

ECPD



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

ECPD INTERNATIONAL POSTGRADUATE AND DOCTORAL STUDIES

*in cooperation with*



**Technology  
of Solving  
Development  
Problems**

2024.

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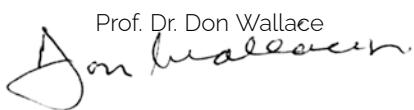
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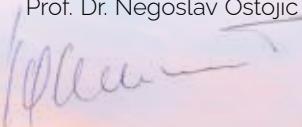


# Welcome



President of ECPD Academic Council

Prof. Dr. Don Wallace  


ECPD Executive Director  
Prof. Dr. Negoslav Ostojic  


Dear Candidates,

This booklet is intended for all those who wish to acquire new knowledge, develop their abilities and master their skills in solving development problems. These problems are very complex because, first of all, they include numerous factors. Then, because they are concerned with the future about which we often know so little. Finally, because they always have to be solved under conditions of conflicting interests and scarce resources. The knowledge, skills and abilities relating to the identification of a real development problem, its accurate and clear analysis and the creation of the "best possible solution" ensure that this difficult and responsible job is done timely and in a high-quality and cost-efficient manner. In addition, it gives precise instructions as how to deal with a problem and its solution if the problem itself and/or the conditions under which its solution should be applied are changed.

Development problems arise everywhere, so that they are faced by individuals, large, medium-sized and very tiny firms; young and old organizations; schools, health institutions, research and educational organizations and government institutions; municipalities, states, regions, continents and the world as a whole. These problems are addressed by statesmen, ministers, politicians, managers, proprietors, advisors and analysts; representatives of the public interest, interest groups and organizations; associations, agencies, governmental and non-governmental organizations; investors, bankers, consulting organizations and many others. Everything a man does during his professional and private life is associated with the solving of problems of his own, his family, the organization in which he works, the local community to which he belongs, the state in which he lives and the like.

The knowledge and skills developed for solving development and other problems can be – and they really are – of significant use to man's experience, talent and constant tendency to search for and find the best solution to every problem. The best way to acquire such knowledge, techniques and skills is a systematic postgraduate and doctoral education for solving development problems. Our contribution towards solving such problems is the organization of postgraduate and doctoral studies at the Specialist, Master's and Doctoral levels for solving several kinds of development problems.



# 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, Compultence, 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.

Director of the Program is **Prof. Dr Arthur Dahl**, (President, International Environmental Forum Switzerland).

Prof. Dr Arthur Lyon Dahl has a 35-years program management and administrative experience in the planning, organization and evaluation of international multidisciplinary programs of research, observation and environmental assessment and management, including liaison with governments, organization of cooperation among international agencies, directing intergovernmental meetings, scientific symposia and training courses, as well as implementing the results of the United Nations Conference on Environment and Development (Rio de Janeiro, 1992). Prof. Dahl has an enviable experience as adviser to governments and international organizations, with extensive field experience, including at the grass-roots level. Prof. Dahl is a producer of training and audio-visual materials, lecturer and writer for scientific audiences and the general public on sustainable development, environment, ecology, etc. Besides being consultant to many international organizations, Prof. Dahl's academic experience includes organizing curriculum development and teaching



graduate level courses in social and economic development, being a Visiting Professor at University of Brighton (UK), a member of Scientific Committee for University of Geneva Certificate of Advanced Studies in Sustainable Development, a coordinator of UNEP/University of Geneva/Graduate Institute Environmental Diplomacy Program, and occasional lecturer for other advanced university courses. Since September 2002, Prof. Dahl retired from the United Nations Environment Programme.

### 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 studies 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](mailto:ecpd@eunet.rs) [office@ecpd.org.rs](mailto:office@ecpd.org.rs), Website: [www.ecpd.org.rs](http://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, students, 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 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 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".

# Technology of Solving Development Problems – Study Program

The complexity, delicacy, significance and urgency of solving numerous problems in all facets of life, work and development have increased noticeably. The entire world embarked on the so-called process of transition: from one socio-economic system to another; from the vanishing global technological system to the emerging one; from mutually destructive and competitive structures to competitive and cooperative ones; from larger systems to their fragmentation and *vice versa*; from conflicts to cooperation; from the current understanding of the world to a new one; from the prevailing material economy to the predominantly service one; from quantity to quality as the prevailing value; from a bureaucratically hierarchized structure to an organic, corporative one; from specialized to multidisciplinary problems; from a simple to a multidimensional, interdependent and tightly connected life and the world – to mention only some of the ongoing processes of transition. In addition to the tumultuous process of transition, we are witnessing an increase in uncertainty and the pace at which the environment of each individual, each group of people, each organization and each state is changing. In this regard, there is a growing number of opportunities, while the development potentials are broadening. At the same time, however, there is a growing risk that the problem will not be fully understood or that it will be misunderstood, that its solution will be inadequate or bad and

that even a good solution to a problem can be discredited due to its inadequate application and a failure to observe and overcome the changing nature of the problem.

In such circumstances, the ECPD international expert team specializing in development issues concluded that it would be necessary to acquire the knowledge, skills and abilities for such an integral competence for problem solving that will enable one in every situation:

1. to understand the root causes of the problem;
2. to understand and analyze the observed and future dynamics of the problem in a high quality way;
3. to identify and accurately evaluate/measure all results of different solutions to the problem, including a failure to solve it;
4. to find at least one good solution to the problem from the viewpoint of those who make decisions about a problem, as well as those for whom the results of its solution are meant;
5. to plan precisely the time, resources and activities required for the implementation of the solution to a problem.



Acquiring integral competence is a difficult task, which can be facilitated to a considerable extent by appropriate education. This conclusion provides a basis for the decision of the ECPD to organize postgraduate studies aimed at (a) offering contemporary knowledge, (b) mastering the relevant skills and (c) developing the abilities for solving the following problems of today's world:

1. Development of the business operation of economic and other organizations;
2. Economic and social development, from a local to the national level;
3. Development of scientific, technological and innovation systems, from the level of a firm, research and educational institutions to the national level;
4. Development of the modern systems of resolving conflicts and political problems;
5. Solving transition problems.

The Program of postgraduate studies drawn up for these needs takes care of the structural and other uniformity of all problems on one side, and the specifics of the contents of each problem, on the other side. Instruction and research within these postgraduate studies begin with the knowledge enabling an efficient analysis of any problem, continue with the knowledge and skills related to the solving of special kinds of problems (i.e., business, social development, research, political, transition and other problems) and end with the knowledge, skills and techniques related to the preparation of the decisions about problem solving, as well as about planning and monitoring the implementation of those decisions.

These postgraduate studies are organized and conducted for each of the academic degrees to be achieved upon successful completion of postgraduate education. They are intended for those candidates whose academic interest and practical work includes the solving of problems.

## **What problems and what kind of activities**

**are in question?** The contents of these studies refer mostly to those who deal with complex problems and a broader significance of the solutions. As far as the activities are concerned, these studies are intended for those candidates who deal with business, social development, research and political problems, as well as for those who deal with the transition problems of firms and institutions in any sector. This means that they are intended for managers and analysts in enterprises and other economic organizations, managers in various government institutions and agencies – from local to national, members of government bodies – from local to national, managers and organizers in research and R&D organizations (i.e., research institutes, R&D units, two-year post-secondary schools and faculties), managers of complex projects, political analysts and politicians – both professional ones and those dealing with political problems temporarily or occasionally, as well as for researchers into the theory and practice of problem solving. Consequently, these postgraduate studies are intended for those who perform or will perform the above mentioned tasks and functions, but who also have a clear and sufficiently strong inclination to acquire new knowledge and proven skills in problem solving in a systematic and efficient way.

Within the scope of these studies, the candidates learn the science of and skills in problem solving. This refers especially to development problems. Since it is the question of knowledge that should be applied in practice, **the words „science” and “skills” have been substituted for the word “technology”**, which means the same thing: **a body of scientific and empirical knowledge intended for solving practical problems**.

## Technology of Solving Development Problems – Specialist Studies

The main purpose of the ECPD Specialist Studies is:

- To prepare candidates who do not have a degree in this specific area but are already working or getting a position in this area;
- To enable those undertaking this program an effective and efficient knowledge of the main strategies and operational principles and applications to face huge challenges within the area.

Graduates of all ECPD postgraduate and doctoral programs, including specialist studies, should be capable of demonstrating a systematic understanding of knowledge. They should be capable of implementing originality in their application of that knowledge and solving and addressing problems. The main advantage of these programs is to enhance overall knowledge and skills in relation to a complex and demanding job. In relation to current and

future employment, specialist's graduates will be expected to possess the skills needed to exercise independent expertise and to become efficient with the job.

A range of generic abilities and skills will be developed, which include the ability to:

- Use initiative and take responsibility for solving problems in creative and innovative ways;
- Make decisions in challenging situations;
- Continue to learn independently and to develop professionally, including the ability to pursue further research where appropriate;
- Communicate effectively, with colleagues and a wider audience, in a variety of media;
- Continue to study on the Master's and Doctoral levels.

### Program Structure

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

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

No.	Course	Hours	ECTS	Semester
1.	Theory of Problem Solving	2L + 2P	6	
2.	Global Development Processes	2L + 2P	6	
3.	Personal and Managerial Skills	2L + 2P	6	
4.	Methodology of Research and Problem Solving	3L + 2P	7	I
5.	Research Proposal		5	
		<b>Semester I</b>	<b>ECTS</b>	<b>30</b>
6.	Methodology of Solving Business and Development Problems of a Company and Community	2L + 2P	6	
7.	Methodology of Solving Scientific, Technological and Innovation Problems	2L + 2P	6	
8.	Methodology of Solving Political Problems	2L + 1P	4	II
9.	Leadership Skills	2L + 1P	4	
10.	Final Project (Specialist Paper)		10	
		<b>Semester II</b>	<b>ECTS</b>	<b>30</b>
		<b>Total</b>	<b>ECTS</b>	<b>60</b>



# Technology of Solving Development Problems – Master's Studies

The main purpose of the ECPD Master's Studies is:

- To prepare candidates for the next stage in their careers, whether pursuing further research or entering employment of different kinds;
- To enable those undertaking this program to contribute towards research in the discipline.

Graduates of all ECPD Master's degrees should be capable of demonstrating originality in their application of that knowledge and in addressing problems. They will have demonstrated a comprehensive understanding of those techniques applicable to their own research or advanced scholarship. In relation to future employment, Master's graduates will be expected to possess those skills needed to exercise independent learning and to develop new skills on a high level.

ECPD offers a Master's degree with the specific intention of:

- Enabling candidates to focus on a particular aspect of a broader subject area in which they have prior knowledge or experience through previous study or employment;
- Enabling candidates to focus on a particular subject area or field of study in greater depth than they encountered during the course of previous study or experience. This may include enabling candidates to develop knowledge of a new discipline or field of study in combination with a relevant subject area in which they have prior knowledge or experience;
- Enabling candidates to learn how to conduct research, often linked to a particular discipline or field of study;
- Enabling candidates to undertake a research project on a topic within the area of interest that makes up the majority of the overall assessment;
- Enabling candidates to specialize or to become more highly specialized in an area of employment or practice related to a particular profession.

## Characteristics of the ECPD Master's Graduates

Graduates of ECPD Master's Studies typically have:

- Subject-specific attributes;
- An in-depth knowledge and understanding of the discipline informed by current scholarship and research, including a critical awareness of current issues and developments in the subject area;
- The ability to study independently in the subject area;
- The ability to use a range of techniques and research methods applicable to advanced scholarship in the subjects, including generic attributes (those skills relevant to an employment – setting).

A range of generic abilities and skills that include the ability to:

- Use initiative and to take responsibility for solving problems in creative and innovative ways;
- Make decisions in challenging situations;
- Continue to learn independently and to develop professionally, including the ability to pursue further research where appropriate;
- Communicate effectively, with colleagues and a wider audience, in a variety of media;
- Continue to study on the Doctoral level.

## 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:

- 7 mandatory courses;
- 2 elective courses out of 4 offered;
- Methodology of Scientific Research;
- Master's Thesis.

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

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

## Master's Studies, I year program

No.	Course	Hours	ECTS	Semester
1.	International Relations, Integration and Globalization	2L + 1P	<b>5</b>	
2.	Global Development Processes	2L + 1P		
	History of Civilizations and Cultures	2L	<b>4</b>	
3.	Theory of Problem Solving	2L + 2P	<b>6</b>	I
4.	Personality and Group Psychology	2L	<b>4</b>	
5.	Competitive and Cooperative Structures and Games	2L + 1P	<b>5</b>	
6.	Methodology of Scientific Research	2L + 2P	<b>6</b>	
	<b>Semester I</b>	ECTS	<b>30</b>	
7.	Personal Skills			
	Business English	2P	<b>3</b>	
8.	ICT Systems of Support for Problem Solving	3L + 2P	<b>6</b>	
9.	Managerial Skills	2L + 2P	<b>5</b>	II
10.	Methodology of Solving Business and Development Problems of a Company and a Community	3L + 2P	<b>6</b>	
11.	Master's Thesis	15P	<b>10</b>	
	<b>Semester II</b>	ECTS	<b>30</b>	
	<b>Total</b>	ECTS	<b>60</b>	

## Master's Studies, II year program

No.	Course	Hours	ECTS	Semester
<b>I YEAR</b>				
1.	International Relations, Integration and Globalization	2L + 2P	<b>7</b>	
2.	Global Development Processes	3L + 2P	<b>8</b>	
3.	Theory of Problem Solving	3L + 2P	<b>8</b>	I
4.	Personal Skills			
	Business English 1	2L + 2P	<b>7</b>	
	<b>Semester I</b>	ECTS	<b>30</b>	
5.	Methodology of Research and Problem Solving	3L + 4P	<b>8</b>	
6.	History of Civilizations and Cultures	3L + 2P	<b>7</b>	
7.	Competitive and Cooperative Structures and Games	4L + 2P	<b>8</b>	II
8.	Managerial Skills			
	Business English 2	3L+2P	<b>7</b>	
	<b>Semester II</b>	ECTS	<b>30</b>	
	<b>I Year</b>	ECTS	<b>60</b>	
<b>II YEAR</b>				
9.	Methodology of Solving Business and Development Problems	4L + 3P	<b>8</b>	
10.	Methodology of Solving Political Problems			
	Methodology of Solving Scientific, Technological and Innovation Problems	4L + 3P	<b>8</b>	
11.	Ecology, Ethics and Aesthetics of Problem Solving	3L + 2P	<b>7</b>	III
12.	Personality and Group Psychology	2L + 2P	<b>7</b>	
	<b>Semester III</b>	ECTS	<b>30</b>	
13.	Leadership Skills	3L + 3P	<b>8</b>	
14.	Master's Thesis	15P	<b>22</b>	IV
	<b>Semester IV</b>	ECTS	<b>30</b>	
	<b>II Year</b>	ECTS	<b>60</b>	
	<b>Total</b>	ECTS	<b>120</b>	

# Technology of Solving Development Problems – Doctoral Studies

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.

## Characteristics of the ECPD Doctoral Graduates

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

- Search for, discover, access, retrieve, shift, interpret, analyze, evaluate, manage, conserve and communicate an ever-increasing volume of knowledge from a range of sources;
- Think critically about problems in order to produce innovative solutions and 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 the public;
- Build relationships with peers, senior colleagues, candidates and stakeholders with 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 informs the topic of their research studies. They may well also have been 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 by completing the IDP.

## Program Structure

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

- 6 mandatory courses;
- 6 elective courses out of 12 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
<b>I YEAR</b>				
1.	International Relations, Integration and Globalization	3L + 3P	<b>10</b>	
2.	Global Development Processes	4L + 4P	<b>10</b>	
3.	Personal Skills	3L + 3P	<b>10</b>	I
	Managerial Skills			
		<b>Semester I</b>	<b>ECTS</b>	<b>30</b>
4.	History of Civilizations and Cultures	4L + 4P	<b>10</b>	
	Competitive and Cooperative Structures and Games			
5.	Theory of Problem Solving	3L + 3P	<b>10</b>	II
6.	Methodology of Research and Problem Solving	3L + 3P	<b>10</b>	
		<b>Semester II</b>	<b>ECTS</b>	<b>30</b>
			<b>Year I</b>	<b>ECTS</b>
				<b>60</b>
<b>II YEAR</b>				
7.	Business English I	4L + 4P	<b>10</b>	
8.	Methodology of Solving Business and Development Problems of a Community	3L + 3P	<b>10</b>	
	Methodology of Solving Business and Development Problems of a Company			
9.	Personality and Group Psychology	3L + 3P	<b>10</b>	III
	Leadership Skills			
		<b>Semester III</b>	<b>ECTS</b>	<b>30</b>
10.	Business English II	4L + 4P	<b>10</b>	
11.	Methodology of Solving Political Problems	3L + 3P	<b>10</b>	
	Methodology of Solving Scientific, Technological and Innovation Problems			
12.	Ecology, Ethics and Aesthetics of Problem Solving	3L + 3P	<b>10</b>	IV
	ICT Systems of Support for Problem Solving			
		<b>Semester IV</b>	<b>ECTS</b>	<b>30</b>
			<b>Year II</b>	<b>ECTS</b>
				<b>60</b>
<b>III YEAR</b>				
	Doctoral dissertation I phase (literature collection and review)			
	Doctoral dissertation II phase (defining the topic and applying)			
	Doctoral dissertation III phase (preparation and work on the dissertation)		<b>60</b>	V and VI
	Doctoral dissertation IV phase (completion of the dissertation)			
	Doctoral dissertation defence			
		<b>Year III</b>	<b>ECTS</b>	<b>60</b>
			<b>Total</b>	<b>ECTS</b>
				<b>180</b>

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 80.000 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.

# 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.

This brochure provides the basic information on the "Technology of Solving Development Problems" Study Program, as well as the answers to the most frequently asked questions about criteria.

Prospective candidates may obtain all other needed information about the Program at the ECPD Secretariat for International Postgraduate Studies, which may also facilitate contact with the management and lecturers of the postgraduate program.

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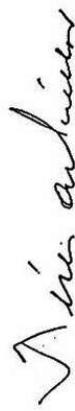


In recognition of  
a significant contribution to  
the programme and objectives of  
the International Year of Peace,  
proclaimed by the United Nations General Assembly,  
the Secretary-General designates

*European Centre for Peace and Development*

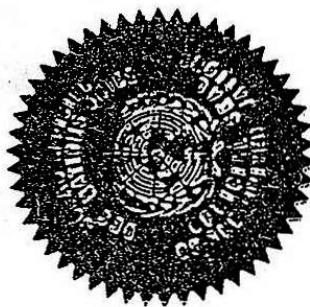
as a

**Peace Messenger**



Javier Pérez de Cuéllar

15 September 1987



Since 1983



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

