

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

ECPD INTERNATIONAL POSTGRADUATE AND DOCTORAL STUDIES

in cooperation with



ECPD International School of Global Health Development

POSTGRADUATE AND DOCTORAL STUDIES IN HEALTH MANAGEMENT

- **Postgraduate Specialist Diploma in Health Management (D.H.M.)**
- **Master's Degree in Health Management (M.Sc.)**
- **Doctoral Degree in Health Management (Ph.D.)**

2024.

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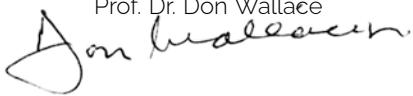


Welcome



President of ECPD Academic Council

Prof. Dr. Don Wallace




ECPD Executive Director

Prof. Dr. Negoslav Ostojic



Dear Candidates,

The ECPD International Postgraduate Study Programs in Health Management offer the candidates the highest level of teaching, but also require high commitment and hard work. Selection of the courses, teaching methods and renowned lecturers guarantee a high level of quality and attractive studies that provide candidates with a high level of knowledge required for further successful conduct of the management activities in Health Management areas.

Candidates who complete the ECPD International Postgraduate Study Program in Health Management will acquire a comprehensive insight into the system of Health Management, modern scientific knowledge in different academic disciplines and the ability to apply the holistic approach in research, planning and management in the field of Health Management.

This brochure provides the basic information on the ECPD Postgraduate and Doctoral Study Programs in Health Management, as well as the answers to the most frequently asked questions about admission criteria.

Prospective candidates may obtain all other information about the Postgraduate and Doctoral Study Programs in Health Management from the ECPD Secretariat for International Postgraduate Studies, which may also facilitate the contact with the management and lecturers of the Postgraduate Program.



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 humanistic 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 University 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 broader 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 interrelated 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.**

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, Compuvence, 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).

The Organization of the ECPD International Postgraduate and Doctoral Studies

Postgraduate and doctoral studies are organized in such a way as to ensure **(a) high-quality teaching, (b) full mastering of new knowledge, (c) development of the ability to use the acquired knowledge and (d) development of the motives and capacity to learn through the application of the acquired knowledge and to acquire new one upon completion of these studies.** In order to attain these teaching aims, coupled with economical use of all resources, postgraduate studies are conducted according to the following organizational principles:

1. Candidates shall meet all admission requirements in full;
2. Teachers shall satisfy the modern research and teaching criteria in full;
3. The attendance of classes shall be preferred and active participation shall be encouraged;
4. Teaching process can be organized in three ways - on site (at the ECPD premises in different European countries where ECPD is con-

- ducting its study programs), online (via the Zoom platform) or combined (partly on site and partly online). This shall depend on several different factors, primarily on the outcome of the agreement between the candidates and the teaching staff in each particular case;
5. All obligations of the teaching staff and candidates within the scope of these studies shall be discharged in a timely, creative, high-quality and cooperative manner;
6. Prior to the beginning of each semester, all necessary literature for studying the contents of teaching in the relevant semester shall be provided; During the teaching days, the candidates shall have access to the Internet;
7. All administrative work and service linked to the teaching process shall be performed on time and in a reliable, high-quality and engaging way.

Instruction within these postgraduate studies is provided on a case-to-case basis, i.e. it depends



on the specific features of each concrete situation.

ECPD Methods of Teaching and Learning

Methods might include all or any of the following, selected as appropriate to the discipline or field of study and the program's aims, mode of delivery and typical entrants:

- Lectures;
- Tutorials;
- Seminars;
- Practical work, for example in a laboratory, in the field, workshop or studio;
- The use of textbooks, journal papers, electronic databases and other self-study and e-learning materials;
- Project work;
- Practice sessions and learning through case studies;
- Work-based learning.

ECPD Assessment Methods

Appropriate and effective assessment will enable candidates to demonstrate the outcomes of learning intended for the program. Assessment

methods may be based on any or all of the following:

- Report assignments;
- Essay assignments;
- Practical reports or portfolios;
- A dissertation or other output from research/project work, which may include artefacts, performances or compositions;
- Written examinations;
- Oral examinations;
- Problem-solving exercises;
- Oral presentations;
- Posters;
- Placement reports.

Programs may assess not only academic skills but also other skills and competencies including, where relevant, the requirements of professional bodies that recognize or accredit the program. Particularly for a modular Master's program that uses credit accumulation; providers will wish to ensure that suitable methods are used to assess the intended learning outcomes not only of the constituent parts but also of their integration and synthesis across the program.



The Management of the ECPD International Postgraduate and Doctoral Studies

Executive management of postgraduate and doctoral studies is entrusted to the Director of Studies, who has all authorizations and responsibility to ensure the quality, effectiveness and efficiency of the overall teaching process.

The coordination of instruction, research, elaboration, review and evaluation of Specialist paper/Master's thesis/Doctoral dissertation, equalization and observance of the evaluation criteria, application of the proper teaching methods and the like are performed by the ECPD Scientific and Educational Board, comprising off all teachers and chaired by the Director of Studies.

The organization of all technical, administrative, service and other activities, which are necessary for a thoughtful, timely and efficient conduct of postgraduate and doctoral studies is entrusted to the Organization and Administrative Officer.

Directors of the Program are **Prof. Dr Jeffrey Levett** (National School of Public Health, Greece), **Prof. Dr Luca Rosi** (Istituto Superiore di Sanità (ISS), Italy) and **Prof. Dr Thomas Lux** (Niederrhein University of Applied Sciences, Germany).

The Efficiency and Effectiveness of Studies

These postgraduate studies are organized according to the effectiveness and efficiency criteria.

The efficiency criterion anticipates the acquisition of new, yet necessary, knowledge and skills for a scientifically based analysis, understanding

and solving of problems. Knowledge and skills acquired at these studies guarantee the international competence of a Master's/Doctor of Science in the fields that have been taught.

The efficiency criterion involves the timely implementation of all parts of the teaching and research process within these studies. In giving instruction within the scope of postgraduate studies, attention is devoted to the rational organization, observance of the beginning and completion dates of all activities, both by teaching staff and postgraduate candidates in an attempt to ensure that all candidates complete successfully their candidates within schedule.

Academic Title

The postgraduate candidate has successfully completed his/her postgraduate studies if (a) he/she passes all examinations, (b) shows the ability to apply scientific methods and systematized, proven skills and techniques in solving the real problems – which is confirmed by the quality of seminar papers and their presentation and defence, (c) demonstrates an adequate skill in critical analysis of the problem and sufficient creativity in finding the solution to a problem, and (d) successfully prepares, presents and defends a Specialist paper/Master's thesis/Doctoral dissertation.

Upon successful completion of these postgraduate studies, a candidate acquires the academic title of the Master's/Doctor of Science, for which a diploma is awarded. It should be noted that this diploma is valid in all UN member countries.

Admission Criteria

For the admission of candidates to these postgraduate studies, it is necessary to meet the following requirements:

1. Adequate and relevant undergraduate/postgraduate level degree depending on academic progression;
2. Inclination towards solving and/or research into the solving of development problems;
3. Ability to use professional literature in English or one of the official UN languages.

Furthermore, the following requirements should be also satisfied:

1. Assuming an obligation to attend classes regularly during all semesters established by the curriculum, as well as an obligation to participate regularly in the entire teaching process;
2. Assuming an obligation to complete the studies until the end of the anticipated teaching period, i.e. all examinations have to be passed, and seminar papers, Specialist paper, Master's thesis and Doctoral dissertation have to be written and defended.

The contract on mutual obligations will be signed between the candidate and the organizer of postgraduate and doctoral studies.

Preparatory instruction is organized for postgraduate candidates who need English and/or computer lessons. All instruction will be provided during the first semester.

Remedial instruction is organized for postgraduate candidates who need lessons in mathematics and/or statistics. Remedial instruction is conducted during the first and second semester.

In order to satisfy the curiosity of the candidates, ad hoc instruction will be provided during the second and third semester. It is organized in the

form of invitational lectures on the topics agreed in advance, which last 2-3 hours. The contents of invitational lectures are complementary with the contents of lectures in the specified subjects, or in some of the topical issues which deserve academic attention.

During the second semester, compulsory lectures on the skills and techniques of an oral, written, computer-assisted and multimedia presentation are held.

Application Procedure

The ECPD evaluates each applicant individually and through a personal interview. Some factors, such as academic preparation, previous accomplishments, extracurricular activities, work experience, communication and interpersonal skills may be taken into account as contributing factors for admission criteria. 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.

Applications are considered to be complete only after all supporting documents 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 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 letter forms (desirable);
- An authorized copy of degree certificate(s) and transcript(s);
- Curriculum Vitae (CV) detailing relevant educational and professional experience.

Potential candidates who are attracted by what the ECPD 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 Officer for an informal discussion.

The Application Form can be obtained from: the ECPD 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.

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. The Admission Committee is composed of the Program Director and two professors. It is the responsibility of the Committee to study and to evaluate all applications and finalize the acceptance for admissions.

Open Days and Interviews

Each year between May and July, we hold an Open/Interview Day at the ECPD Headquarters and ECPD centres in many European countries. 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 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. These interviews can be conducted at the ECPD Headquarters, other ECPD centers in many European countries or online.

Student Life and Accommodation

We strive to bring candidates together through purposely designed evening social gatherings, cultural events and parties. Although time is always a precious commodity for the candidates, those who wish to develop extracurricular interests will find that the ECPD has a society to suit almost every taste. The ECPD provides a range of different types of accommodation in partnership with private landlords and local hotels.

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 study program: “A candidate who willingly gives or receives aid during tests or exams, engages in cheating or plagiarism, copies another candidate’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 candidate will have the right to a hearing in front of the Disciplinary Committee composed of the Program Director, two professors, and the candidate class representative”.

School of Global Health Development

This is a School of public health serving the mission of: promoting peace and reconciliation, through health development and a capacity for building of health systems and their human resources. Its priority programs are determined to primarily serve the Balkan region and to cover its immediate needs, but also the wider European region. Realizing the progress towards reforming health systems and improving their efficiency, effectiveness and quality, the ECPD is reforming health programs to serve its mission. Because of the great need for qualified health leaders and administrators, specialized family practitioners, and trained elderly care givers including physicians, nurses and sociologists to cope with the growth of the

elderly populations in this region, the School is developing postgraduate and doctoral studies at the Specialist, Master's and Doctoral levels in the following areas:

- Health Management;
- Family Practice;
- Gerontological Health;
- Traditional Medicine;
- Health Diplomacy.

The School also offers certificate programs, seminars and conferences in areas such as health reform, hospital management, quality management in health care, addictive diseases, sports medicine, traditional medicine and other study areas as deemed necessary.



Global Health Development – Specialist Studies

These postgraduate programs are specially designed to meet the needs of the groups of health administrators who will be trained to acquire special competences. The curriculum shall be based on the length of the Program, as well as on the previous experience and qualifications of the attendees. These programs shall include the following planned topics:

- Health Economics and Finance;
- Quality Management in Health Institutions;
- New Trends in Hospital Management;
- Family Medicine and Guided Care;
- Elderly Care.

It is typically offered in two semesters, each is 15-17 weeks long, offering 30 ECTS. In addition

to the required and elective courses, candidates are encouraged to pass an English proficiency test and computer skills or take additional courses in these areas. The candidates who complete the Specialist diploma degree can continue for two more semesters to gain the Master's degree.

Program Structure

The Specialist program (1-year / 2 semesters) consists of:

- 6 mandatory courses;
- Research Proposal;
- Final Project (Specialist Paper).

No.	Course	Hours	ECTS	Semester
1.	Epidemiology and Health Statistics	3L + 2P	8	I
2.	Health Services Planning and Evaluation	3L + 2P	8	
3.	Health Economics, Financing and Insurance	3L + 2P	8	
4.	Research Proposal		6	
Semester I		ECTS	30	
5.	Managing Quality in Health Care	3L + 2P	7	II
6.	Managing Hospitals and Health Organizations	2L + 2P	7	
7.	International Health and Health Systems	2L + 1P	6	
8.	Final Project (Specialist Paper)		10	
Semester II		ECTS	30	
Total		ECTS	60	



Global Health Development – Master's Studies

Candidates applying for the Master's Program after less than three years of work experience after graduating from a university will have to attend an additional semester of field work if they have just graduated or an equivalent of five (5) credit semester and credit hours for each year of the lacking working experience in the health sector.

The candidates who attended postgraduate courses which bring a certain number of credits at the accredited universities, in the period of five years prior to applying for the Master's Program on Health Management, and who consider that these courses are similar to some of the mandatory courses, may submit an application for exemption from such courses. Such a request may be approved for no more than five courses.

These programs are designed to provide the learners with the state-of-the-art education and training to gain knowledge and skills that enable the learner to plan, manage, direct, evaluate and control health systems and programs using the current scientific methods applied in modern health systems in the world, and adapting them to the local and regional situations. Successful completion of the Master's study program will enable the candidate to:

1. Identify health services' needs of communities through systematic analysis, monitoring and evaluation;
2. Understand the basic elements of policy formulation, planning and effective management of health systems and programs that satisfy community needs within the available resources to achieve users' needs and satisfaction;
3. Learn the essential quantitative and qualitative skills to plan and manage health care organizations in the public and private sectors as part of a whole national or local system, maximizing its efficiency, effectiveness, quality,

equity and affordability by individuals and populations;

4. Apply successful models of health reform as it relates to the local situation, including the creation of decentralized local systems, successful Public-Private Partnership, alternatives to health financing, expanding health insurance and effective management of quality of care;
5. Gain managerial, research skills and knowledge required for working as a member of the health team and managing teams, maximizing performance and human resources development, and building a health management career in the candidate's country, in other countries of the European Region or in international settings.

The learning objectives of both the Master's and Specialist degrees are similar. While the Master's degree aims at expanding the knowledge base in general management and business skills as well as in the health services research skills to prepare a health management specialist, trainer and researcher, the postgraduate Specialist diploma focuses on the practice-oriented skills and knowledge to prepare a health management specialist.

The program is designed to fulfil the specific needs of the reformed health systems in the Balkan region, but also wider European area, and to suit the circumstances of adult learners who are aiming at advancing their careers as qualified health managers and leaders while working on their jobs.

The requirements regarding these studies are as follows:

1. Formal lectures held in one city; The lectures can also be offered, whenever feasible, for organized groups of candidates, in other cities in sites of the ECPD offices in the European countries or on campuses of affiliated Universities;

2. Individual library research, term papers, projects or exercises by the candidate, assigned by the professor as part of each course work;
3. Group applied research by groups of candidates to study a certain topic in a specific country, geographical area or a health organization as part of the regular course work or as a separate special course;
4. Participation in special workshops, conferences, symposia or field visits that will count as credit, occasionally under the supervision of field managers or a visiting international faculty;
5. Individual research of the Master's thesis under the advisement and direction of the Theses Committee that is composed of a chair, faculty member from ECPD and a qualified field supervisor in the country/region and area of research, or project research for the postgraduate Specialist degree under the supervision of a faculty member and a field supervisor if applicable.

It is typically offered in four semesters, each is 15–17 weeks, offering 30 ECTS. In addition to the

required and elective courses, candidates should either pass an English proficiency test and computer skills testing upon admission, or take additional courses in these areas before the end of the first year.

Program Structure

Master's studies are organized as a one-year program (60 ECTS) or as a two-year program (120 ECTS), depending on the previously acquired ECTS (240 ECTS or 180 ECTS).

A one-year (two semesters) Master's Program consists of:

- 6 mandatory courses;
- 3 elective courses out of 6 offered;
- Methodology of Scientific Research;
- Master's Thesis.

A two-year (four semesters) Master's Program consists of:

- 10 mandatory courses;
- 3 elective courses out of 6 offered;
- Methodology of Scientific Research;
- Master's Thesis.

1-Year Master's Program

No.	Course	Hours	ECTS	Semester
1.	International Relations, Integration and Globalization	2L + 2P	5	I
2.	Principles of Health Policy and Management	2L + 2P	5	
3.	Managing Hospitals and Health Organizations	3L + 1P	6	
4.	Health Services Planning and Evaluation	3L + 1P	5	
	Epidemiology and Health Statistics			
5.	Principles of Economics and Finance	2L + 1P	4	
	Health Information Systems			
6.	Methodology of Scientific Research	2L + 2P	5	
Semester I		ECTS	30	
7.	Primary Health Care and Managed Care	3L + 1P	6	II
8.	International Health Organizations and EU standards in Health	2L + 2P	5	
9.	Quality Management, Management of Innovation and Change in Health Care	2L + 2P	5	
10.	Managerial Skills	1L + 1P	4	
	Business English			
11.	Master's Thesis	15P	10	
Semester II		ECTS	30	
Total		ECTS	60	

2-Year Master's Program

No.	Course	Hours	ECTS	Semester
I YEAR				
1.	International Relations, Integration and Globalization	2L + 2P	5	I
2.	Principles of Health Policy and Management	3L + 2P	7	
3.	Epidemiology and Health Statistics	3L + 2P	7	
4.	Health Services Planning and Evaluation	2L +2P	6	
5.	Strategic Management and Public Sector Management Health Information Systems	2L + 1P	5	
		Semester I	ECTS	30
6.	Methodology of Scientific Research	3L + 2P	8	II
7.	Primary Health Care and Managed Care	2L + 2P	8	
8.	Quality Management, Management of Innovation and Change in Health	3L + 2P	8	
9.	Human Resources and Organizational Behavior in Health Sector Social Aspects of Health Care	2L + 1P	6	
		Semester II	ECTS	
		Year I	ECTS	60
II YEAR				
10.	Health Economics, Financing and Insurance	2L + 2P	8	III
11.	Personal and Leadership Skills Business English	1L + 1P	7	
12.	Managerial Skills	2L +2P	8	
13.	International Health Organizations and EU Standards in Health	2L +2P	7	
		Semester III	ECTS	
14.	Managing Hospitals and Health Organizations	3L + 2P	8	IV
15.	Master's Thesis	15P	22	
		Semester IV	ECTS	
		Year II	ECTS	60
		Total	ECTS	120



Global Health Development – Doctoral Studies

This new Program is primarily designed for physicians who completed their studies with a minimum of 300 ECTS or the equivalent, completed their clinical rotation and gained managerial experience in the health field. Other admission requirements of the Master's degree are required as feasible.

The Program, offered by distinguished professors from the United States of America, Canada, Japan and Europe is designed to provide learners with the state-of-the-art education and training to gain knowledge and skills that enable the learner to lead, plan, manage, direct, evaluate and control health systems and programs, using the current scientific methods applied in modern health systems in the world and adapting them to local and regional situations, ie. to:

- Identify and quantify community health needs using the most relevant scientific planning and evaluation tools in health systems;
- Design health programs that fit the community needs;
- Organize and implement health systems, programs and projects that ensure proper accessibility, affordability, quality and continuity of health care;
- Engage the private sector in an integral Public-Private Partnership;
- Perform a leadership role, promoting team work and effective managerial style;
- Participate in the training and education of a team of health professionals.

Typically, the Doctoral program is custom-tailored for each candidate, based on:

- Previous course work;
- Work experience;
- Managerial performance;
- Research interests.

Upon admission to the Program, a mentor team is appointed to guide the candidate's course work and research. This includes:

- 2-3 semesters completion of the required courses listed below, followed by a Ph.D qualifying examination;
- 3-4 semesters of special research courses and tools, followed by a successful dissertation.

Doctoral degrees are the most individually distinct of the academic qualifications available because of their roots in research and the pursuit of knowledge, as well as the requirement for the candidate to produce work demonstrating original thought based on independent study.

The ECPD will provide opportunities for all Doctoral candidates to have diverse life experiences and varying opportunities during their Doctoral studies, thus each candidate graduates with a unique range of attributes. However, all Doctoral graduates should be able to:

- Search for, discover, access, retrieve, shift, interpret, analyse, evaluate, manage, conserve and communicate an ever-increasing volume of knowledge from a range of sources;
- Think critically about problems to produce innovative solutions and to create new knowledge;
- Plan, manage and deliver projects, selecting and justifying appropriate methodological processes while recognizing, evaluating and minimizing the risks involved and the impact on the environment;
- Exercise professional standards in research and research integrity, and to engage in professional practice, including ethical, legal, and health and safety aspects, bringing enthusiasm, perseverance and integrity to bear on their work activities;

- Support, collaborate with and lead colleagues, using a range of teaching, communication and networking skills to influence practice and policy in diverse environments;
- Appreciate the need to engage in research with impact and to be able to communicate it to diverse audiences, including a wider public;
- Build relationships with peers, senior colleagues, candidates and stakeholders with a sensitivity to equality, diversity and cultural issues.

Furthermore, Doctoral researchers are increasingly being encouraged to develop their foreign language and enterprise skills, and to cultivate business acumen. All Doctoral graduates will have developed during the course of their research additional specialist knowledge within their discipline, while those who have studied a professional Doctorate are likely to have been required to have particular professional experience that correlates with the topic of their research studies. They may well

also be required to engage in further study related to that professional field as part of their Doctorate. Finally, Doctoral graduates will be able to prepare, plan and manage their own career development while knowing when and where to look for support.

The following is a typical sequence of course work as a minimum requirement that will be subject to the final decision of the Doctoral Committee in consultation with the candidate.

Program Structure

The Doctoral Program (at least 3 years / 6 semesters) consists of:

- 10 mandatory courses;
- 4 elective courses out of 8 offered;
- Publication of 2 scientific papers in international and other reference journals (prerequisite for defense of the Doctoral dissertation);
- Doctoral dissertation preparation (4 phases) and defense (60 ECTS in total).



No.	Course	Hours	ECTS	Semester
I YEAR				
1.	International Relations, Integration and Globalization	2L + 2P	6	I
2.	Strategic Management and Public Sector Management	4L + 3P	8	
3.	Principles of Economics and Finance	3L + 3P	8	
4.	Human Resources and Organizational Behavior in Health Care Principles of Health Policy and Management	4L + 3P	8	
		Semester I	ECTS	30
5.	Methodology of Scientific Research	2L + 2P	6	II
6.	Epidemiology and Health Statistics	4L + 3P	8	
7.	Health Services Planning and Evaluation	3L + 3P	8	
8.	International Health and Health Systems Primary Health Care and Managed Care	4L + 3P	8	
		Semester II	ECTS	30
		Year I	ECTS	60
II YEAR				
9.	Health Economics, Financing and Insurance	4L + 3P	10	III
10.	Managing Hospitals and Health Organizations	4L + 3P	10	
11.	Health Information Systems Managing Quality in Health Care	3L + 3P	10	
		Semester III	ECTS	30
12.	Professional Development and Leadership Skills	4L + 3P	10	IV
13.	Personal Skills Business English	3L + 3P	10	
14.	Managerial Skills	4L + 3P	10	
		Semester IV	ECTS	30
		Year II	ECTS	60
III YEAR				
Doctoral dissertation I phase (literature collection and review)				
Doctoral dissertation II phase (defining the topic and applying of the dissertation)				
Doctoral dissertation III phase (preparation and work on the dissertation)			60	V and VI
Doctoral dissertation IV phase (completion of the dissertation)				
Doctoral dissertation defence				
		Year III	ECTS	60
		Total	ECTS	180

The Doctoral studies last at least three years and are accredited with 180 ECTS with prior duration of Undergraduate and Master's studies of at least 5 years and 300 ECTS. The Doctoral dissertation is the final part of the study program of Doctoral studies, except for the Doctorate of Arts which is an artistic project. The volume of the Doctoral dissertation should range from 80 to 100.000 ±10% words.

The prerequisite for the defense of the Doctoral dissertation is the publication of two scientific papers in international and other reference journals.

List of Modules

1. Strategic Management and Public Sector Management

This course provides managers and directors with information required for understanding the basic strategic techniques and models of public sector management, especially in public institutions.

Learning outcomes:

- Assessment and analysis of the business environment (PESTEL, Five Forces Analysis, SWOT - TOWS);
- Analysis and assessment of the strategic competences, especially in emergency situations and epidemic conditions;
- Selection and implementation of various strategic options;
- Change management and risk assessment.

2. Principles of Economics and Finance

The course emphasizes the role of economic analysis in a wide variety of practical business situations.

Learning Objectives:

- Studying how the application of microeconomic principles can improve decision-making process of the business firm;
- Realizing this goal by studying demand, production and cost, market structure, pricing decisions, risk and capital budgeting, business decision and government.

3. Human Resources and Organizational Behavior in Health Care

This course addresses human resources planning and development and the functioning of health organizations in the public and private sectors. It also covers human resources planning, development and regulation in the health field.

Learning objectives:

- Studying human relations theory and applications through individual, group and organizational performance;
- Optimizing organizational performance through leadership, organizational design and structure, and the dynamics of the change process;
- Understanding methods for identifying the supply and demand for human resources in health care;
- Studying the methods to balance supply with demand within health systems;
- Understanding the basic principles for curriculum development, education, and the continuous training of health providers.

4. Principles of Health Policy and Management

This is a fundamental course in Health Management to describe the structure and functions of health systems and health organizations, and the dynamics of establishing and reforming health policies and plans. The course addresses the integration of services, and the interaction of the different components of the health systems to provide effective and equitable health care to individuals, families and communities.

Learning objectives:

- Understanding the basic criteria for health services and the basic structures of health systems;
- Learning about formulation and reform in health policy that govern public health and medical care services at the local, national and international levels;
- Understanding basic concepts in planning, financing and the managing of public and private health organizations.

5. Epidemiology and Health Statistics

This course aims at studying the basic definitions and methods in epidemiology and biostatistics used in health research, planning and management, including data collection, analysis and interpretation, and appropriate quantitative applications in health care.

Learning objectives:

- Understanding the basic criteria in choosing variables in basic statistics and its definitions as related to infectious and chronic diseases;
- Utilizing the biostatistics in disease transition processes from infectious to chronic diseases;
- Measuring the incidence and prevalence of diseases and community health indicators;
- Understanding data collection and analysis as an input to the total health care system (data collection/collation/analysis/presentation).

6. Health Services Planning and Evaluation

This health planning methods course is addressing the basic tools of community health planning and strategic planning of health organizations. It explores the role and approach of evaluation as part of the health planning process. Special emphasis is made on methods to determine health policies, strategies and action plans to determine future needs of health resources required for the achievement of goals and objectives of health systems and health organizations.

Learning objectives:

- Understanding basic methods for assessment of community needs in health care;
- Projecting needs for human, financial, and facilities resources in health systems;
- Understanding the essential tools of strategic planning for health programs and systems;
- Determining the goals, policies, strategies, and action plans for health systems, health programs and health organizations;
- Using the appropriate comprehensive health data and information as tools in health services planning and evaluation.

7. International Health and Health Systems

Candidates are expected to gain knowledge and skills to analyze and compare models of health systems with a focus on Europe and selected industrial countries as well as systems in transition, assessing the prevailing strategies of health reform. The course will address international and global health patterns, health determinants, health problems, the impact of globalization and the role of international health agencies.

Learning objectives:

- Understanding the determinants of health status, health needs and global health problems in developing and industrial countries;
- Analyzing and conceptualizing models of health systems and approaches to reforming these systems;
- Studying revenues of international health agencies and organizations in Europe and the EC.

8. Primary Health Care and Managed Care

This course is a study for the entry level to health systems and its organization to provide essential, integrated and efficient care that is universally accessible to individuals and to communities. Alternatives of design for prospective payment health systems are surveyed.

Learning objectives:

- Understanding the role of family practice and the health care delivery system;
- Studying the function, skills, and training of the primary health care team;
- Identifying managed care organizations as a tool for integration, cost saving and effective health care;
- Designing family practice as the centre of care for the family and community.

9. Health Economics, Financing and Insurance

The course provides basic principles of macro and microeconomics as they apply to the health field including determinants of

supply and demand, theory of marketing and economic analysis using cost-efficiency and cost-effectiveness. The course also addresses insurance models, insurance regulation and alternatives of health care financing.

Learning objectives:

- Examining alternatives of health care financing at the national, local, and organizational level;
- Understanding health systems economics, including managed care and managed competition;
- Measuring cost-efficiency, cost-effectiveness, and cost-utility in health care;
- Exploring models of health insurance for communities, for social health insurance, and for the regulation of private insurance;
- Learning about basic accounting and financial management in health organizations.

10. Managing Hospitals and Health Organizations

The course represents study of the organizational structure and functions of public and private health organizations, and the emergence of new health systems that integrate all levels of care. The course examines factors and determinants of hospitals' utilization and control to maximize their efficiency and effectiveness. Special focus is made on approaches and methods to economize on expensive hospital resources, and alternative programs for ambulatory and extended care to support hospital services.

Learning objectives:

- Understanding the basic structure and new functions of health organizations in reformed health systems;
- Learning the organizational behavior within the health organization that governs its managerial capabilities;
- Learning specific tools and methods that lead to an efficient utilization and management in hospitals and health organizations, both in the public and the private sectors;
- Studying methods of capacity-building, performance and quality improvement of departments, units and employees within the health organizations or hospitals.

11. Health Information Systems

This course aims at studying the structure and the function of information systems that serve the needs of planning, management and evaluations of health systems and organizations. Systematic design and management of health information systems to secure data on health status, health resources and utilization and cost of health services is covered in this course.

Learning objectives:

- Familiarization with current models of information systems serving health systems and health care organizations;
- Learning methods of health system's research to cover gaps of needed information;
- Study of the role of computerization in health information systems and patient care management;
- Building population-based health information systems for health care management using specific measurements and indicators.

12. Managing Quality in Health Care

This course covers the principles and methods of quality improvement, monitoring and management in health services and health organizations. It addresses the establishment and monitoring of quality standards, criteria and their measurements, regulation licensing and accreditation, and approaches of total quality management in health institutions.

Learning objectives:

- Learning criteria, standards and measures of quality in health care delivery;
- Understanding structure, process and outcome measures of the quality of health systems and programs;
- Establishing and managing quality management systems inside and outside the health organizations;
- Training health managers and health providers on quality monitoring;
- Regulating and licensing of health professionals;
- Identifying problems and usage of tools for an effective and efficient utilization of health systems and organizations.

Biographies of the Lecturers

High standard and international reputation of the ECPD International Postgraduate and Doctoral Studies is provided by the participation of renowned university professors, experts and scientists with significant experience in the application of scientific and development research. The following are brief biographies of the lecturers for the Study of Health Management program:

JEFFREY LEVETT



Professor of Public Health Management, The National School of Public Health, Greece

Jeffrey Levett obtained a PhD degree in Bioengineering and Physiology at the University of Illinois at the Medical Center Chicago, USA from the Barnsley College of Technology Barnsley, England.

Following his academic career in the period of 1966-1978, he was working at the University of Illinois at the Medical Center, Chicago in various medical fields: Neurophysiology, Cardiovascular Research, Bioengineering/Biomedical Engineering, Physiology, Psychiatry and Clinical Electroretinography. He was awarded the West Riding of Yorkshire, England Technological Award (1957-61) and the United States State Department Special Award in 1966. He is a member and a former President of the Association of the Schools of Public Health in European Region (ASPHER). He is Professor at the National School of Public Health (Greece), Director of the ECPD Regional Center for International Postgraduate Studies and Developing Research, (Skopje, North Macedonia, Atena, Greece) and Professor at the ECPD University for Peace est. by the United Nations (Belgrade, Serbia).

LUCA ROSI



Director of the Department for International Cooperation of the Istituto Superiore di Sanità (ISS), Italy

International public health expert with extensive experience in the field of management in the health sector, especially in the field of crisis management, human resource

management and communication skills development. Lecturer at numerous Universities: Sapienza University in Rome, where he teaches International Politics and Crisis Management, Harvard Medical School, St. John's University in New York, McGill University in Montreal, Karolinska Institute, Faculty of Medicine, University of Kragujevac. Member of the International Editorial Board of the

multidisciplinary journal „Serbian Journal of Public Health“, published by the Institute for Public Health of Serbia „Dr. Milan Jovanović Batut“. In the capacity of Director for International Cooperation of the Italian Public Health Institute, he was engaged in the Republic of Serbia and other Balkan countries to provide expert support to national health systems, within the programs and projects of the Ministry of Health of Italy, the World Health Organization, the Central European Initiative and other organizations.

THOMAS LUX



Professor of Process Management in Health Care, Head of Competence Center eHealth, Faculty of Health Care, Niederrhein University of Applied Sciences, Germany

Prof. Dr. rer. oec. Thomas Lux, degree in Business Administration and Economics at the Ruhr University of Bochum, PhD

thesis in the field of Business Informatics, founder and head of the Competence Center eHealth and professorship for process management in health care at the Niederrhein University of Applied Sciences. The focus of his teaching is Process Management and Business Administration in Health Care. His research is on various areas of process management and business intelligence in healthcare and he is involved in different research projects. He is co-founder of the Committee „Health Economics and eHealth“ at the German Society of Health Economics (dggoe). He conducted research at Tongji University Shanghai, China, and is reviewer of several international conferences and journals (e-health Austria, European Conference on Information Systems (ECIS), journal BISE (Business & information Systems Engineering), journal „Health Information Science and Systems“).

HANNU V. VUORI



Former Minister of Health in B&H under the auspices of the UN and in Kosovo under the auspices of UNMIK, University of Turku, Finland

Specialist in Public Health, National Board of Health, Licentiate of Social Policy, University of Turku, Finland; Special Competence in International Health,

Finnish Medical Association; Professor of Community Health, University of Kuopio, Finland; Professor of Health Care Administration, University of Helsinki; Team Leader, Child Health Development Project (Ministry of Foreign Affairs, Finland); Vinh, NgheAn, Vietnam 2004-2007. Work

experience with WHO and UN: Different tasks in the WHO Regional Office for Europe, including Regional Officer for Primary Health Care; Chief of Research Promotion and Development; Chief of Epidemiology, Statistics and Research; Regional Adviser for Health Care Management; WHO Special Representative to the Former Yugoslavia and Director of WHO's Humanitarian Assistance. Awards: State Prize for Information Dissemination. Member of the Editorial Board of several scientific journals, Doctor Honoris Causa, University of Murcia, Spain Honorary Member, International Society of Quality Assurance in Healthcare and Italian Society of Quality Assurance Honorary Member, Society of Primary Health Care Physicians, Kosovo. Chevalier, 1st class, Order of the White Rose of Finland International Homenot Prize, Avedis Dobedian Foundation, Spain. More than 50 scientific articles, more than 150 general and review articles, 4 books.

ARNE BJÖRNBERG



Visiting Professor, European Center for Peace and Development; Executive Director of Health Consumer Powerhouse and Chairman of Euro Health Consumer Index (EHCI) team, Sweden

Arne Björnberg used his chemistry PhD for a number of years as R&D Director in metal refining and Swedish Tobacco, a company he left to become CEO of the University Hospital of Northern Sweden in his native Umeå. After running a wait-list free 1000 bed university hospital, he spent a short period as European Manager for Healthcare Solutions for IBM before joining the National Swedish Pharmacy Corporation ("Apoteket AB") as CEO. He spent the past years until 2005 with KPMG as Director for Consulting to the Life Sciences sector, advising on the incorporation of public hospitals and the economics of drug use. Dr. Björnberg has previous experience from Research Director and management consulting positions in the Swedish industry. He has also served as CEO of the Swedish National Pharmacy Corporation ("Apoteket AB"), Director of Healthcare & Network Solutions for IBM Europe Middle East & Africa, and CEO of the University Hospital of Northern Sweden ("Norrlands Universitetssjukhus", Umeå). Since 2005, Dr. Björnberg has been the leader of the production of the HCP international indices, such as the EHCI 2005 – 2014 project and numerous other, disease-related indices and projects.

SUZANNE MARGARET RICHBELL



Senior Lecturer in Human Resource Management and MBA Director, Sheffield, UK

Dr Richbell has a very wide range of teaching experience from level 1 to postgraduate and post experience.

Over several years, she has acted as a module leader for 2nd and 3rd year undergraduate and MBA/ Exec. MBA modules together with the MBA personal skills introductory week. MBA Director, Sheffield University Management School, 2001-2003; She has extensive experience in the leadership of modules with large student numbers; Moderator of the BA in Business Management at Barnsley College on behalf of the University of Sheffield Board of Collegiate Studies; Moderator of the MA in Management, MSc in Marketing at City College, Thessaloniki; She was in a recruitment mission for the International Office to Hong Kong, Malaysia and Singapore with the authority to admit students to University courses; She has many years service on the Technical, Clerical and Ancillary Staff Committee advice to the University's HRM Department on the regrading of secretarial staff, including membership on a regrading appeals panel.

JANET DOROTHEA KIRKHAM



Head of MBA Programs (inc. MBA F/t and P/T, MA Management Studies and MSc International Business) and DBA Program Director, University of Hertfordshire, UK

Doctor of Philosophy (1993), University of Sheffield - Dr. Kirkham now teaches only at the postgraduate level. She teaches

Strategic Management, Small Business Management and Research Methods on the MBA programs, supervises dissertations and contributes to the taught Research Methods component of Doctorate in Business Administration of Hertfordshire Business School, University of Hertfordshire. Main areas of her research activities are in small business management, particularly the development of strategic management in SMEs. Her PhD thesis was on plant closures in multiplant firms and focused on the decision-making process. Key Publications: Plant Closures by Multi-locational Firms: A Comparative Perspective (with H.D. Watts), Regional Studies 1999; Labour Factors and Plant Closures in Multiplant Manufacturing Firms (with S.M. Richbell and H. D. Watts), International Journal of Manpower 1999; Downsizing and Facility Location: Plant Closures in Multiplant Manufacturing Firms (with S.M. Richbell and H.D. Watts), Management Decision 1998.

DONČO DONEV



Professor at Faculty of Medicine University of Skopje, Institute for Social Medicine, and WHO National counterpart for prevention and control of NCDs, North Macedonia

The professional career: Faculty of Medicine, University „Ss Cyril and Methodius“ Skopje – Macedonia, 1968-

1973, Diploma of Medical Doctor; Faculty of Medicine-Skopje – Macedonia, 1977-1981, Specialization in the field of Social Medicine Certificate; Faculty of Medicine in Sarajevo, B&H, 1984- 1986, Postgraduate studies in Public Health; Faculty of Medicine-Skopje – Macedonia, Jan 1993 D.Sc./PhD Doctoral Dissertation in Public Health Certificate; Emory University School of Public Health in Atlanta - USA, 1993 – 1994, Postdoctoral studies in Public Health (Hubert Humphrey Fellowship Program) – Certificates. Key publications and projects: Vocational and academic training in health: lecturer in the domains of social medicine, public health and health care system organization and management for the undergraduate students of the Faculty of Medicine, Faculty of Dentistry and High Nursing School; postgraduate MPH and doctoral (PhD) studies at the Faculty of Medicine and at the Centre/School of Public Health within the Faculty of Medicine, University „Ss Cyril and Methodius" in Skopje; Continuing health and medical education: organization of continuing health and medical education programs for health professionals, organization of training exchanges between South East Europe countries and Germany; Human resources planning, development and management: workforce management and planning; Health policy and health systems analysis; Financing of health care and provider payment methods; Organization and management of health care delivery systems & health insurance system; Health Promotion; concepts and risk factors for Non-communicable diseases, life-styles, behavioral change; Primary health care and community based prevention, multi-sectoral approach.

LJUBIŠA ADAMOVIĆ



Professor, ECPD International Postgraduate and Doctoral Studies, Serbia

Education: He completed his undergraduate studies at Belgrade University's School of Journalism and Diplomacy. Earned a Master of Business Administration Degree from Ohio

University (Athens, Ohio, United States). Received his PhD from Belgrade University's Faculty of Economics, writing a doctoral thesis in the area of International Trade Theory. Current Position: Professor of International Economics and Dean of International Postgraduate Studies at the European Center for Peace and Development, University for Peace established by the United Nations. From 1990 until 2007, he was Professor of International Economics and Director of the Program for Russian and Eastern European Studies at Florida State University (Tallahassee, Florida, United States). Prior to that, he served as Professor and Chairman of the Department for International Economics at Belgrade University's Faculty of Economics. Professional Biography: Professional experience includes activities related to international trade, economic journalism and economic

research. Worked at the Institute for International Politics and Economics in Belgrade, and in various domestic and international consulting corporations in the areas of international trade and investment. As a Visiting Professor, he lectured at leading universities around the world, and on all continents except Australia. Engagements included: Moscow State University "Lomonosov", Harvard University, Massachusetts Institute of Technology, Columbia University (New York), Universities of Cambridge and Oxford (England), University of California Berkley, University of California Los Angeles (UCLA), Johns Hopkins University, Council for Foreign Relations (New York), the Royal Institute for International Affairs (Chatham House) – London, Northwestern University (Evanston, Illinois), Case Western Reserve University (Cleveland, Ohio), Raenseller Institute of Technology (Albany, New York), Istituto d' Affari Internazionali (Rome, Italy), Foreign Service Institute (U.S. Department of State), Tuft's University's Fletcher School of Law and Diplomacy, Diplomatiska Akademie (Vienna, Austria), the Academy of Sciences of Romania, National War College – US Department of Defence, Washington D.C. etc.

VJEKOSLAV DOMLJAN



Rector of the SSST and Full Professor at Economic Department; Member of the Academic Council ECPD UPEACE Bosnia and Herzegovina

Respected in Bosnia and Herzegovina as an economist and policymaker, Dr. Vjekoslav Domljan has over 30 years of experience in higher education,

private consulting, development banking, capital market regulation, management and diplomacy. His work has been highlighted, respected and requested from institutions such as the World Bank, UNDP, ILO, DFID, USAID and JICA and brought him membership in the working bodies of the World Economic Forum in 1999 and the Economic Commission for Europe of the United Nations in 2001. He also represented Bosnia and Herzegovina as its ambassador both in Canada and Cuba from 2002 to 2005. He was also a member of the B&H Delegation for succession of the former Yugoslavia, who was responsible for the financial matters. Within only the past two decades, Dr. Domljan is the author and co-author of a number of economic publications for the LSE, JHE, ANUBIH, etc. on issues involving strategy for economic development and export of Bosnia and Herzegovina, the labor market and the capital of Bosnia and Herzegovina, as well as expert views on the economy of B&H. He holds a PhD and a Master's degree from the University of Belgrade. While on study trips, his specializations focused on LBS (London), Bank of America (San Francisco and New York), SEC, Merrill Lynch and Capital Alliance (Washington and New York); JICA (Tokyo and Osaka) and IOSCO (Montreal). Currently,

Dr. Domljan is the Rector of the Sarajevo School of Science and Technology (SSST), Full Professor at the Economics Department and a member of the Academic Council of the European Centre for Peace and Development (ECPD) University for Peace established by the United Nations.

ALVARO HIDALGO VEGA



University of Castilla-La Mancha, Department of Economic Analysis and Finances, Spain

Visiting Professor in International Postgraduate Studies of Management at the European Centre for Peace and Development of the University for Peace est. by the United Nations, Professor

of Introduction to Economic Analysis, Macroeconomics and Microeconomics at the College of Law and Social Sciences of the University of Castilla-La Mancha, Professor of Health Care Management at the University Pompeu Fabra in Barcelona and Professor of Macroeconomics at the Polytechnic University of Madrid. He holds a degree in Economic Sciences from the University of Paris X in Nanterre (France), Master's degree in Economics and Business at the University Complutense in Madrid (1993), a PhD in Economics and Business, specialty „Fundamentals of economic analysis" at the University of Castilla-La Mancha (1997). He participated in and was a reporter at numerous international conferences by economists in Spain and in the world; particularly notable is his participation at the International Conference on the Economy of South Korea, where he spent some time on training as a scholar for the Korea Foundation. He is the founder of the Center for Korean Research in Madrid. He published numerous books and articles in the fields of economy and business, and especially health management.

KLAUS-DIRK HENKE



Professor of Economics (Public Finance and Health Economics), Technical University, Berlin, Germany

Professor at the Technical University of Berlin; Advisory Board to the German Ministry of Finance, Academy of Sciences, Göttingen, Advisory Board for the Concerted Action in Health Care (1987-

1998, Chairman from 1993 to 1998), European Health Care Management Association (President from 1989 to 1991), American Economic Association, Institut International de Finances Publiques Verein für Sozialpolitik. Convent of the Evangelische Akademie Loccum, Advisory Board to WifOR – an independent economic research institute. Until recently, he was one of the speakers at the Innovation Center „Technology for Health and Nutrition" (IGE) at the TU Berlin. Bearer of the Federal Service Cross. He works

mainly in the fields of health care, public finance and European integration. Publications: Numerous monographs and articles in the fields of health economics, public finance and European integration; Numerous monographs and articles in the fields of health economics, public finance and social policy; Publications inter alia in Health Affairs, Health Policy, Journal of Public Health, Clinical Research in Cardiology, International Journal of Health Planning and Management, Journal of Clinical Anesthesia, Social Science, etc.

TINA BREGANT



Senior specialist of paediatrics and specialist of Physical and Rehabilitation Medicine, CIRIUS- Centre for Education and Rehabilitation of Physically Handicapped Children and Adolescents, Kamnik, Slovenia

A senior specialist (consultant) of paediatrics and specialist of PRM, during COVID-19 pandemics she was included in the governmental group fighting the COVID-19 epidemics and then promoted to the State Secretary at the Ministry of Health, Republic of Slovenia. After the Minister of health resigned, she became Chair of the Cabinet, with the Prime Minister overtaking the position in the capacity of the Minister of health. Previously she worked at University Rehabilitation Institute of Slovenia and at Health Centre Ljubljana. For more than a decade, she worked as a researcher at Paediatrics Clinics in Ljubljana. She received several prizes: 2019/2020 and 2020/2021, the Best teacher award by the students at Faculty for education; in 2017, Award from Medical Chamber of Slovenia for the leadership of the group Young medical doctors of Slovenia; in 2022, a certificate for academic excellence in Neurological and Sectorsy disorders (Institu Pasteur, Paris), etc.

ANTONI GILABERT-PERRAMON



Director of Pharmacy and Medicines, Catalan Health and Social Care Consortium (CSC), Spain

Field Pharmaceutical Care Management; Director of Pharmacy and Medicines, Catalan Health and Social Care Consortium (CSC) (April 2017 to present); Field Teaching, Consultation and

International Experience: University of Lyon – University of Marseille, Professor of European Master in Market Access of Medicines (EMAUD), Paris (2009 to present); University of Barcelona, Assistant professor in Clinical Pharmacy and Pharmacotherapy, Barcelona (2016 to present); University of Lyon – University of Marseille, Professor of European Master in Market Access of Medicines (EMAUD), Paris (2009 to present); Instituto de Empresa Business

School (IE), Professor of the Program of Health Policy and Government Affairs (2010 to 2013); Other current participations as a professor and guest speaker in different universities: University of Barcelona (UB), Autonomous University of Barcelona (UAB), Pompeu Fabra University (UPF), International University of Catalonia (UIC), EADA Business School Barcelona, University of Castilla-La Mancha (UCLM) and International University Menendez Pelayo (UIMP), University Carlos III Madrid, ECPD UPEACE; Institute for Social Security of El Salvador, Director and the Professor of training course "Management of oncological, immunological, biotechnological, haematological and biosimilar medicines", United Nations Development Program (PNUD). El Salvador (2009); Spanish Agency for International Cooperation and Development (AECID) and Spanish Ministry of Health, Director and professor of the training program "Management, planning and supply of medicines in public health institutions", Guatemala (2009); Catalan Agency for Cooperation and Development / Departement of Health of Catalonia, Responsible for medicines in the Nicaragua country strategy 2008-2011 of Catalan Government, Nicaragua (2008); Swedish Agency of Medicines (Lakermedelsverket), Participant in the Karolus Exchange Program for European public servants, Uppsala (1997), etc.

DUŠAN KEBER



Professor at University Medical Centre, University School of Medicine, Ljubljana, Slovenia

Professor Keber has extensive experience in designing and implementing improvements of health financing, health care, health care management, improving efficiency of health care providers, clinical

guidelines and pathways, quality of care, health education, public health and health care monitoring and evaluation.

As the Minister of Health between 2000-2004 (the period before joining Slovenia to EU) he has extensive experience in the EU integration process of health care systems and in applying EU directives. As the Minister of Health he actively contributed to the development and implementation of hospital payment model according to DRG (Australian model) and to the improvement of capitation as the payment method in primary health care. He is now the responsible person for renovating of both models of health provider payment in Slovenia, and for the development and implementation the missing financial models. Professor Keber has an excellent background in international best practice as well as the opportunities and challenges in transition countries. Extensive experience with capacity building in designing, implementation and follow up of clinical pathways at all levels of health care: at primary level (BiH, Slovenia), secondary level (BiH, Slovenia, Vietnam), and tertiary level (Slovenia, BiH); personally designed more

than 50 pathways in BiH, Vietnam and Slovenia. From June 2016 to June 2017, Professor Keber served as the President of the Red Cross of Slovenia.

ANA STAVLJENIĆ-RUKAVINA



Prorector at DIU Libertas International University, Croatia

Prorector at DIU LIBERTAS International University, Croatia; Former Minister of Health of the Republic of Croatia (2000-2002); Doctor of Medicine (MD), specialist in medical biochemistry, medicine and

laboratory medicine, PhD in biomedical sciences; Main area of expertise: Public health; Health care reforms; Quality improvement in health care; Strategy planning of human resources in health system; Diabetes and metabolic disorders, atherosclerosis and cardiovascular disorders, rare disorders and osteoporosis; Author of 320 scientific and professional papers, 8 books, 51 chapters in books and 27 reserach projects. Mentorship for 12 master of science and 20 doctor of science degree. Awards: State Award Danica Hrvatska (Ruđer Bošković) 2006; Award "Jan Pethershoff" 2007 for contribution in development of laboratory medicine in CEE and SEE countries. Activities and Societies: World Academy for Art and Sciences (since 2006), Croatian Medical Academy (1995), Council member of European Society in Quality in Health (2004-2007), Council member in Forum of European Societies for Clinical Chemistry.

SHARON WOOD-DAUPHINE



Professor, Mc Gill University, Canada

Professor emerita at McGill University, Westmount, Quebec, Canada. Sharon Wood-Dauphine is Professor of Physical and Occupational Therapy, Epidemiology, Biostatistics and Occupational Health.

She has a particular interest in health-related quality of life as a therapeutic outcome. The main focus of her work is on health care research, specifically, the design and implementation of studies that assess both the process and outcome of therapeutic interventions. Clinically, her areas include geriatrics, neurology (stroke) and „team care“. Prof. Wood-Dauphinee holds appointments as a Board Member of the Health Assessment Laboratory in Boston, the McGill University Health Centre, and the Reference Centre for Quality of Life in Oncology, Kiel, Germany, and the Foundation for the Advancement of International Medical Education and Research in Philadelphia.

MIODRAG IVANOVIĆ



Professor, ECPD University for Peace United Nations, UK

A highly pragmatic, well-organized and enthusiastic lecturer in Strategic Management, Business Economics and Organizational Behavior. Coming from a multidisciplinary professional background, being exposed to many diverse cultures and having a rich life experience, he is always searching for the best ways to contribute to the growth and progress of all the people within – or pass through – his field of influence. His core value system is based on the individual's dignity, performance excellence and ethical principles. He has experience teaching at the undergraduate, postgraduate and doctoral levels in High Educational Institutions–HEI. He taught Economics on BSC in Construction, Strategic Management and Organizational Behaviour in FD programmes at Oaklands, Macroeconomics as a Visiting Lecturer at the University of Hertfordshire and Strategic Development in the DMS programme as a visiting lecturer at TVU, now West London University; he taught an MA and MBA programs at ECPD UN University for Peace, in Belgrade, Novi Sad, Skopje, Novi Pazar and Prizren from 1997 to present. After so many years of experience abroad and in the UK, now he devotes himself to the highest standards in teaching and research.

NIKOLA POPOVSKI



Professor at Faculty of Economic and Management, International Slavic University, North Macedonia

Full Professor at Faculty of Economic and Management, International Slavic University in North Macedonia (courses: Public Finance, Economy of Public Sector and Economics of Labour) and

Professor at the ECPD University for Peace United Nations. Prof. Popovski is a member of the Supervisory Board and Chairman of the Audit Board of the Development Bank of North Macedonia and a member of the Association of Economics of North Macedonia. Prof. Popovski has over 35 years' of working experience in high education and different state institutions, Government and Parliament of the Republic of North Macedonia.

ECPD Alumni Association

The care of the alumni network will be in the hands of the ECPD Alumni Officer who endeavours to build a strong, interactive relationship with the ECPD alumni in geographical and business-related areas.

Networking of the ECPD community will be actively encouraged and promoted. The ECPD Alumni Officer will be assisting in this by helping to organize reunions in the European area, as well as refresher courses. The Alumni Office provides practical support to other areas of the ECPD 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 Alumni Members' Handbook which contains contact details for the alumni network to help people stay in touch after graduation;
- Invitations to the ECPD 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 is a life-long investment, which leads to a mutually rewarding partnership. Current ECPD candidates, members of staff and alumni alike, share this sentiment.



Career Matters!

We understand that the decision to enroll in an ECPD study program 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 organizes annual sessions where candidates can meet and talk with potential employers.

The ECPD 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 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 ECPD 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 Student Handbook and the ECPD program. In addition, candidates can obtain information, both through their Program and the ECPD Support Net. Information is also provided on the website and by e-mail.

3. ECPD Support Net

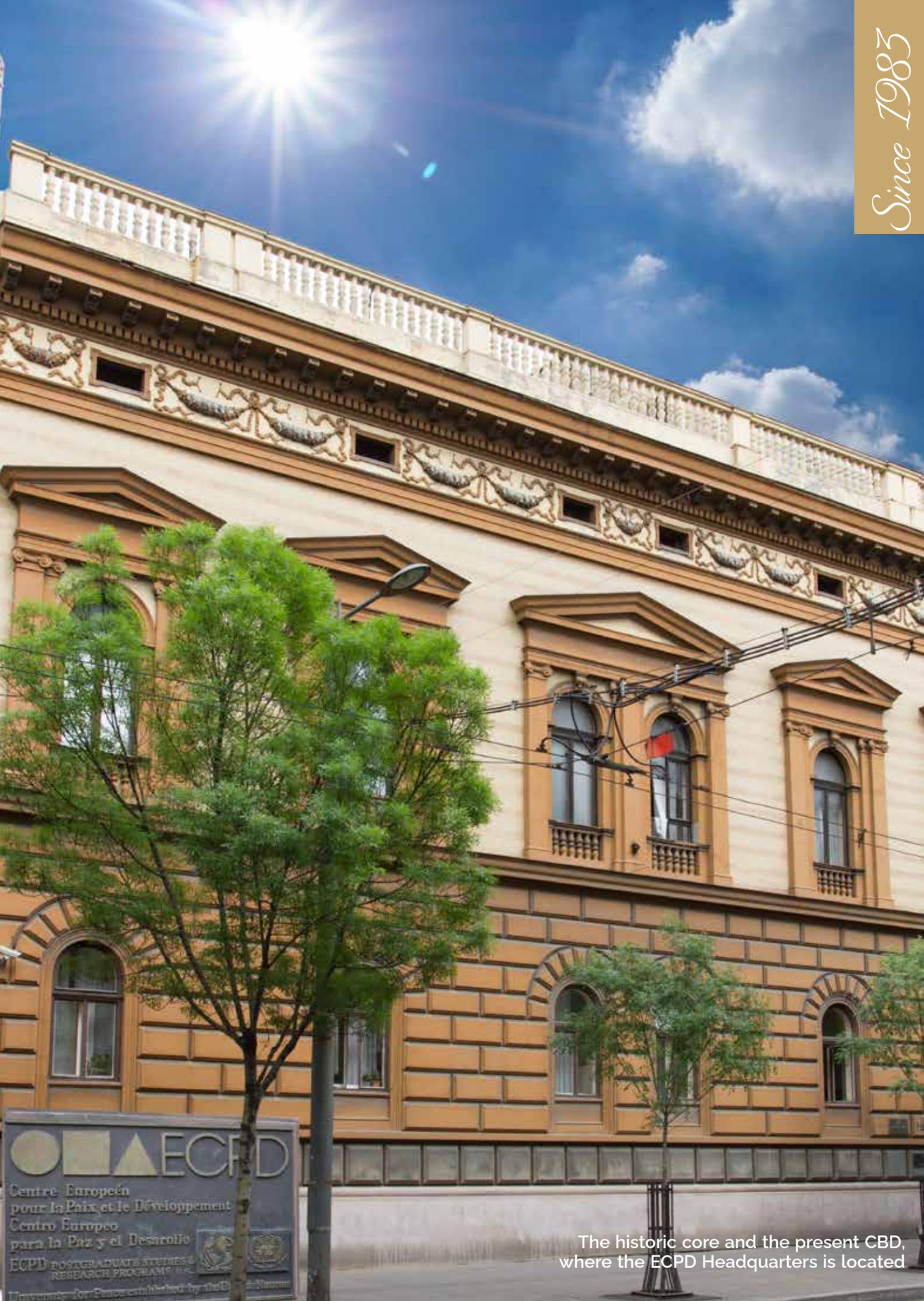
The ECPD Support Net is the ECPD's main platform in supporting learning. At registration, all candidates are provided with their own portal through which they can access information on their Program, individual modules and by e-mail.

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.



Since 1983



 ECPD
Centre Européen
pour la Paix et le Développement
Centro Europeo
para la Paz y el Desarrollo
ECPD POSTGRADUATE STUDIES &
RESEARCH PROGRAMS U.K.
University for Peace established by the UN

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