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European Center  
for Peace and Development  
Centre Européen  
pour la Paix et le Développement  
Centro Europeo  
para la Paz y el Desarrollo  
Европейский центр  
мира и развития



University for Peace

# ECPD – MBA INTERNATIONAL SCHOOL

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**BEST OPPORTUNITY FOR BALKAN  
REGION**

*In cooperation with*



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# ECPD – MBA International School

BEST OPPORTUNITY FOR BALKAN REGION

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## WELCOME

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The twentieth century, especially its second half, was the century of great and, in many respects, revolutionary changes, which took place in all spheres of social life and in all parts of the world. However, the greatest and most radical changes took place in the region of Central and South-Eastern Europe. This part of Europe is still characterized by disproportions in economic and social development, ethnic, cultural and religious differences and the like, which poses a latent threat and new challenges at the same time.

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

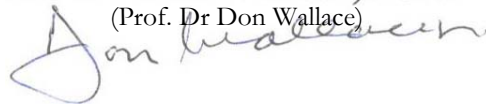
ECPD is proud to offer the excellent programme of its International MBA School, which is designed to satisfy local needs in creating leaders in a transition economy. Our hope is that our ECPD-MBA School will contribute to the creation of a better future and improvement of the quality of life of all the nations in the Balkan region. With the mission to become a leading MBA School in the Balkans, we expect to help in creating more open, democratic and transparent societies. For this reason, the ECPD-MBA School is based on the same principles as some of the best MBA Schools in the World.

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

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

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

President of the ECPD Academic Council  
(Prof. Dr Don Wallace)



### *Message from the ECPD MBA Director*



Dear Student,

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

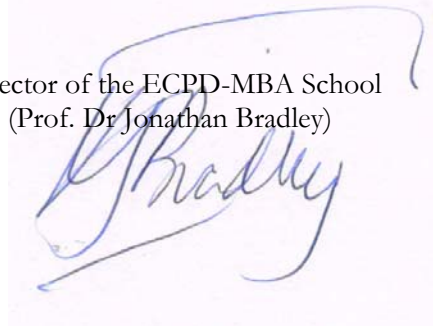
Many qualities are needed to be a successful leader: competence, vision, communication, pragmatism, ethical sense, trustworthiness, ability to negotiate and resolve conflicts, as well as to inspire and motivate people. Hence, trust in leaders and in businesses has become a corporate necessity. Presently, more than ever, ethics and leadership are recognized as making good business sense.

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

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

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

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

A handwritten signature in blue ink, appearing to read 'J. Bradley', enclosed in a light blue rectangular box.

## ECPD



*Belgrade, Terazije 41, ECPD Headquarters*

The European Centre for Peace and Development (ECPD) is an International Regional European Centre. It was established by the University for Peace (UP) of United Nations pursuant to its Resolution and International Agreement that was concluded between the Council of the UP of the United Nations and the Government of the SFR of Yugoslavia.

The University for Peace (UP), San Jose, Costa Rica, was established by the United Nations General Assembly pursuant to its Resolution 35/55 of December 1980, as a specialised international institution for postgraduate studies, research and dissemination of knowledge, specifically aimed for peace within the system of the United Nations University.

The Status of the European Centre for Peace and Development, as well as its main tasks and objectives, are defined by the International Agreement concluded between the Council of the University for Peace established by the United Nations and the Government of Yugoslavia on October 22, 1984 (Agreement), and the ECPD Statute approved by the Organizing Committee at its session in Brazilia, Brazil, on February 15, 1989.

In accordance with these documents, the ECPD is an international, regional European Centre, which operates within the broader system of the organisations covering all countries which are signatories of the Final Act of the Conference on European Security and Cooperation (CSCE), that is the Organization for Security and Cooperation in Europe (OSCE). The ECPD is authorised to conclude agreements with governments, national and international organisations as well as to establish contracts and arrangements with private organisations and individuals.

In Serbia, its host-country, the ECPD enjoys extraterritorial status, and the academic freedom needed to attain its aims, particularly regarding the choice of its postgraduate studies, research and study topics, and the selection of persons and institutions participating in those activities.

The ECPD is an autonomous organisation. The costs of its activities are covered by donations of international and national organisations interested in the concrete research projects, and by organizing international scientific and expert meetings. The costs are also covered by the tuition and registration fees paid by the enrolled students of the ECPD Postgraduate Studies.

The European Centre for Peace and Development was established with the main tasks and objectives of organising and carrying out the corresponding postgraduate studies, research activities and dissemination of knowledge, which contribute to the abovementioned aims. These basic tasks and objectives have been further elaborated and defined as bringing together the intellectual potentials from the East and West, the North and South in the implementation of the ECPD educational programmes and research projects devoted to the fulfilment of its tasks and objectives.

## MISSION AND OBJECTIVES OF THE ECPD-MBA PROGRAMME

We have to face the challenges of a continuous and rapid world change. To be up to these great and significant challenges we have to prepare ourselves, spiritually and intellectually.

This requires an attitude of analytical capacity, and a skill of critical thinking. If this is true in academic life and politics, it is also true in the business world. It requires a certain level of capability to differentiate between not only good and bad, positive and negative but, with a little more sophistication, between what is better, what is more necessary, more significant, more substantial, and more convincing. Developing reasoning abilities and analytical skills ensure that students can use, apply, interpret, analyze and modify the knowledge acquired to whichever context is appropriate.

The MISSION of the International ECPD-MBA is that it becomes a leading MBA school in South Eastern Europe.

Specifically, our aspiration is to:

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

### INTERNATIONAL ECPD-MBA OBJECTIVES:

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

- Increase students' understanding of the importance of cooperation with international organisations, institutions and communities in the future development including the policy of international trade in the 21st century (IMF, WB), and importance of globalisation and cross-cultural awareness;
- Enable students to develop a balanced approach for better understanding of Central and Eastern European business issues within EU enlargement process;
- Give students a solid foundation to understand the importance of creating a stable political and business environment and efficient institutional framework to support transitional process, privatisation and transformation of the state sector and creation of SME's within a tolerant and legally stable and democratic environment;
- Give students a solid foundation in all the key functional areas of business - finance, marketing, operations, and human resource management;
- Enable students to appreciate and analyse the range of competitive and environmental factors that have an impact on the organisation, its profitability and performance;
- Provide a variety of opportunities to test the practical application of business theory through case study analysis, group projects and, notably, in the applied management project which provides the culmination of ECPD-MBA studies;
- Increase an emphasis on teamwork with motivated and talented classmates from diverse professional and cultural backgrounds, who bring many years of business experience to class and team discussions, seminars and inclusive learning;

- Improve analytical, managerial and personal skills based on international good practice and local case studies within a highly effective, interactive learning process in an environment stimulating learning, self-analysis and reflection;
- Equip students with both theoretical knowledge and the practical and personal skills in order to manage strategic and organisational change, deal with ambiguity and complexity, evaluate risk, lead and motivate others, and devise and implement solutions that deliver a competitive advantage to their organisations, and
- Promote greater self-awareness and support students in their future career choices by providing a learning environment that encourages focused reflection on their personal and professional strengths, weaknesses, aptitudes, interests and values.



*ECPD-MBA building,*

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## **PROGRAMME OVERVIEW**

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The ECPD-MBA programme entails 24 months of part-time study, starting in October. Within first 12 months students will take 6 core modules, including a specifically designed training in personal and management skills. The second year of the programme has 5 advanced modules, business plan team project and applied management project. The part-time ECPD-MBA is made up of seven components:

1. The Induction Programme
2. Core Courses
3. Personal and Management Skills
4. Strategy and Change
5. Entrepreneurship and Innovation Programme
6. Elective Courses
7. Applied Management Project

## **INDUCTION PROGRAMME**

The first week of the programme comprise a wide variety of activities designed to introduce students to the MBA curriculum and the personal and learning skills they need in order to derive maximum benefit from the programme. The induction programme includes:

- Familiarising students with the teaching and learning methods used within the MBA programme, some of which may be different from those experienced previously: introduction to case study techniques, writing assignments and essays and improving personal effectiveness;
- Introducing teamwork as an important component of the programme. Small study groups are encouraged to meet outside the class to discuss articles, cases or prepare a group project;
- Personal and managerial skills sessions on the topics such as presentation, communication and cross-cultural awareness;



- One-to-one interviews, assessments of the intellectual, analytical, personal and enterprise students' skills and eliciting individual students' needs and aspirations;
- A one-day team-building exercise;
- The ECPD believes that English language proficiency is a key aspect in the development of the leadership and entrepreneurial spirit in today's global society. To achieve this, some MBA modules are taught in English, which is the most commonly, used language of business today.

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

#### CORE MODULES

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

#### PRINCIPLES OF ECONOMICS AND TRANSITION

Macroeconomic concepts and their application in business decisions and strategy:

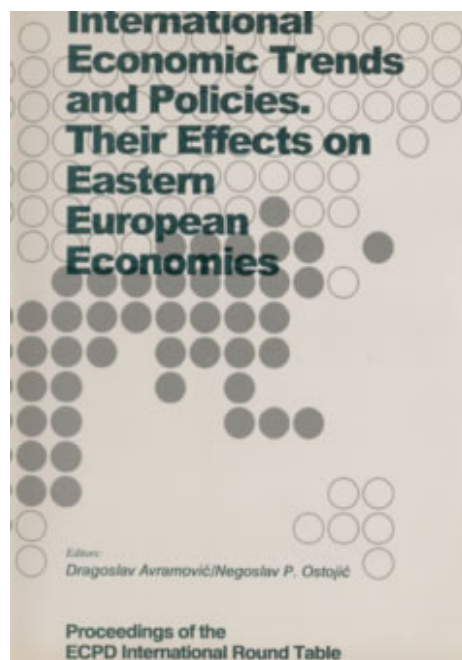
- Organisation strategy and structure
- Demand analysis
- Costs and scale
- Analysis of market structure
- Pricing decisions
- Competitive conduct
- Business regulation

Macro - economic environment:

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

Economy of Transition

- Transition: definition, content and barriers
- Rise and fall of Socialism – limits to growth
- Transition and reform strategies
- Methods of privatization and downsizing
- Company evaluation and restructuring
- Stabilization vs. institutions
- Financial markets
- Size of government
- Fiscal issues and reforms, social sector reforms, pensions
- Misery index in transition countries (labour markets and inflationary trends)



- Political Economy of transition
- Corruption in transition
- European Union: How it works and why it matters
- European Union: Political Economy of the EU, European Monetary Union
- Political Economy of the EU Enlargement

#### MODELLING AND ANALYSIS FOR MANAGEMENT

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

A variety of means in which data may be processed will be examined in order to make them into usable decision-making information. Students will need to be able both to extract information from data for decision-making, and to think analytically about problems in situations where there is uncertainty or incomplete information.

A case study approach will be used to examine how models can be used and how they can be employed. Emphasis is laid on understanding the importance of, and the benefits to be gained from, modelling for management.

The topics covered include:

- Principles of management modelling: Systemic approach
- Theory and practice of decision making in the business world
- Assessing relative performance and setting realistic performance targets
- Business intelligence: the use of IT in management

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

- Brief specialist modellers to achieve specific outcomes
- Interpret data reports, and act upon their information
- Grasp the key issues and actively participate in analytical optimisation processes
- Use the power of IT to make better decisions

#### ORGANISATIONAL BEHAVIOUR

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

The Organisational Behaviour module covers:

- The individual at Work, Individual Differences and Work Behaviour
- Need and Expectancy Motivation of Theories
- Job Satisfaction and Determinants of Individual Productivity
- Stress at Work
- Job Design and Job Enrichment
- Group Behaviour, Conformity and Restriction of Output
- Participation in Work Groups
- Systemic Approaches to Organisations
- Bureaucracy and Other Aspects of Organisational Structure
- Effects of Size, Technology, Strategy and Environment

- Organizational Design, Communication and Decision Making
- Organizational Growth and Development
- Conflict and Change in Organisations and Contingency Theory
- The Planning and Implementation of Change
- Overcoming Resistance to Change

#### FINANCIAL MANAGEMENT & CONTROL

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

The first half of the module deals with Financial Management. This covers both short-term and long-term financial decisions, including assessing the profitability of investment opportunities and raising capital.

- Investment Appraisal
- Dividends
- Capital Structure
- Risk, Return and the Capital Asset Pricing Model (CAPM)
- Long-Term Financing
- Short and Medium-Term Financing

The second part deals with Financial Control (often also termed Management Accounting). By this we mean how financial information is used for managerial planning, decision-making and performance measurement.

The Basics of Management Accounting include the nature and classification of costs, relevant costs and revenues for decision-making, the concepts of differential cash flows, the difference between variable and fixed costs, the concepts of sunk costs and opportunity costs, unit costing and overhead allocation.

- Financial Control Environment
- Financial Control Process

#### MARKETING MANAGEMENT

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

- The Role of Marketing
- Creating Value
- Grouping Consumers: Segmentation and Targeting
- Customer Relationship Management (CRM)
- Integrated Marketing Communications
- Distribution
- Pricing Policy
- Marketing Strategy & The Internet
- Understanding Business Markets
- Technology and Marketing Strategy
- Putting Marketing into Practice

## HUMAN RESOURCE &amp; OPERATIONAL MANAGEMENT

The first part of this module is designed to provide students with the conceptual framework that will help them understand and analyse key issues relating to the management of people in work organisations - one of the most fascinating and enigmatic areas of management.

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

- Introduction to organising and managing Human Resources
- Power and control
- Motivation
- Work orientations
- Organisational structures
- Cultures of work
- Customer service
- New theoretical development
- Best practice in HRM
- Performance appraisal
- Equality at work
- HR bundle and performance
- Problem of diffusion and link with strategy

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

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

The topics covered include:

- The design/manufacturing interface and service operations
- Facilities planning: layout and work study
- Process choice and strategy
- Adjustment of supply to demand and planning
- Materials and inventory management
- Manufacturing Resource Planning (MRP)
- Just-in-Time (JIT) manufacturing
- Total Quality Management (TQM)
- Performance measurement
- Supply chain management
- Inter-organisational networking and international operations

### PERSONAL AND MANAGEMENT SKILLS

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

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

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

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

### ENGLISH LANGUAGE SKILLS

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

### COMPUTER SKILLS

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

### PRESENTATION SKILLS

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

## STRATEGY AND CHANGE

### STRATEGIC MANAGEMENT

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

Effective strategy is proactive rather than reactive. It integrates a complex but structured pattern of initiatives in which organisational resources and capabilities are used to exploit perceived opportunities consistent with the defined mission, whilst mitigating anticipated threats. Since our knowledge of the future is imperfect, good strategic management enables the organisation to improvise and adapt in the face of unforeseen circumstances.

This module has three major objectives:

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

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

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

### LEADERSHIP AND MANAGING CHANGE

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

Through the studies of leadership, a special attention will be given to a number of concepts and models relating to the management of change in organisations. Such an appreciation includes an understanding of the academic literature but also focuses on the personal knowledge and skills required to analyse and bring about organisational change. In order to achieve this objective of linking theory to practice, participants are expected to contribute their own experiences of, and learning from, change situations in work, personal or family life. Change Management is a multi-disciplinary topic which integrates elements of many of the core subjects studied earlier in the programme. The course covers the following broad areas:

- Definition and the content of the leadership
- Leadership skills
- Leadership and ethics
- Leadership in managing change
- Analysing the change situation
- Managing and leading change
- Organisational change as fads and fashions
- The politics of change

#### **ENTREPRENEURSHIP AND INNOVATION PROGRAMME**

The programme is designed to embed enterprise skills along with an understanding of how high-performance and creative teams are developed and managed.

Within the programme there will be opportunities to meet and discuss the real-life process of launching an entrepreneurial enterprise with individuals who have actually launched or are in the process of launching a new venture.

#### **ENTREPRENEURSHIP AND INNOVATION**

Entrepreneurship and innovation are growing in importance in government policy, firm behaviour and business school curricula. The course will provide students with a range of skills in these key areas aimed at fostering creativity and open-mindedness, knowledge acquisition and management, innovation systems, screening and evaluating new venture concepts, market evaluation and venture capital business planning.

Entrepreneurship and innovation are vitally important in today's rapidly changing business environment. Implementing entrepreneurial and innovative initiatives make a direct contribution to the economic growth of the nation. The course will look at both the theoretical and practical aspects of innovation, entrepreneurship and new venture creation.

The main objectives of this course are:

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

### MANAGEMENT OF SMES (COMPLETION OF BUSINESS PLAN)

Completion of a business plan will be a team work. Each team works autonomously on developing an integrated business plan for the launch of an entrepreneurial start-up. In doing so, the student teams combine maturity, creativity, relevant knowledge of marketing, finance, operations, strategy, etc. with commitment to the task and to each other.

Students brainstorm business ideas and select one they assess to be viable in the marketplace and that is of interest to team members. There may be the possibility for some student teams to work with ECPD faculty members who have developed new technologies and innovations but are in need of business planning assistance to commercialise their ideas.

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

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

### ELECTIVE MODULES

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



*Postgraduate student and the guests of  
the ECPD International School – Opening Ceremony,  
Belgrade, October, 2006*

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



**General Management Elective Modules:**

1. Principles and Techniques of Modelling in Management
2. Strategy, Politics and Managing Sustainable Development
3. Integrations: Merger and Acquisition
4. HRM and Performance Management
5. Internet and E – Business

**Strategic Management Elective Modules:**

1. Business and Business Ethics and Responsibility
2. Strategy, Politics and Managing Sustainable Development
3. European Integrations and Global Competitive Advantage
4. Systematic Thinking and Creative Problem Solving
5. Internet and E – Business

**Financial Management Elective Modules:**

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

**Production Management Elective Modules**

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

**Marketing Management Elective Modules**

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

**Enterprise Management Elective Modules**

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

**Health Management Elective Modules**

1. Health Economics and Finances
2. Organization and Management of Health Services
3. Health Policy, System and Organization of Health Care
4. Comparative Experiences on Management of Public Enterprises
5. Human Resources Management and Business Ethics
6. Health and Health Insurance

Electives are kept under constant review to ensure that they are relevant and reflect issues of current interest and concern to managers. For this reason the list varies from year to year but would typically include a selection from the following:

### **APPLIED MANAGEMENT PROJECT**

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

Before the work on project starts, there will be preparatory sessions on research methodology and project management. Also, each student will be allocated a project supervisor who is a member of academic staff.



*Ceremonial opening of the ECPD International Postgraduate MBA Studies,  
Belgrade, October, 2007.*

Whilst the primary responsibility for securing a project rests with the individual student, and many develop their own projects through personal contacts, a significant number of project opportunities arise through the ECPD's network of business contacts.

The project provides an excellent opportunity to gain an in-depth and up-to-date knowledge of a particular area of business. Many students have found the knowledge base they have built up through the project has given them a powerful advantage in achieving their desired career move into a particular sector or company.

**STRUCTURE, CONTENT AND DELIVERY METHODS**

The following table summarises the structure of the ECPD-MBA programme. Also, delivery methods used for each module or programme component are shown within the last column of the table.

	Time Period	Programme	Modules				Delivery Methods	
1 <sup>st</sup>	October	ESSENTIAL SKILLS English Language, Computer Skills and Presentation Skills					Lectures and workshops	
		INDUCTION PROGRAMME Assessment of analytical, personal and enterprise student's skills, Introduction of leadership and managerial games, Assessment of IT skill, Team building exercise, Case study exercises					Lectures, seminars, workshops and teamwork. Assessment and testing	
	November - February	CORE MODULES & PERSONAL SKILLS	✓	1	Principles of Economy and Transition	30	Lectures, seminars, workshops and teamwork	
			✓	2	Modelling and Analysis for Management	30		
			✓	3	Organisational Behaviour	30		
			⊙		Personal Skills		Action learning	
	March - July	CORE MODULES & MANAGEMENT SKILLS	✓	4	Financial Management & Control	30	Lectures, seminars, workshops and teamwork	
			✓	5	Marketing Management	30		
			✓	6	People & Operational Management	30		
			✓		Leadership Skills	25	Action learning	
			⊙		Methodology of Research and problem solving	35		
			⊙		English Business Language	25		
	2 <sup>nd</sup>	October	ESSENTIAL SKILLS: English Language, Computer Skills and Presentation Skills; Test					Action learning
		November - February	STRATEGY AND CHANGE	✓	7	Strategic Management	30	Lectures, seminars, workshops and teamwork
✓				8	Leadership and Managing Change	30		
ENTREPRENEURSHIP AND INNOVATION			✓	9	Entrepreneurship and Innovation	30		
			✓	10	Management of SMEs (Business Plan)		Group projects	
March - July		ELECTIVE MODULES	✓	11	TBD	40	Lectures and seminars	
			✓	12	TBD	40		
			✓		Leadership Skills	25		
			⊙		Methodology of Research and problem solving	35		
			⊙		English Business Language	25		
APPLIED MANAGEMENT PROJECT						Individual work		
SUM I						265		
SUM II						255		
UKUPNO I + II						520		
Total number of hours on MBA**						1400		

✓ - Subjects in which it is obligatory to take exam

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

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

\*\* Total number of hours corresponds to 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.

NB: Realization of lectures for individual Management degrees is subjects to at least 10 students signing up. Realization of lectures in optional subjects is subject to at least 5 students signing up. It is planned that the total numbers of contact hours is around 520.

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

## **ECPD ACADEMIC REGULATIONS**

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### **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. Students 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. Students are advised to familiarize themselves with the code as violations can lead to serious sanctions including dismissal from the MBA Program:

“A student who willingly gives or receives aid during tests or exams, engages in cheating or plagiarism, copies another student’s work, or submits a material claimed as his or her own while it is copied from Internet or other sources, will receive a grade 5 (Five) – not satisfactory, in the course and could be dismissed from the ECPD. Before the sanction is taken, the student will have the right to a hearing in front of the Disciplinary Committee composed of the MBA Director, two professors, and the student class representative.”

### **COURSE LOAD**

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

### **COURSE MONITORING**

The MBA program is specifically designed to provide a multidisciplinary understanding of management. All courses listed above are required for graduation and must be taken in the sequential order. Thorough preparation before the start of each course is key to successfully completing the MBA program. In addition to classroom teachings, students are expected to spend a significant time on learning. For each core module they should spend at least 80 hours for studying, reading articles, meeting for teamwork and group projects, researching, and writing papers. Finally, students must choose their field of specialization in one of the seven offered Elective modules: General Management, Strategic Management, Financial Management, Production Management, Marketing Management, Enterprise Management, Health Management, and complete two monthly for their chosen specialization. Students must choose their field of specialization before the end of the third term. The MBA Director is responsible for monitoring the MBA courses.

### **COURSE ATTENDANCE**

Attendance is required at all classes and attendance records are maintained by faculty. Any unexcused absence from any class may have a negative effect on student grades. Absence documented by a medical certificate or an obvious case of emergency may be excused by the MBA Director.

Tardiness to class is not acceptable. The professor has the right to refuse entry to students who arrive fifteen minutes after the start of the class.

Students are responsible for all material covered or referred to in class whether they are present or absent. Students must contact their professor to determine whether or not the work can be made up.

Finally, should the MBA Director determine that the student’s attendance record is irregular or unacceptable; the student will be required to withdraw from the MBA program.

## TEACHING METHODOLOGY

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

## ASSESSMENT METHODOLOGY

ECPD is responsible and has full freedom for choosing the most suitable assessment methodology according to characteristics and nature of the programme. In the assessment process the following factors will be taken into consideration: attendance, class participation, presentation, homework and individual work, group project and team work, and final exams.

Method of assessment is based on the following principles: core modules are assessed only by the written examinations; elective modules in the 2<sup>nd</sup> year are assessed by written exam or assignments; management of SMEs (Writing a Business Plan) will be assessed and delivered as a team works, and final MBA dissertation or Project is based on dissertation of around 30000 words.

### **ECPD use a system of assessments according to following scale:**

Grade 5: 50% and below - Unsatisfactory,

Grade 6: 51% to 59 – Satisfactory,

Grade 7: 60% to 69% - Good,

Grade 8: 70% to 79% - Very Good

Grade 9: 80% to 89% - Excellent

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

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

### **Assignments**

The assessment methods by assignment can be either one assignment (3000-5000 words) or two shorter assignment 1500 words each. Assignment can take a variety of forms, such as essays, individual or team works. In some cases students may be given a choice to undertake the assignment individually or as a shared project with other students. Assignments will often require students to draw on their own experience in organizations in order to demonstrate their ability to relate theory to “real word” practice. Some project-based assignments may involve background research on a business situations or conducting primary or secondary research.

## COURSE WITHDRAWAL

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

## **STANDARDS OF SATISFACTORY PROGRESS**

All students must meet the minimum standards of academic achievement and successful course completion to remain enrolled at the ECPD MBA Program. The student's progress is monitored each term and evaluated at the required academic standard.

## **ACADEMIC PROBATION**

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

## **SUSPENSION AND EXTENDED ENROLLMENT**

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

## **REINSTATEMENT AS A REGULAR STUDENT**

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

## **MITIGATING CIRCUMSTANCES**

The MBA Director may waive the standards of academic progress standards for circumstances of poor health, family crisis, or other significant occurrence outside the control of the student. These circumstances must be documented by the student to demonstrate that they had an adverse impact on the student's performance. No waivers will be provided for graduation requirements.

## **LEAVE OF ABSENCE**

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

### **CHANGE OF NAME AND ADDRESS**

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

### **TRANSCRIPTS**

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

### **WITHDRAWAL FROM THE MBA PROGRAM**

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

### **GRADUATION**

The formal MBA Graduation ceremony is held at the end of October for degree candidates who have completed all graduation requirements that academic year. Diplomas will be issued only to students in good financial standing with the ECPD.

### **CORE FACULTY**

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



*ECPD Visiting Professors*

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

## **PROFESSORS**

The MBA program has been designed to combine interdisciplinary business subjects and provide an adequate balance between the theoretical curriculums with the necessary practical experience. To accomplish this, the ECPD has assembled full-time professors, and visiting professors who teach courses in their area of expertise.

## **VISITING PROFESSORS**

ECPD offers students the opportunity to interact with international visiting professors from the best educational worldwide institutions.

Faculties for the MBA program have been assembled from all over the world and are recognized experts in their fields. Visiting professors teach one course per week.

## **STAFF**

### **MBA Director**

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

### **Registrar**

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

### **Computer Facilities**

The ability to understand and use computer-based information systems is essential in the modern business world. All MBA students are required to have a portable lap-top computer with the latest software versions installed in English. Students will be using their own computers for a variety of courses, many of which have been designed to maximize student exposure to computer applications. Students are required to conduct substantial research on the Internet. Each student should have a personal e-mail address to receive information on a regular basis.

### **Non-Academic Policies**

- Smoking, drinking, and eating in classes is forbidden.
- Use or possession of any illegal drug or controlled substance is forbidden and will be immediately reported to the local Authorities.
- Use or possession of alcoholic beverages is forbidden within the premises of the ECPD.

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## **STUDY AND ASSESSMENT METHODS**

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### **INTERACTIVE LEARNING**

Teaching and learning on the ECPD-MBA is a highly interactive process. Class members are actively encouraged to contribute their views and experiences of organisational life, and as managers, in order to enrich the learning experience for the whole student body.



### TEACHING METHODS

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



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### CAREER MATTERS

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



*Students of the ECPD Postgraduate Studies*

### HELPING STUDENTS WITH THEIR CAREER CHOICE

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

- Workshops for groups of 10-12 students 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.
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### **STUDENT SUPPORT AND GUIDANCE**

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

#### **ADMISSION AND INDUCTION**

MBA programme offer a week long induction programme for all new students in October. It contains some sessions which are generic, such as learning resources, study skills, etc.

#### **PROVISION OF INFORMATION**

All students receive a copy of the ECPD-MBA Student Handbook and ECPD-MBA programmes. In addition, students can obtain information, both through their programme and ECPD-MBA Support Net. Information is also provided on the programme notice board.

#### **ECPD-MBA SUPPORT NET**

ECPD-MBA Support Net is the ECPD main platform in supporting learning. At registration all students are provided with their own portal through which they can access information on their programme, individual modules and email.

#### **ACADEMIC GUIDANCE AND SUPPORT**

All students receive academic guidance and support through their programme tutor, who has responsibility for explaining the operation of the programme and giving guidance on progress.

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### **QUALITY AND ACCREDITATION**

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ECPD-MBA programme is designed according to the professional guidance and principles set up by Association of MBAs (AMBA) based in London, UK. AMBA is an international authority on the development of business leaders and it provides a network for MBAs, business schools and employers.

ECPD-MBA has its own programme committee and Academic council that produce the Annual Monitoring and Evaluation Report on a regular basis.



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**PARTNERS AND ASSOCIATES**

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MBA School is constantly creating connection with partners from industry, service sector, governmental bodies, multi-national companies, banking and financial institutions based in Serbia and Montenegro and in the Balkan region. Those organisations and institutions are our partners which contribute to the development of the programme.

ECPD-MBA School also has extensive relationships with other MBA schools and Universities across the Europe and the world. In particular, we have leading experts and visiting professors teaching the modules in our MBA programme.

Some of our existing partners are:

- University of Trieste (Italy),
- Diplomatic Academy of Austria, Vienna (Austria),
- UNIDROIT, Rome (Italy)
- UNCITRAL, Wien (Austria)
- International Development Law Institute (IDLO), Rome (Italy)
- International Law Institute (ILI), Washington (USA),
- John Hopkins University (USA),
- Castilla la Mancha University, Toledo, “Complutense”, Madrid (Spain),
- University of Vienna (Austria)
- University of Skopje (Macedonia)
- University of Athens (Greece);
- University of Black See and University of Arad (Romania);
- University of West England, Bristol (UK).
- University Bradford (UK),
- University Vassa (Finland),
- University of Ljubljana, University of Maribor (Slovenia)
- University of Sarajevo, University of Banja Luka, University of Tuzla, University of Zenica (Bosnia and Herzegovina)
- University of Belgrade, University of Niš, University of Novi Sad, University of Kragujevac (Serbia),

**ECPD PROFESSORS AT THE DEPARTMENT OF MANAGEMENT**

<i>Professor Dr Ljubiša Adamović</i>	<i>Florida State University, Tallahassee, USA</i>
<i>Professor Dr Jürgen Basedow</i>	<i>Max-Planck Institute for Foreign Private and International Law, Hamburg</i>
<i>Academician Professor Dr Oleg Bogomolov</i>	<i>Russian Academy of Sciences, Moscow, Russia</i>
<i>Professor Dr Michael Joachim Bonell</i>	<i>UNIDROIT, Rome, Italy</i>
<i>Professor Dr Tony Bovaird</i>	<i>University of Birmingham, UK</i>
<i>Professor Dr Derek Braddon</i>	<i>University of the West of England, UK</i>
<i>Professor Dr Jonathan Bradley</i>	<i>University of the West of England, UK</i>
<i>Professor Dr Jans-Jörg Bullinger</i>	<i>University of Stuttgart, Leiter des Institutes für Arbeitswissenschaft und Technologie Management, Germany</i>
<i>Professor Dr Svetlana Cicmil</i>	<i>Bristol Business School, UK</i>
<i>Professor Dr Boris Cizelj</i>	<i>President of the Association for Cooperation with EU, Brussels</i>
<i>Professor Dr Brian Clark</i>	<i>University of Hertfordshire, UK</i>
<i>Professor Dr Victoria Curzon-Price</i>	<i>Director, Institute for Development, University of Geneva</i>
<i>Professor Dr Milutin Ćirović</i>	<i>Faculty of Economics, University of Belgrade, Serbia</i>
<i>Professor Dr Ilija Ćosić</i>	<i>Dean, Faculty of Technical Sciences, University of Novi Sad</i>
<i>Professor Dr Bruno Dalago</i>	<i>University of Trento, Italy</i>
<i>Professor Dr Vjekoslav Domljan</i>	<i>Professor, University of Sarajevo, Bosnia and Herzegovina</i>

<i>Professor Dr Dončo Donev</i>	<i>SS Cyril and Methodius University, Skopje, Macedonia</i>
<i>Professor Dr Peter De Golia</i>	<i>University of Rush, Chicago, USA</i>
<i>Professor Dr Hose Del Llano</i>	<i>Complutence University, Madrid, Spain</i>
<i>Professor Dr Ozren Despić</i>	<i>Aston University, Birmingham, UK</i>
<i>Professor Dr Jean-Claude Dishamps</i>	<i>Professor, University of Lille, France</i>
<i>Professor Dr Hans Jürgen Drumm</i>	<i>Researcher, University of Regensburg</i>
<i>Professor Dr Lilly Evans</i>	<i>Holowet University, Director of Strategic Learning Web, London, UK</i>
<i>Professor Dr Andreas Falkenberg</i>	<i>Advanced School of Economics and Management, Bergen, Norway</i>
<i>Professor Dr Alvaro Hidalgo</i>	<i>University of Castilla-La Mancha, Toledo, Spain</i>
<i>Professor Dr Dietrich Hofman</i>	<i>Friedrich-Schiller Universität, Jena, Germany</i>
<i>Dr Graham Hollinshead</i>	<i>Bristol Business School, UK</i>
<i>Professor Dr Robert Ilidje</i>	<i>De Monfort University School of Business, UK</i>
<i>Professor Dr Miodrag Ivanović</i>	<i>University of Thames Valley, Hertfordshire and Oaklands College, UK</i>
<i>Professor Dr Đorđe Jakovljević</i>	<i>Faculty of Medicine, Novi Sad, Serbia</i>
<i>Professor Dr Miroslav Jovanović</i>	<i>Scientific Advisor, UNECE, Geneva, Switzerland</i>
<i>Professor Dr Nila Kapor-Stanulović</i>	<i>University of Novi Sad</i>
<i>Professor Dr Janet Kirkham</i>	<i>University of Hertfordshire, UK</i>
<i>Professor Dr Dimko Kokarovski</i>	<i>University of Bitola, Macedonia</i>
<i>Professor Dr Ninko Kostovski</i>	<i>ECPD Regional Institute for Development Studies, Skopje, Macedonia</i>
<i>Professor Dr Jeffrey Levett</i>	<i>University of Athens, Greece</i>
<i>Professor Dr Milutin Lješević</i>	<i>Faculty of Geography, University of Belgrade, Serbia</i>
<i>Professor Dr Jyoti Majumdar</i>	<i>University of Bradford, UK</i>
<i>Professor Dr Ron Matthews</i>	<i>Cranfield University, UK</i>
<i>Professor Dr Vlastimir Matejić</i>	<i>ECPD, Belgrade, Serbia</i>
<i>Professor Dr Michael Mejstrik</i>	<i>Economics Institute in Prague and ECPD Scientific Advisor</i>
<i>Professor Dr Jože Mecinger</i>	<i>University of Ljubljana, Slovenia</i>
<i>Professor Dr Yves-Rastimir Nedeljković</i>	<i>ECPD UPUN, Serbia</i>
<i>Professor Dr Erzsébet Nováky</i>	<i>University of Budapest, Hungary</i>
<i>Dr Richard Pagget</i>	<i>New Castle University, UK</i>
<i>Dr David Potts</i>	<i>University of Bradford, UK</i>
<i>Professor Dr Jovan Ranković</i>	<i>Faculty of Economics, University of Belgrade, Serbia</i>
<i>Vern Neufeld Redekop</i>	<i>Professor, University of Saint Paul, Canada</i>
<i>Professor Dr Slavica Ročevska</i>	<i>University of Bitola, Macedonia</i>
<i>Professor Dr Ronald Grossarth</i>	<i>Director, ECPD Institute for Social, Economic And Health Psychology, Heidelberg, Germany</i>
<i>Dr Merete Rosenberg</i>	<i>EU-CAFAO, Brussels, Belgium</i>
<i>Professor Dr Michael Rosen</i>	<i>President, Rosen Associes (Consulting), Brussels, Belgium</i>
<i>Professor Dr Luka Rossi</i>	<i>Istituto Superiore di Santi, Rome, Italy</i>
<i>Professor Dr Nano Ruzjin</i>	<i>Professor, Faculty of Philosophy, SS Cyril and Methodius University, Skopje, Macedonia</i>
<i>Professor Dr Bob Ryan</i>	<i>University of Hertfordshire, UK</i>
<i>Professor Dr Nilgun Sarp</i>	<i>Professor, University of Istanbul, Turkey</i>
<i>Professor Dr Tsuneaki Sato</i>	<i>University of Yokohama, Japan</i>
<i>Professor Dr Bernardo Sechi</i>	<i>University of Venice, Italy</i>
<i>Professor Dr Ichimura Shinichi</i>	<i>International University in Osaka, Japan</i>
<i>Academician Professor Dr Georgi Stanishev</i>	<i>Bulgarian Academy of Architecture, Sofia, Bulgaria</i>
<i>Academician Professor Dr Vladimir Stipetić</i>	<i>Croatian Academy of Sciences, Zagreb, Croatia</i>
<i>Professor Dr Željko Šević</i>	<i>University of Greenwich, London, UK</i>
<i>Academician Professor Dr Branislav Šoškić</i>	<i>Rector, ECPD International Postgraduate Studies, Full Member of the European and Montenegrin Academies of Sciences and Arts</i>
<i>Professor Dr Martin Upchurch</i>	<i>University of Middlesex, UK</i>
<i>Professor Dr Tapio Varis</i>	<i>Director, Institute for Management in Tampere, Former Rector of the United Nations University for Peace</i>
<i>Professor Dr Stevan Vasiljev</i>	<i>Faculty of Economics, University of Novi Sad, Serbia</i>
<i>Professor Dr Dario Velo</i>	<i>Director, School of Business Management, University of Pavia, Italy</i>
<i>Professor Dr Paola Viganò</i>	<i>University of Venice, Italy</i>
<i>Professor Dr Don Wallace</i>	<i>University of Georgetown, USA</i>

<i>Professor Dr Bennis Waren</i>	<i>USC Professor and Founding Chairman, The Leadership Institute, Santa Monica, CA, USA</i>
<i>Professor Dr Keegan Warren</i>	<i>University in White Plains, Executive Director of the Institute for Global Business</i>
<i>Professor Dr John Weiss</i>	<i>University of Bradford, Development and Project Planning Centre, UK</i>
<i>Professor Dr Ćedomir Nestorović</i>	<i>Professeur Enseignant, Département Management, ESSEC Business School, Cergy, France</i>
<i>Professor Dr Boško Bojović</i>	<i>Professor, Faculty for Social Studies, Paris, France</i>
<i>Professor Dr Mauro Bussani</i>	<i>Professor of Private and Comparative Law, University of Trieste Law School, Italy</i>
<i>Professor Dr Charles Booth</i>	<i>School of Strategy and International Business, Bristol Business School, University of the West of England</i>
<i>Academician Boris Shmelev</i>	<i>Director, Centre for Political Research, Russian Academy of Sciences and Arts, Moscow, Russia</i>
<i>Professor Dr Valentin Yakushik</i>	<i>Professor, University Kiev-Mohyla Academy, Ukraine</i>
<i>Professor Dr Tauno Kekäle</i>	<i>Rector, VAMK University, Vaasa Finland</i>
<i>Professor Dr Matti Jakobsson</i>	<i>Rector, Vaasa University, Finland</i>

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#### ECPD MBA ALUMNI ASSOCIATION

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

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

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

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




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## ADMISSIONS CRITERIA

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

## ADMISSION STANDARDS

At the ECPD, some modules of MBA program are taught in English.

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

Since business requires a variety of skills, these extracurricular activities have also relevant consideration for admission to the MBA program. The ECPD desires students who have excelled in diverse areas, who are actively involved in a variety of organizations and activities, and who have had exposure to the business world.

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

Efforts are made to enrol students with diverse cultural, ethnic, religious and geographical backgrounds. It is the policy of the ECPD to provide equal opportunities to all prospective and current members of the student body, faculty and staff on the basis of individual qualifications and merit without regard to race, sex, religion, colour, age, handicap, or national origin.

## ENTRY CRITERIA

- A university degree or equivalent classification awarded by an approved academic institution or a final qualification of a professional body acceptable to the ECPD University of Peace
- A minimum of one year post-qualification full-time business experience. Exceptionally, applicants with less than one year of full-time business experience will be considered for the programme. Their acceptance will be conditional on their high academic achievements and the potential future benefit to the programme.
- All applicants are strongly encouraged to take the Graduate Management Admissions Test (GMAT), and it is compulsory for those who do not fully meet our academic and work experience criteria.
- All applicants must achieve a score of at least 7 in the British Council's IELTS test, or 250 in the computer-based TOEFL (600 in the written test) by the end of the first year programme. An applicant who did not achieve required standard will not be allowed to continue the ECPD-MBA programme.



### **AGE AND EXPERIENCE**

Our MBA is a post-experience qualification designed for participants who have full-time business experience. The ECPD-MBA is not aimed at recent graduates seeking a fast track route into management.

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

When evaluating students' work experience, in addition to fulfilling the minimum requirement of three years' full-time business experience, we look at both their career history and future potential. In terms of past experience, we are seeking evidence that, even if students have not held a formal management post, they have worked in a meaningful organisational capacity and assumed decision-making, budget or project management responsibilities. We also look at their career progression to date, and evidence of increasing responsibility, the contribution they have made to their organisation(s), and future senior management potential.

Exceptionally, we may consider applications from candidates who do not fulfil all of the above criteria but who can convince us that they will bring exceptional value to the ECPD-MBA programme and will enhance the MBA experience of their fellow students. All cases are assessed on an individual basis and rigorous quality assessments are applied.

### **GMAT**

The General Management Admissions Test is a computer-adaptive test which assesses the aptitude of applicants for advanced management studies and measures verbal, quantitative and analytical writing skills. The test is marked on a scale from 200 to 800. We look for a good balance between scores on the numerical, written and verbal test components, and evaluate each candidate's score alongside all other elements of the application in assessing their suitability for our programme. Further details are included in our application form.

### **APPLICATION PROCEDURE**

The Admissions Office has a rolling admissions process, which means that we evaluate applications in the order of their receipt. Applications are considered to be complete only after all supporting documents and test scores have been received. The Admissions Office 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 1st August of the year of entry to the programme. Applications received after 1st August will only be reviewed if space is available.

To process an application, we need:

- A completed and signed application form
- Personal recommendation forms from two independent referees. We normally require one academic and one employment-related reference. Students' academic reference should preferably be from a member of academic staff at the last academic institution they attended, who is suitably placed to comment on their academic ability. Wherever possible, their work-related reference should be from their immediate supervisor in their current or most recent employment. However, an academic reference may not be realistic in the case of candidates who have been out of higher education for a substantial period of time (usually at least ten years), and in such instances two employment-related references are an acceptable substitute
- The score report from the GMAT, or the date when the test is scheduled
- An evidence of an adequate command in English language
- An authorised copy of degree certificate(s) and transcript(s)
- Curriculum Vitae (CV) detailing relevant educational and professional experience
- A €50 application fee.

Potential candidates who are attracted by what the ECPD-MBA has to offer but who are unsure about their eligibility for our programme and whether it is the right course for them, are invited to contact the Admissions Manager for an informal discussion. Those who do not yet meet the admissions criteria for our MBA programme but would like to study for a postgraduate management qualification at ECPD may wish to consider one of our MA in Management degrees. A brochure can be supplied on request and further information is also available on our website [www.ecpd.org.net](http://www.ecpd.org.net). To apply for the ECPD-MBA the application form provided in this brochure should be used.

#### OPEN DAYS AND INTERVIEWS

##### Admissions Committee

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

##### Application Form

The Application Form is attached herewith. It can also be obtained from:

The ECPD-MBA Admissions Office  
Terazije 41, 11000 Belgrade, Serbia  
Tel: + 381 11 3246 041, Fax: + 381 11 3240 673  
Email: [ecpd@eunet.rs](mailto:ecpd@eunet.rs)  
Website: [www.ecpd.org.rs](http://www.ecpd.org.rs) & [www.ecpdorg.net](http://www.ecpdorg.net)

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

Each year between May and July, we hold an Open/Interview Day at ECPD in Belgrade, Novi Sad, Podgorica, Skopje, Prizren, Sarajevo Banja Luka, Zagreb and Ljubljana. Full details can be found in any of our offices above and on our web-site [www.ecpd.org.yu](http://www.ecpd.org.yu). The day typically includes a presentation on the programme by the Programme Director, a mini lecture given by an ECPD-faculty member, and informal discussion with potential applicant. These do not form part of the selection procedure but are simply designed as 'taster' sessions to give a deeper insight into the ECPD-MBA programme. There is also the opportunity to meet faculty members and current students over an



informal buffet lunch. These days can be used as informational sessions only, to find out more about the programme, or they can be combined with a formal interview.

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

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

### **MBA TUITION FEES**

Tuition fee for the complete part-time two years ECPD-MBA programme is €9,900. The fee can be paid in instalments at the beginning of each semester. Application Fee 50 Euro due with the Application Form.

Textbooks and course material are included in tuition fee.

Admission application, guidance and examinations on master thesis or final project are included in tuition fee, too.

#### **Other Fees**

Repeated module	150 Euro due 3 weeks before course starts
Repeated examination	100 Euro due 3 weeks before examination
Additional module	150 Euro due 3 weeks before course starts

Tuition and other charges at the ECPD are established at the minimum permissible levels. The ECPD reserves the right to change any of the conditions stated hereafter. Tuition is payable in advance as described below unless special arrangements are made for deferred payments. Registration is completed when the invoice has been settled. Prices are quoted in Euros

#### **Late Fees**

Students are responsible for payment in full of all tuition fees due on or before the dates set forth by the ECPD. Registration cannot be completed, and student cannot be admitted to class unless satisfactory payment is made at the appropriate time. If a student registers for a course after the first day of the quarter, a late registration fee will be charged: Bar the student from classes or examinations, Suspend the student, and Withhold transcripts and diploma.

#### **Refund Policy**

The Application fee is not refundable.

Tuition is refundable according to the following policy:

- If the student requests a tuition refund before the term begins, tuition will be fully refunded (100% refund);
- If the student requests a refund for a registered module after the 1<sup>st</sup> week of the term but before the end of the second week, 100% of the paid tuition will still be refunded;
- If the student requests a refund for a registered module after two weeks but before the end of the fourth week of the term, then 80% of the paid tuition will be refunded;
- If the student requests a refund for a registered module after the fourth week but before the end of the fifth week of the term, then 60% of the paid tuition will be refunded;
- After the fifth week through the end of the term no tuition refunds will be issued.

Refunds are calculated from the last day of attendance and made within 30 days of that date. A written notification of withdrawal is not required as a condition of making refunds. Accident or sudden and serious illness may be the basis for a partial credit of tuition, even where the normal

withdrawal dates have passed. Such credit is not refundable, but may be used towards future terms.

#### EQUAL OPPORTUNITIES

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

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#### INTERNATIONAL STUDENTS

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ECPD-MBA policy is to recruit students first of all from the countries created after the break of the Former Yugoslavia and from the Balkan region. However, we also expect to have a highly international mix of students. Many multi-national companies with the business interest in this region will find our programme extremely valuable in strengthening their position here. They could consider ECPD-MBA course as a viable solution for their existing or potential future managers to obtain the adequate knowledge in management and about the current conditions within the region at the same time, thus achieving both in a very cost-effective way.

Although, in the first couple of years of the ECPD-MBA operation, knowledge of Serbian language is assumed, ECPD office will provide full support, guidance and language course for all the candidates who do not have a good command of Serbian language. While Serbian language is not an admission requirement, it is important for all the future students to be able to find accommodation and cope effectively with local cultural issues

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#### STUDENT LIFE AND ACCOMMODATION

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Even though ECPD-MBA programme is a part-time programme where it is hard to organise social activities for the students, we strive to bring people together through purposely designed evening social gatherings, cultural events and parties. Although time is always a precious commodity for MBA students, those who wish to develop extracurricular interests will find that the University has a society to suit almost every taste.

ECPD-MBA provides a range of different types of accommodation in partnership with private landlords and local hotels. Students in need for accommodation should let ECPD office knows at least two months in advance.