involved in a variety of activities, and who have had exposure to the business world.

Important criteria used for evaluating applicants are the letters of recommendations and performance during the personal interview conducted with each candidate prior to admission. The ECPD seeks potentially successful candidates who are involved, committed and responsible.

Efforts are made to enrol candidates with diverse cultural, ethnic, religious and geographical backgrounds. It is the policy of the ECPD to provide equal opportunities to all prospective and current members of the candidate body, faculty and staff on the basis of individual qualifications and merit.

Entry Criteria

- A university degree or equivalent classification awarded by an approved academic institution or a final qualification of a professional body acceptable to the ECPD University of Peace;
- A minimum of three years post-qualification business experience. Exceptionally, applicants with less than three year of business experience will be considered for the Program. Their acceptance will be

conditional on their high academic achievements and the potential future benefit to the Program;

- All applicants are strongly encouraged to take the Graduate Management Admissions Test (GMAT), and it is compulsory for those who do not fully meet our academic and work experience criteria;
- All applicants are encouraged to achieve a score of at least 7 in the British Council's IELTS test, or 250 in the computer-based TOEFL (600 in the written test) by the end of the first year Program. It is compulsory for those who do not fully meet our academic and work experience criteria.

Experience

Our MBA is a post-experience qualification designed for participants who have full-time business experience.

The ECPD-MBA is a demanding program of study, requiring candidates to demonstrate abilities across a range of management disciplines. Although we expect applicants to hold a university degree with a high grade point average, we believe that experience, motivation and commitment are just as important. For this reason, candidates who do not have high grades but have gained valuable business experiences that will enable them to contribute effectively to the group, are welcome to apply. Such candidates will however be required to take the General Management Admissions Test (GMAT).

When evaluating candidates' work experience, in addition to fulfilling the minimum requirement of three years' full-time business experience, we look at both their career history and future potential. In terms of past experience, the preference is given to candidates who, even if they have not held a formal management post, they have worked in a meaningful organizational capacity and assumed decision-making, budget or project management responsibilities. We also look at their career progression to date, and evidence of increasing responsibility, the contribution they have made to their organization, and future senior management positions.

Exceptionally, we may consider applications from candidates who do not fulfil all of the above criteria but can convince us that they will bring exceptional value to the ECPD-MBA program and will enhance the MBA experience of their fellow candidates. All cases are as-

sessed on an individual basis and rigorous quality assessments are applied.

GMAT

The Graduate Management Admission Test is a computer-adaptive test which assesses the aptitude of applicants for advanced management studies and measures verbal, quantitative and analytical writing skills. This test is compulsory for those who do not fulfill our admission criteria. The test is marked on a scale from 200 to 800. We look for a good balance between scores on the numerical, written and verbal test components, and evaluate each candidate's score alongside all other elements of the application in assessing their suitability for our Program.

Application Procedure

The Admissions Officer has a rolling admissions process, which means that we evaluate applications in the order of their receipt. Applications are considered to be complete only after all supporting documents and test scores have been received. The Admissions Officer will inform applicants if information is missing, and it is the responsibility of each applicant to ensure that any missing documents are provided promptly.

The official closing date for applications is February 15th, i.e. September 15th (winter, i.e. summer semester) of the year of entry to the Program. Applications received after these dates will only be reviewed if space is available.

To process an application, candidates need to submit the following:

- A completed and signed application form;
- Personal recommendation forms from two independent referees. We normally require one academic and one employment-related reference. Candidates' academic reference should preferably be from a member of the academic staff at the last academic institution they attended, who is suitably placed to comment on their academic ability. Wherever possible, their work-related reference should be from their im-

mediate supervisor in their current or most recent employment. However, an academic reference may not be realistic in the case of candidates who have been out of higher education for a substantial period of time (usually at least ten years), and in such instances two employment-related references are an acceptable substitute;

- The score report from the GMAT, or the date when the test is scheduled (if requested);
- An evidence of an adequate command of the English language (if requested);
- An authorized copy of degree certificate(s) and transcript(s);
- Curriculum Vitae (CV) detailing relevant educational and professional experience;
- A €100 application fee.

Potential candidates who are attracted by what the ECPD-MBA has to offer, but unsure about their eligibility for our Program and whether it is the right course for them, are invited to contact the Admissions Manager for an informal discussion. Those who do not yet meet the admissions criteria for our MBA program but would like to study for a postgraduate management qualification at the ECPD may wish to consider one of our MA in Management degrees. A brochure can be supplied on request and further information is also available on our website www.ecpd.org.rs.



Open Days and Interviews

The Admission Committee is composed of the MBA Director, and two professors. It is the responsibility of the Committee to study and to evaluate all applications, and finalize the acceptance for admissions. The Committee does not have to justify its decisions. The decision of the Committee will be communicated to the applicant in writing by the MBA Director.

APPLICATION FORM

The Application Form can be obtained from:

the ECPD-MBA Office

Terazije 41, 11000 Belgrade, Serbia

Tel: + 381 11 3246 041, Fax: + 381 11 3240 673

E-mail: ecpd@eunet.rs office@ecpd.org.rs

Website: www.ecpd.org.rs & www.ecpdorg.net

Applicants are advised to answer all questions contained in the Application Form. In case applicants may wish to add personal information, they may do so by providing additional pages. Once the application and all required documents are available, the application will be reviewed and acted upon by the Admission Committee.

Each year between May and July, we hold an Open at the ECPD Headquarters and many European ECPD centres. Full details can be found in any of our offices and on our website www.ecpd.org.rs. The day typically includes a presentation on the Program by the Program Director, a short lecture given by an ECPD-faculty member, and an informal discussion with the potential applicant. These do not form part of the selection procedure, but are simply designed as 'taster' sessions to give a deeper insight into the ECPD-MBA program. These days can be used as informational sessions only to find out more about the Program, or they can be combined with a formal interview.

Candidates who appear to meet, based on their application, our criteria are invited to the ECPD for a formal interview if they are resident in, or are able to visit Belgrade. For those who are unable to attend one of our scheduled Open Days, an interview can be arranged at the ECPD office in Belgrade or the ECPD regional Center. For those who are unable to come to any ECPD office, an interview will be organized online. The selection interview lasts around 45 minutes to an hour and is conducted by a member of the MBA Admissions Committee.

Applicants who are unable either to visit the ECPD for an interview or be interviewed in one of the Open Day sessions are selected on the basis of their application, references, GMAT score, and English proficiency and the outcome of the online interview.

MBA Tuition Fees

The tuition fee per semester is 2,450€, the costs of applying for the MBA thesis amount to 2,500€, while the costs of the mentor's work, evaluation and defence of

the thesis amount to 2,500€. The fee can be paid in instalments at the beginning of each semester. An Application fee of 100€ is due with the Application Form.

Textbooks and course material are included in the tuition fee.

Admission application, guidance and examinations on Master Thesis or final project are included in the tuition fee, too.

Repeated module – 150€ is due 3 weeks before the commencement of the course.

Repeated examination – 100€ is due 3 weeks before the examination.

Additional module – 150€ is due 3 weeks before the commencement of the course.

Tuition and other charges at the ECPD are established at the minimum permissible levels. Tuition is payable in advance, on a per-term basis as described, unless special arrangements are made for deferred payments. Registration is completed when the invoice has been settled. Prices are quoted in Euros.

Candidates are responsible for payment in full for all tuition fees due on or before the dates set forth by the ECPD. Registration cannot be completed, and a candidate cannot be admitted to class unless satisfactory payment is made at the appropriate time. If a candidate registers for a course after the first day of the quarter, then a late registration fee will be charged: disciplinary actions may include barring the candidate from classes or examinations, suspending the candidate, and withholding transcripts and the diploma.

The Application fee and tuition will not be refunded in the case of withdrawing from the studies.

Equal Opportunities

The ECPD is committed to a policy of equal opportunities in accordance with its Charter and it follows a code of practice to ensure that this policy is fully effective.

The ECPD-MBA policy is to recruit candidates first of all from the countries of the former Yugoslavia and from the Balkan region. However, we also expect to have a highly international mix of candidates. Many multinational companies with their business interest in this region will find our program extremely valuable in strengthening their position here. They could consider a ECPD-MBA course as a viable solution for their existing or potential future managers to obtain the adequate knowledge in management and about the cur-

rent conditions within the region at the same time, thus achieving both in a very cost-effective way. For those candidates who are interested in acquiring knowledge in Serbian language, the ECPD will provide full support, guidance and a language course.

Student Life and Accommodation

Even though the ECPD-MBA program is a part-time program where it is hard to organize social activities for the candidates, we strive to bring people together through purposely designed evening social gatherings, cultural events and parties. Although time is always a precious commodity for the MBA candidates, those who wish to develop extracurricular interests will find that the University has a society to suit almost every taste. The ECPD-MBA provides a range of different types of accommodation in partnership with private landlords and local hotels.



ECPD-MBA Partners and Associates

The MBA School is constantly creating connections with partners from industry, service sector, governmental bodies, multinational companies, banking and our partners which contribute to the development of the program. The ECPD-MBA School also has extensive relationships with other MBA schools and Universities across Europe and the world. In particular, we have leading experts and visiting professors teaching the modules in our MBA program.

Director of the ECPD-MBA School is **Prof. Dr Jonathan Bradley** (University of the West of England, UK)

Some of our **partners** are:

- University of Vienna (Austria);
- UNCITRAL, Vienna (Austria);
- University of Trieste (Italy);
- International Law Institute (ILI), Washington DC (USA);
- Truman State University (USA);
- LIU University (USA);
- Johns Hopkins University (USA);
- Castilla la Mancha University, Toledo, "Complutense", Madrid (Spain);
- University of Ankara (Turkey);
- University of Skopje (North Macedonia);
- University Nizhny Novgorod, (Russian Federation);
- University Minsk, (Belarus);
- University of Athens (Greece);
- University of Black Sea and University of Arad (Romania);
- University of West England, Bristol (UK);
- University Bradford (UK);
- University Vasa and VAMK (Finland);
- University of Ljubljana and University of Maribor (Slovenia);
- University of Sarajevo, University of Banja Luka, University of Tuzla, University of Zenica (Bosnia & Herzegovina);
- University of Belgrade, University of Niš, University of Novi Sad, University of Kragujevac (Serbia).

ECPD Professors at the Department of Management:

Professor Dr. Ljubiša Adamović, Florida State University, Tallahassee, USA

Professor Dr. Tony Bovaird, University of Birmingham, UK

Professor Dr. Derek Braddon, University of the West of England, UK

Professor Dr. Jonathan Bradley, University of the West of England, UK

Professor Dr. Svetlana Cicmil, Bristol Business School, UK

Professor Dr. Boris Cizelj, President of the Association for Cooperation with EU, Brussels, Belgium

Professor Dr. Brian Clark, University of Hertfordshire, UK

Professor Dr. Victoria Curzon-Price, Director, Institute for Development, University of Geneva, Switzerland

Professor Dr. Ilija Ćosić, Former Dean, Faculty of Technical Sciences, University of Novi Sad, Serbia

Professor Dr. Bruno Dalago, University of Trento, Italy

Professor Dr. Vjekoslav Domljan, University of Sarajevo, Bosnia and Herzegovina

Professor Dr. Dončo Donev, SS Cyril and Methodius University, Skopje, North Macedonia

Professor Dr. Hose Del Llano, Complutense University, Madrid, Spain

Professor Dr. Jean-Claude Dishamps, University of Lille, France

Professor Dr. Hans Jürgen Drumm Researcher, University of Regensburg, Germany

Professor Dr. Lilly Evans, Holowet University, Director of Strategic Learning Web, London, UK

Professor Dr. Alvaro Hidalgo, University of Castilla-La Mancha, Toledo, Spain

Professor Dr. Miodrag Ivanović, ECPD, University of Hertfordshire, UK

Professor Dr. Miroslav Jovanović, Scientific Advisor, UNECE, Geneva, Switzerland

Professor Dr. Nila Kapor-Stanulović, University of Novi Sad, Serbia

Professor Dr. Tauno Kekäle, Former Rector, VAMK University, Finland

Professor Dr. Janet Kirkham, University of Hertfordshire, UK

Professor Dr. Jeffrey Levett, University of Athens, Greece

Professor Dr. Milutin Lješević, Faculty of Geography, University of Belgrade, Serbia

Professor Dr. Ron Matthews, Cranfield University, UK

Professor Dr. Jože Mecinger, University of Ljubljana, Slovenia

Professor Dr. Erszebet Novaky, University of Budapest, Hungary

Professor Dr. Richard Pagget, New Castle University, UK

Dr. David Potts, University of Bradford, UK

Professor Vern Neufeld Redekop, University of Saint Paul, Canada

Professor Dr. Ronald Grossarth, Director, ECPD Institute for Social, Economic And Health Psychology, Heidelberg, Germany

Dr. Merete Rosenberg, EU-CAFAO, Brussels, Belgium

Professor Dr. Michael Rosen, President, Rosen Associates (Consulting), Brussels, Belgium

Dr. Luca Rosi, Istituto Superiore di Sanità, Rome, Italy

Professor Dr. Nano Ružin, Faculty of Philosophy, SS Cyril and Methodius University, Skopje, North Macedonia

Professor Dr. Bob Ryan, University of Hertfordshire, UK

Professor Dr. Nilgun Sarp, University of Istanbul, Turkey

Professor Dr. Tsuneaki Sato, University of Yokohama, Japan

Professor Dr. Shinichi Ichimura, International University in Osaka, Japan

Professor Dr. Željko Šević, University of Greenwich, London, UK

Professor Dr. Don Wallace, University of Georgetown, USA

Professor Dr. Tapio Varis, Director, Institute for Management in Tampere, Finland and Former Rector of the United Nations University for Peace

Professor Dr. Stevan Vasiljev, Faculty of Economics, University of Novi Sad, Serbia

Professor Dr. Dario Velo, Director, School of Business Management, University of Pavia, Italy

Professor Dr. John Weiss, University of Bradford, Development and Project Planning Centre, UK

Professor Dr. Čedomir Nestorović, Professeur Enseignant, Département Management, ESSEC Business School, Cergy, France

Professor Dr. Boško Bojović, Faculty for Social Studies, Paris, France

Professor Dr. Mauro Bussani, University of Trieste Law School, Italy

Academician Boris Shmelev, Director, Centre for Political Research, Russian Academy of Sciences and Arts, Moscow, Russian Federation

Professor Dr. Valentin Yakushik, University Kiev-Mohyla Academy, Ukraine.

Professor Dr. Yoji Koyama, Niigata University, Japan

Professor Dr. Fernando Ayala, former Under-Secretary for Defense, Chile

Professor Dr. Siniša Zarić, ECPD UPEACE, Serbia

Professor Dr. Vjollca Visoka Hasani, University in Prishtina, Kosovo*

Professor Dr. Nikola Popovski, ECPD UPEACE, North Macedonia

Professor Dr. Vlado Bučkovski, University Ss. Cyril and Methodius, North Macedonia

Professor Dr. Naser Rugova, ECPD UPEACE, Kosovo*

Professor Dr. Andreas Theophanus, University in Nicosia, Cyprus

Professor Dr. Marjan Svetličič, University in Ljubljana, Slovenia

Professor Dr. Sven Maričić, University in Pula, Croatia

Professor Dr. Klaus-Dirk Henke, University in Berlin, Germany

Professor Dr. Thomas Lux, Kiel University, Germany

ECPD–MBA Alumni Association

The care of the alumni network will be in the hands of the MBA Alumni Officer who endeavours to build a strong, interactive relationship with the ECPD-MBA alumni in geographical and business-related areas. Networking of the ECPD-MBA community will be actively encouraged and promoted. The MBA Alumni Officer will be assisting in this by helping to organize reunions in the Balkan region, as well as MBA refresher courses. The Alumni Office provides practical support to other areas of the ECPD-MBA team including Admissions, External Relations and Career Development.

Alumni members will be receiving the annual Alumni magazine, whose aim is to keep our graduates in touch with news and developments in the ECPD, and with alumni news and achievements, as well as the latest research being conducted by the ECPD faculty members. A package of services and benefits will

be offered to each alumni member. Examples of this package include:

- Receiving the annual ECPD-MBA Alumni Members' Handbook which contains contact details for the alumni network to help people stay in touch after graduation;
- Invitations to the ECPD-MBA Speaker Events, a program of high profile industry speakers who visit the ECPD to address the current candidates, alumni and VIP guests;
- Invitations to business lectures and updating seminars and conferences;
- Information about courses given by our own teaching staff;
- Access to the ECPD facilities at special rates.

The ECPD-MBA is a life-long investment, which leads to a mutually rewarding partnership. Current ECPD candidates, members of staff and alumni alike, share this sentiment.

European Center for Peace and Development University for Peace est. by the United Nations (ECPD), Terazije 41, 11000 Belgrade, Phone: +381 11 3246 042, 3246 042, 3246 043, Fax: +381 11 3240 673, +381 11 3234 082, E-mail: office@ecpd.org.rs, www.ecpd.org.rs



Career Matters!

We understand that the decision to undertake an MBA is often linked to a strategic review of a person's career and a drive for career progression or career change. For this reason, the ECPD-MBA organizes annual sessions where candidates can meet and talk with potential employers.

The ECPD-MBA works with candidates on a one-to-one basis, using a structured approach to career review. This involves reflection on a candidate's career to date and a review of skills, strengths, personality and values.

Workshops for groups of 10-12 candidates take place during the month of September. These cover themes such as: Planning Your Career; Presenting Yourself Effectively; A CV that Works for You; Networking Skills; and Preparing for Interviews.

Guest speaker events and themed career evenings occur throughout the year.

The ECPD-MBA School believes that academic and personal support contributes to the candidates' personal and professional development. The following mechanisms are in place to support this:

1. Admission and Induction

The MBA program offers a week-long Induction Program for all new candidates in October. It contains some sessions which are generic, such as learning resources, study skills, etc.

2. Providing information

All candidates receive a copy of the ECPD-MBA Student Handbook and the ECPD-MBA program. In addition, students can obtain information, both through their Program and the ECPD-MBA Support Net. Information is also provided on the Program notice board, its website and by e-mail.

3. ECPD-MBA Support Net

The ECPD-MBA Support Net is the ECPD's main platform in supporting learning. At registration, all candidates are provided with their own portal through which they can access information on their Program, individual modules and by e-mail.

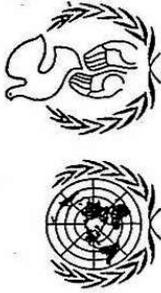
5. Academic guidance and support

All candidates receive academic guidance and support through their Program Tutor, who has the responsibility for explaining the operation of the Program and giving guidance on progress.

5. Quality and Accreditation

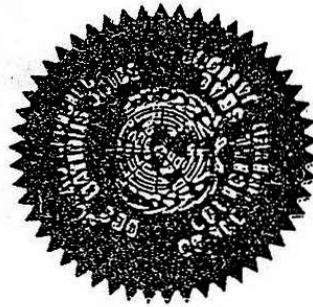
The ECPD-MBA program is designed according to the professional guidance and principles set up by the Association of MBAs (AMBA) based in London, UK. AMBA is an international authority on the development of business leaders and it provides a network for MBAs, business schools and employers. The ECPD-MBA has its own Program Committee and Academic Council that produce the Annual Monitoring and Evaluation Report on a regular basis.



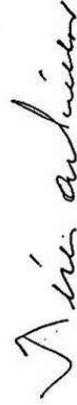


In recognition of
a significant contribution to
the programme and objectives of
the International Year of Peace,
proclaimed by the United Nations General Assembly,
the Secretary-General designates

European Centre for Peace and Development



as a
Peace Messenger



Javier Pérez de Cuéllar

15 September 1987

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The historic core and the present CBD, where the ECPD Headquarters is located