



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

ECPD INTERNATIONAL POSTGRADUATE STUDIES



GLOBAL FINANCIAL DATA MANAGEMENT

12 months full time online program with occasional in person lecture series

Belgrade • New York City • Washington DC • Geneve • Brussels

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Welcome



The European Center for Peace and Development established by the United Nations is pleased to introduce a new graduate level program Master of Sciences in Global Financial Data Management.

Masters of Science in Global Financial Data Management is an intensive 12 months online program with occasional optional seminars in Belgrade, New York City, Washington D.C, Geneva, Brussels and several other ECPD affiliated centres.

Global Data Management is increasingly becoming important across the industries and especially financial industry in which our cutting edge and highly practical program will be focused. Strength of our program is about the team that is delivering it, an exceptional industry specialist team.

Several members of our team are pioneers in the field of risk and data management as founders and leading professors at pioneering such programs and courses in United States and UK at institutions such as UCLA, NYU, George Washington University, UK National MBA in Cyber Security Global Advisory Board and scholars at places such as Harvard Law School

and Columbia University. Some other members of our team have been in senior positions in US Federal regulatory and research agencies such as Financial Stability Board (Basel) and Office for Financial Research of the Treasury.

Also, other members of our team have been running huge multinational financial entities as well as leading consultancies in the field such as: General Electrics, JPMorgan, Citi, etc. Members of our team are coming from 3 different continents but they are based in US and UK with clients and partners from all over the World.

The lecture system is mostly based on Harvard Business School renowned case study method that prepares students to think critically, learn to work in teams and have highly practical approach to solving real world work cases.

To conclude, our program will prepare students for real World based on practical skills and firm cutting edge theoretical knowledge acquired. Networking gained during the studies will be of especial importance since we plan to have limited number of students each year coming from different parts of the World and backgrounds.

Sincerely,

ECPD Executive Director
Prof. Dr. Negoslav Ostojić




ECPD International Postgraduate Studies

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

The United Nations 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 strengthening the spirit of understanding, tolerance and peaceful co-existence among all peoples, promoting cooperation among nations and contributing to the prevention and peaceful settlement of conflicts, as well as to the development in the world, in the spirit of the Charter of the Organisation of the United Nations. To this end, the United Nations University for Peace should contribute to the resolving of the significant universal task of training for peace by engaging in education, research, postgraduate studies and dissemination of knowledge necessary for full development of man's personality and human societies and by adopting an interdisciplinary approach to everything that is connected with peace".

Therefore, the United Nations University for Peace has the legal status necessary for the performance of its tasks and attainment of its aims. 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 Universal Declaration of Human Rights. In that sense, this "University may associate and conclude agreements with governments, inter-governmental and other organisations, that is, institutions in the field of education, and maintain special relations with the United Nations Educational, Scientific and Cultural Organisation (UNESCO), bearing in mind its responsibilities in the field of education".

The United Nations University for Peace 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) of the United Nations University for Peace, 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 United Nations University for Peace. The Agreement was ratified by the Law adopted by the Federal 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 day.

This is how the European Center for Peace and Development (ECPD) of the United Nations University for Peace, with its headquarters in Belgrade - the only university, regional, international and extraterritorial organisation with diplomatic status, 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 of 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 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 former federation. 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 is managed by the ECPD Council seated in Paris and the Executive Director with a team of officials and experts in Belgrade. 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 organised its operational units. A number of institutes, affiliations and rep-offices are located in many European countries.

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

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

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

- Postgraduate studies at 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 programmes, 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, as well as promoting better understanding and tolerance among countries and peoples, peace,



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

development and democracy. As an international, non-profit organisation, the ECPD enjoys full academic freedom necessary for the attainment of the 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 organisations have entrusted and entrust the European Center for Peace and Development of the United Nations University for Peace with specific programs and projects, including the UN Industrial Development Organisation (UNIDO), UN Educational, Scientific and Cultural Organisation (UNESCO), UN Development Program (UNDP), UN Organisation for Trade and Development (UNCTAD), International Monetary Fund (IMF), World Bank (WB), International Labor Organisation (ILO), World Health Organisation (WHO), UN International Children's Fund (UNICEF), World Trade Organisation (WTO), International Atomic Energy Agency (IAEA), Organisation 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 700 consulting, research, educational and other projects.

ECPD International Postgraduate 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 placed to dissemination of knowledge, education and professional development of human resources as universal source of genuine progress of each society.

The main task of the ECPD is conducting research and organising 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.

ECPD International Postgraduate Studies are based on the affirmation of the highest international achievements, academic knowledge and experience. These studies offer students the highest level of teaching, but also request great dedication and hard work. Selection of subjects, methods of teaching and renowned teachers guarantee quality and interesting studies that provide students 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:

- Technology of Solving Development Problems
- Management,
- Urban Management,
- European Union Law and International Business Law,
- Global Health Management,
- Management of Health Institutions,
- ECPD MBA,
- Economic Diplomacy,
- International Banking and Finance,
- Arts and Design.

The ECPD Academic Council seated in Paris appoints the management and the permanent composition of the Council of the ECPD International Postgraduate Studies consists of

the competent academics and public figures from Italy, France, Great Britain, Holland, Hungary, Germany, Russian Federation, USA, Slovenia, Serbia and other countries. The 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 Council is to review and propose to the ECPD Academic Council teaching curricula, course syllabi, method, place and time of organising postgraduate studies, as well as other elements relevant for the quality of educational processes.

The Council of the ECPD International Postgraduate Studies is also acting towards establishing connections with international, regional and national government and non-

government organisations, as well as with renowned universities from Europe and the world.

We mention here some of the ECPD's partners: University of Trieste (Italy); Diplomatic Academy of Vienna, (Austria); UNIDROIT, Rome (Italy); UNCITRAL, Vienna (Austria); International Development Law Organisation (IDLO), Rome (Italy); Johns Hopkins University, International Law Institute (ILI), Washington (USA); Universities of Castilla – La Mancha, Toledo, Complutense, Madrid (Spain); Vienna University (Austria), University of the West of England, Bristol (UK); University of Bradford (UK); University of Vaasa (Finland); University of Athens (Greece); Black Sea University and University of Arad (Romania); University of Skopje (Macedonia); universities in Sarajevo, Banja Luka, Tuzla and Zenica (Bosnia and Herzegovina); Ljubljana and Maribor (Slovenia); Belgrade, Niš, Novi Sad and Kragujevac (Serbia).



Programme Overview

PURPOSES OF THE ECPD MASTERS PROGRAMME

The main purpose of ECPD Master Studies in Global Financial Data Management is:

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

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

ECPD offer a master's degree in Global Financial Data Management with the specific intention of:

- enabling students 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 students 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 students 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 students to learn how to conduct research, often linked to a particular discipline or field of study.

- enabling students to undertake a research project on a topic within the area of interest that makes up the majority of the overall assessment
- enabling students to specialise or to become more highly specialised in an area of employment or practice related to a particular profession.

CHARACTERISTICS OF ECPD MASTERS GRADUATES

Graduates of ECPD Master Studies in Global Financial Data Management 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
- the ability to study independently in the subject
- the ability to use a range of techniques and research methods applicable to advanced scholarship in the subject including generic attributes (including skills relevant to an employment-setting)

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

- use initiative and take responsibility
- solve 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.

CURRICULUM AND COURSE DESCRIPTIONS

Year	Time period	Curriculum	Exams	Subject	Hours	ECTS	Teaching methods	
1.	October	Personal capabilities and skills (negotiations, communications – oratory. Personal Image), English language, Use of computers, Promotion and personal presentation					On-line Lectures and Exercises	
		INTRODUCTORY LECTURES						
	November – February Semester 1	CORE COURSES	✓	1.	The Essentials of Risk Management	2P+1V	6	On-line Lectures, Seminars & Support
			✓	2.	Mathematical Modeling for Finance Systems	2P+1V	6	
			✓	3.	Global Risk Management Systems	2P+1V	6	
			✓	4.	Data for Financial Institutions	2P+1V	6	
			✓	5.	World Peace and Financial Stability	2P+1V	6	
							Semester I	30
	March – July Semester 2	SPECIALIZED COURSES & PERSONAL SKILLS	✓	6	Financial Data Management with Digital Dynamics	2P+1V	6	On-line Lectures, Seminars & Support
			✓	7	International Corruption, Money Laundering, Terrorism Finance and Asset Forfeiture	2P+1V	6	
			✓	8	Modern Market Structure, Technology & Regulatory factors driving market development	2P+1V	6	
			✓	9	Policy and regulatory consideration in financial data management	2P+1V	6	
			⊙		Personal and Professional Development	1P+1V	6	Complete IDP
							Semester II	30
							Master Thesis: 10000 ±10% words	
Total (I + II)			Total I +II Semester			60**		

✓ Subjects in which it is obligatory to take on-line exam
 ⊙ Subjects in which it is not obligatory to take exam (project or presentation based assessment). Record evidence or log of activities must be provided.

** Total number of hours corresponds to total number of lectures, exercises and total number of hours of individual work – preparation for exams, research, team work, preparation of seminar papers and work on Masters Thesis.

* Complete IDP – Individual Development Plan

It is planned that the total number of contact hours is around 200. Program corresponds to the equivalent of at least 1300 hours of candidate learning effort.

CORE COURSES
1. THE ESSENTIALS OF RISK MANAGEMENT
Dr. Robert Mark

The goal of the course is to enable the student to gain a comprehensive understanding of risk management theory and to be able to apply the theory to solve practical real world problems around the globe. The student will gain an in-depth understanding of the essentials of:

- Risk management theory and its practical use in business
- The concepts and practical applications of risk management around the globe
- The structure and workings of global:
 - Financial markets

- Financial instruments
- How risk 'governance' and risk culture fits into the concept of risk management

The techniques used to measure and manage:

- Market risk
- Credit risk
- Operational risk and
- Enterprise risk management (ERM)
- How risk adjusted performance can be measured
- The risk management industry standards and best practices around the globe
- The positive roles that risk management can play in the global markets.

Note: Case studies used throughout the course.

2. MATHEMATICAL MODELING FOR FINANCE

Nathaniel Stahl

A case study approach to mathematical finance focused on the applications of calculus and linear algebra. Students will study challenges faced by the global finance community by generating mathematical models of financial systems. Themes will include derivatives pricing and risk and portfolio analysis. Models will make use of stochastic and continuous processes, including Brownian motion, Ito calculus, numerical differential equations, numerical linear algebra, and the Fourier transform. Students will use MATLAB to model, experiment, and perform calculations. Prerequisites: Although elementary calculus and matrix concepts will be reviewed, familiarity with differential and integral calculus, as well as basic statistics, is recommended.

SPECIALIZED COURSES

3. GLOBAL RISK MANAGEMENT SYSTEMS

Prof. Allan D. Grody

The concepts of risk management have taken on new meaning and importance as financial assets, energy and raw material prices have become more volatile in an age of globalized markets. In response, risk management as a concept has taken on an all-pervasive, systemic presence in corporations and financial firms, not unlike the earlier era concept of management information systems.

This course will examine the various tools, methods and approaches to managing risk as viewed from a global and enterprise perspective. The course will focus on the latest techniques and the practical implications of their implementation in departmental and corporate-wide information processing systems with a particular emphasis on financial institutions.

The readings, which are optional, will focus primarily on the risk management systems used by firms engaged in financial asset trading, hedging, and portfolio management. The readings and class lectures will provide a broad view of risk management principles and theories across the wide dimension of financial institutions. Risk

management systems between financial institutions and industry-wide risk management institutions will be discussed. Lectures and discussion will consider the latest risk management regulatory mandates and their implications for reengineering financial institutions and risk adjusting the global financial system.

4. DATA FOR FINANCIAL INSTITUTIONS

Jonathan Bloch

The purpose of this class is to instill in students a basic knowledge of the data required to run a financial institution. Increasingly what data is utilised is governed by a myriad of laws and regulations and it is a forever changing situation. The data provider industry is also evolving as the industry matures and is buffeted by competition, price compression, the availability of data on the internet and the entrants of new providers and data sets. At the end of the class the student should have a good grasp of what data is required to run either a brokerage or an asset management company.

The main topics are:

- The types of data - client, securities, issuers etc - what are they used for, why the data is necessary eg Anti Money Laundering etc. Who uses data - front, back and middle offices - the different users and uses
- Corporate actions in so far as they affect equities, fixed income and derivatives, their interaction with symbology. The sources of corporate actions
- How new data requirements are driven by legislation and regulations - Solvency 11, UCITS etc
- How investors use data

5. WORLD PEACE AND FINANCIAL STABILITY

Peter Hughes

Maintaining peace and order in a diverse and complex world is dependent on many factors. Among the most important is a stable global financial system that is subject to effective regulatory oversight. Without global financial stability, any sense of economic wellbeing is at best illusory.

The risk landscape in which banks operate has undergone dramatic change in little more than a

generation. Large scale concentrations of risk are now a permanent feature of most banks as a consequence of: the emergence of complex derivative, structured and synthetic financial products; escalating business consolidations through successive mergers; and advances in technology that have enabled the globalized and interconnected electronic banking data and information networks on which banks and the global financial system are now wholly dependent.

It is evident from the financial crisis of 2007/8 that regulatory frameworks and banks' risk management and accounting systems failed to keep pace with these developments. The crisis brought into sharp focus the inability of banks to completely and accurately report the risks they accept in order to create shareholder value and the ineffectiveness of regulatory authorities to observe accumulating risks in the global financial system and prevent the contagion of systemic risk.

In response to the crisis the leaders of the G20 nations founded the Financial Stability Board (FSB) headquartered in Basel with the mandate to coordinate the development of regulatory, supervisory and other financial sector policies.

This course analyses the causes of misalignments between banks' risk management and accounting systems that provided the backdrop to the financial crisis and evaluates the directional tendencies of regulatory reform aimed at achieving financial stability. It examines and assesses emerging risk management and accounting tools and techniques aimed at the creation of simpler but more effective measurement-based risk management ecosystems and how these will interface with regulatory frameworks to minimize or eliminate the threat of systemic risk.

6. FINANCIAL DATA MANAGEMENT WITH DIGITAL DYNAMICS

Fergus Cloughley & Paul Wallis

Digital Dynamics is the study of the transmission and flow of data between People, Process and Technology.

Adding the next dimension to Financial Data Management - The OBASHI Methodology & the science of Digital Dynamics brings the ability to contextualize and evaluate financial data, risk values, management information systems and data flows in the areas of Market, Operational, Credit and Enterprise risk. Digital Dynamics enables any combination of risk nodes (people, processes, technology assets, and operational formulas, related risk calculations) to be communicated in a non-technical and statistical way while being able to understand the ownership of attributed calculated risk values at any given time.

The FDM Digital Dynamics module will have a practical focus. The practical modules will dovetail with the other FDM course modules to give students the ability to visualize and statistically analyze parts of the other module course content.

As part of the course students will become educated to foundation course level in the OBASHI methodology - they will be able to model business assets and Risk nodes in context, add formulae and model risk calculations.

7. INTERNATIONAL MONEY LAUNDERING, CORRUPTION, COMBATING TERRORISM FINANCE AND ASSET FORFEITURE

Navin Beekarry

The aims of this module are to enable students to: 1) develop expertise and skills on the different aspects of corruption, anti-money laundering and terrorism finance and on asset forfeiture; b) to involve them in a simulated exercise on how to conduct a prosecution that involve corrupt acts and attempts to launder illicit money; and c) to develop their skills on how to track down assets that originate from acts of corruption.

The main topics are:

- Overview of Corruption, Money Laundering and Terrorist Financing, Global Impact and International Deterrence Efforts
- U.S. National Money Laundering Risk Assessment and Money-laundering Typologies
- The United Nations Convention against Corruption (UNCAC); International Standards Relating

- to Money Laundering; Foreign Money Laundering Statutes; Proving the Predicate Offense
- Citizen Engagement and Action Challenging Corruption
- Elements of U.S. Money Laundering Statutes; Investigative Tools
- The Bank Secrecy Act and the Patriot Act
- Tax Havens/FATCA/Whistleblowers
- International Mutual Legal Assistance (MLA)
- U.S. Strategies to Prosecute Domestic Corruption
- Asset Recovery – International Standards
- Basic Procedural Options for Forfeiture in the United States
- Politically Exposed Persons (PEPs) and Their Enablers
- Overview of Money Laundering and Asset Forfeiture and Bank Secrecy Act Cases; Sanctions for Failure to Comply with Anti-Money Laundering Requirements
- International Asset Recovery Actions; Political Will; Victim's Rights
- Foreign Corrupt Practices Act of 1977 (FCPA); 1997 OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions
- Funding Terrorist Operations; Corruption and National Security
- Terrorists Lists; Criminal Prosecution of Terrorist Financing Cases; Preservation of Human Rights in the Combat against Terrorist Financing
- The FATF Forty Recommendations
- Civil Actions against Terrorist Financing: Alien Tort Claims Act; Anti-Terrorism Act
- Civil Actions against Terrorist Financing (continued); Torture Victims Protection Act (TVPA); Foreign Sovereign Immunities Act (FSIA); Actions filed directly against Terrorist Organizations and Corporations supporting Terrorism
- Simulated Case Exercise on tracing and recovering illicit property based on a real case: will last for 5 weeks (sessions) and will start at the

end of the lectures on corruption and money laundering and mutual legal assistance.

8. MODERN MARKET STRUCTURE

Sol Steinberg

The course modern market structure will focus on the changes since the financial crisis & reform 2008 the Dodd Frank bill as well as the European market infrastructure regulation (EMIR) has changed the way global exchange operators clearinghouses, collateral agents, banks, and money managers trade securities-capital markets are forever changed. This course examines the impact, the players, and what it means for the financial markets going forward. Following topics will be covered in this course: derivatives and their use, OTC derivatives requirements, electronic trading market impact, equity markets, emerging markets, Dodd-Frank, EMIR, Basel III, MiFID II, high speed trading and technology, post-trading: clearance and settlement, payment systems and cryptography, competition and technology pro and cons.

9. POLICY AND REGULATORY CONSIDERATION IN FINANCIAL DATA MANAGEMENT

Irina Leonova

This document contains a proposal for a class "Policy and Regulatory Considerations in Financial Data Management" for the Master Program in Financial Data Management at the United Nations University for Peace established by the European Center for Peace and Development. It is envisioned to be one of the elective classes for students pursuing the Masters Program. The class will be structured as a series of policy and regulatory case studies encompassing three different elements of financial data management:

- Tax evasion and anti-money laundering policy;
- Regulatory program to strengthen OTC derivatives markets;
- Banking capital requirements policy.

Purposes and Characteristics of ECPD International Postgraduate Studies

THE ORGANISATION OF STUDIES

Postgraduate studies are organised 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 organisational principles:

1. Students 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 compulsory; an active participation in the teaching process shall be required and encouraged.
4. All obligations of the teaching staff and students within the scope of these studies shall be discharged in a timely, creative, high-quality and cooperative manner.
5. 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 students shall have access to the Internet.
6. All administrative work and services linked to the teaching process shall be performed on time and in a reliable, high-quality and engaging way.

Complete instruction is given in four teaching weeks in each semester. One teaching week lasts

six consecutive teaching days – from Monday through Saturday. During one day, instruction lasts seven teaching hours (four teaching hours in the morning and three in the afternoon), except on Saturday, when there are 5 teaching hours in the morning. The rest of the teaching day is used for studying the relevant literature, search through the databases, preparations for an active participation in the teaching process and the like.

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, according to one of the two different schedules of the teaching blocks.

When instruction is provided according to the weekly teaching blocks schedule, there is one teaching week each month during the semester, i.e. there is a total of 40 teaching hours per month. The intervals between the teaching weeks are used for preparations for examinations and research. The examinations are taken upon completion of instruction in the semester.

When instruction is provided according to the monthly teaching blocks schedule, all instruction anticipated by the curriculum for the semester in question is conducted in the first month of the semester. According to this schedule, instruction lasts four teaching weeks without an interruption, whereby each week has 40 teaching hours. The remaining time in the semester is used for preparations for the examinations, research and passing of the examinations.

The postgraduate studies conducted according to the monthly teaching blocks schedule last shorter than the studies based on the weekly

teaching blocks schedule, while the total number of teaching hours is the same.

When instruction is provided according to the weekly teaching blocks schedule, the Masters/ Doctoral last a total of 18 calendar months, calculated from the day on which instruction begins and lasts until all students defend their masters/doctoral thesis.

When instruction is provided according to the monthly teaching blocks schedule, the Masters studies last 13 calendar months, calculated from the date on which instruction begins until the completion of the defence of masters theses of all students.

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 programme'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 students to demonstrate the outcomes of learning intended for the programme. Assessment methods may be based on any or all of the following:

- report assignment
- 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.

Programmes may assess not only academic skills but also other skills and competencies including, where relevant, the requirements of professional bodies that recognises or accredits the program. Particularly for a modular Master's programme 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 programme.



The Management of ECPD Postgraduate Studies

THE MANAGEMENT OF STUDIES

Executive management of postgraduate 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 Masters/Doctoral thesis, 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 all teachers and chaired by the Director of Studies.

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

THE EFFICIENCY AND EFFECTIVENESS OF STUDIES

These postgraduate studies are organised 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 Masters/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 rational organisation, observance of the beginning and completion dates of all activities, both by teaching staff and postgraduate students in an attempt to ensure that all students complete successfully their studies within schedule.

ACADEMIC TITLE

The postgraduate student has successfully completed his postgraduate studies if (a) he 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, and (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 masters thesis.

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



Admissions Criteria

ADMISSION REQUIREMENTS

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

1. University education.
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.
4. 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.
5. Assuming an obligation to complete the studies until the end of the anticipated teaching period as specified in the section Weekly and Monthly Teaching Blocks and the Duration of Studies in Part III i.e. all examinations have to be passed, and seminar papers, masters thesis and specialist papers have to be written and defended.
6. The signed contract on mutual obligations between the student and the organiser of postgraduate studies

PREPARATORY, REMEDIAL AND AD HOC INSTRUCTION

1. Preparatory instruction is organised for postgraduate students who need English and/or computer lessons. All instruction will be provided during the first semester.
2. Remedial instruction is organised for postgraduate students who need lessons in mathematics and/or statistics. Remedial instruction is conducted during the first and second semester.
3. In order to satisfy the curiosity of the students, ad hoc instruction will be provided during the second and third semester. It is organised 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 on some of the topical issues which deserve academic attention.
4. During the second semester, compulsory lectures on the skills and techniques of an oral, written, computer-assisted and multimedia presentation are held.

HOW TO APPLY

Please email all your transcripts and CV/Resume to this address. Tuition fees: €16,000

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