

Evropski centar
za mir i razvoj
Terazije 41
11000 Beograd, Serbia

ECPD Headquarters

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 POSTGRADUATE SCHOOL OF GLOBAL HEALTH DEVELOPMENT

POSTGRADUATE STUDIES IN HEALTH MANAGEMENT

- **DOCTORAL DEGREE IN HEALTH MANAGEMENT (Ph.D)**
- **MASTER'S DEGREE IN HEALTH MANAGEMENT (M.Sc.)**
- **POST GRADUATE SPECIALIST DIPLOMA IN HEALTH MANAGEMENT (D.H.M.)**
- **SPECIAL CERTIFICATE PROGRAMS IN HEALTH MANAGEMENT**

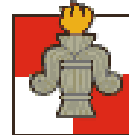
In cooperation with



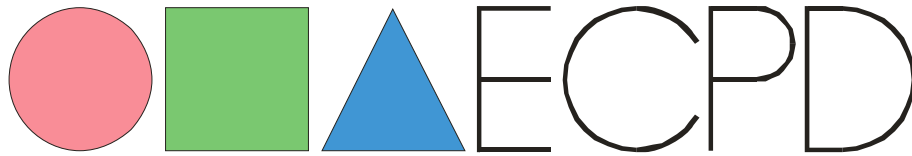
University
West of England, UK



Castilla-La Mancha
Universidad, Spain



Vaasa University
Finland



BACKGROUND

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

ECPD is an international educational, training and research organization, established in 1985 under the international Agreement concluded between the United Nations University for Peace and the Government of the then SFR Yugoslavia. Its headquarters is in Belgrade and is primarily serving Europe.



Its mission is: Promotion of peace, reconciliation, socioeconomic development and international cooperation through capacity building that is achieved by organizing and offering postgraduate studies, applied research, consulting and dissemination of knowledge.

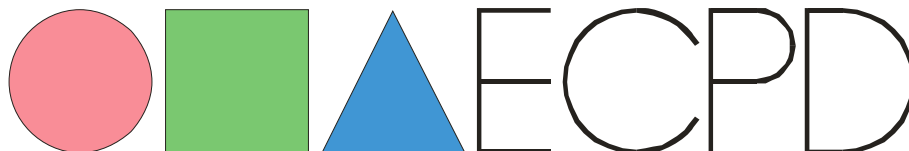
ECPD has many cooperation agreements with renown regional and international universities and academic institutions in Europe, North America and Japan. Distinguished international faculty from these institutions around the world serve as visiting or part-time faculty in ECPD, offering courses and participating in its conferences, certificate programs and research projects.

ECPD major academic activities are organized under three post graduate schools:

- **School of Global Health Development.**
- **International School of Business.**
- **International School of Law and Diplomacy.**

School of Global Health Development

It is a graduate school of public health serving **the mission of: promoting peace and reconciliation through health development and capacity building of health systems and its human resources.** Its priority programs are determined to primarily serve the Balkan region and to cover its immediate needs. Realizing the progress towards reforming health systems and improving its efficiency, effectiveness and quality, ECPD is reforming its health programs to serve its mission. Because of the great need for qualified health leaders and administrators, specialized family practitioners, and trained elderly care givers including physicians, nurses and sociologists to cope with the growth of the elderly populations in the West Balkan region, the school is developing post graduate studies at the master's and post graduate diploma levels in the following areas:



- **Health Management**
- **Family Practice**
- **Gerontological Health**

The School is also offering certificate programs, conferences and institutes in areas including health reform, hospital management, quality management in health care, addictive disease, sports medicine, alternative medicine and other study areas as deemed necessary.

PH.D. IN HEALTH MANAGEMENT

This new program is primarily designed for physicians who completed their studies with a minimum of 360 ECTS or equivalent, completed their clinical rotation and gained experience of a minimum 5 years of managerial experience in the health field. Other admission requirements of the master's degree are required as feasible.

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

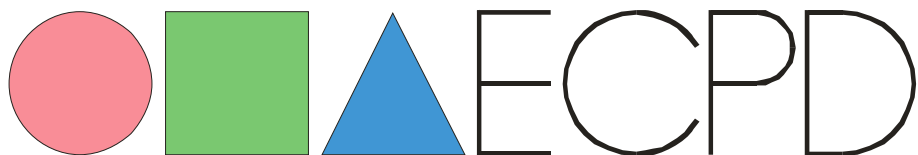
Specifically, the program aims at preparing leaders in the health field who are able to:

- Identify and quantify community health needs using the most relevant scientific planning and evaluation tools in health systems
- Design health programs that fit the community needs
- Organize and implement health systems, programs and projects that ensure proper accessibility, affordability, quality and continuity of health care
- Ability to engage the private sector in an integral public-private partnership
- Perform a leadership role, promoting team work and effective managerial style
- Participating in training and education of the team of health professionals

Program contents:

Typically, the doctoral program is custom-tailored for each student, based on:

- Previous course work
- Work experience



- Managerial performance
- Research interests

Upon admission to the program, a major professor is appointed to guide the student course work and research. This includes;

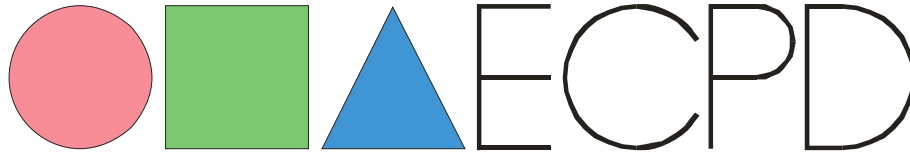
- 2–3 semesters completion of the required courses listed below, followed by a Ph.D qualifying examination
- 3–4 semester special research courses and tools, followed by a successful dissertation

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

	Name	Credit
First semester	Managerial Accounting	3
	Principles of Economics and Finance	3
	Human Resources and Organizational Behaviour in Health Care	3
	Principles of Health Policy and management	3
Second semester	Epidemiology and Health Statistics	3
	Health Services Planning and Evaluation	3
	International Health and Health Systems	3
	Primary Health Care and Managed Care	3
Third semester	Health Economics, Financing and Insurance	3
	Managing Health Organizations and Hospitals	3
	Health Information Systems	3
	Managing Quality in Health Care	3
Fourth to Six semesters		
Research methods/tools courses		9
Dissertation		15

1. Managerial Accounting

This course provides managers and executives with the information they need to understand essential accounting principles, from vocabulary and financial statements to cash flow and valuation.



Learning Objectives:

- Covering balance sheets, income statements, reporting measures, and even essential ratios.
- Providing a one-stop, reference for all aspects of finance and accounting.
- Helping managers take essential steps toward making informed decisions based on the numbers they face every business day.
- Teaching the effective and efficient use of fiscal resources in health care institutions.

2. Principles of Economics and Finance

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

Learning Objectives:

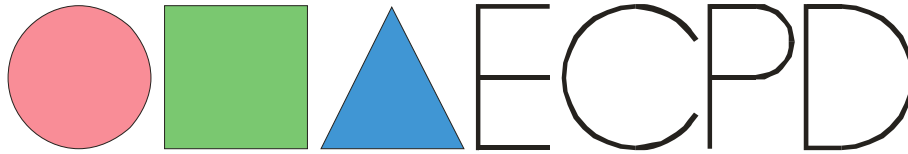
- Studying how the application of micro economic principles can improve decision-making process of the business firm.
- Realizing this goal by studying demand, production and cost, market structure, pricing decisions, risk and capital budgeting, business decision and government.

3. Human Resources and Organizational Behaviour in Health Care

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

Learning objectives:

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



4. Principles of Health Policy and Management

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

Learning objectives:

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

5. Epidemiology and Health Statistics

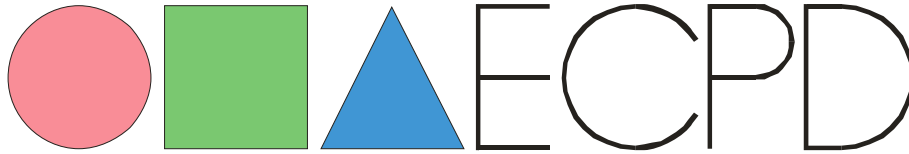
Study of the basic definitions and methods in epidemiology and biostatistics used in health research, planning and management, including data collection, analysis and interpretation, and appropriate quantitative applications in health care.

Learning objectives:

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

6. Health Services Planning and Evaluation

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



Learning objectives:

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

7. International Health and Health Systems

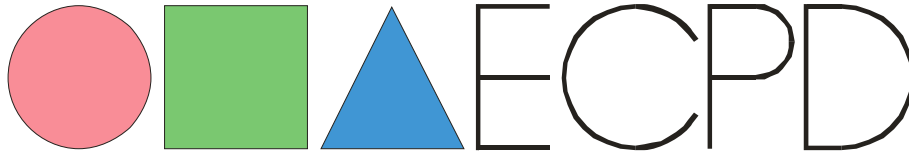
Students are expected to gain knowledge and skills to analyze and compare models of health systems with a focus on Europe and select industrial countries as well as systems in transition, assessing the prevailing strategies of health reform. The course will address international and global health patterns,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

Learning objectives:

- Understanding the determinants of health status, health needs and global health problems in developing and industrial countries.
- Analyze and conceptualize models of health systems, and approaches to reforming these systems.
- Studying avenues of international health agencies and organizations in Europe and the EC.
- Surveying the emerging impact of globalization on health systems, health organizations and industries and health professionals.

8. Primary Health Care and Managed Care

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



Learning objectives:

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

9. Health Economics, Financing and Insurance

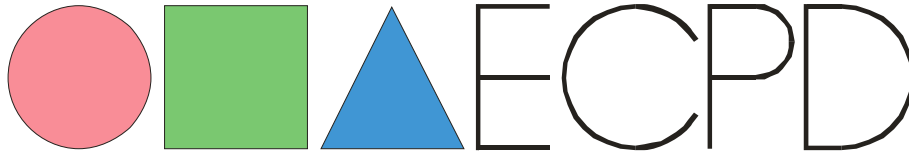
The course provides for basic principles of macro and micro economics as they apply to the health field including determinants of supply and demand, theory of marketing and economic analysis using cost efficiency and cost effectiveness. The course also addresses insurance models, insurance regulation and alternatives of health care financing.

Learning objectives:

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

10. Managing Health Organizations and Hospitals

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



Learning objectives:

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

11. Health Information Systems

Study of the structure and the function of I.S. that serve the needs of planning, management and evaluations of health systems and organizations.

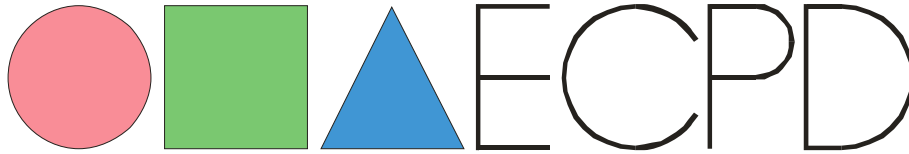
Systematic design and management of HIS to secure data on health status, health resources and utilization and cost of health services is covered in this course.

Learning objectives:

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

12. Managing Quality in Health Care

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



Learning objectives:

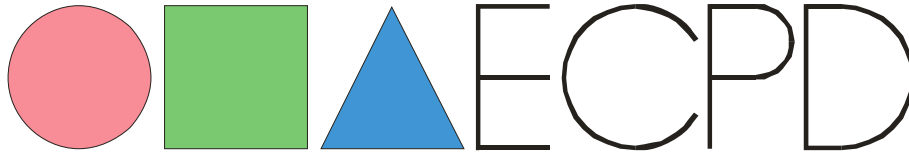
- Learning criteria, standards and measures of quality in health care delivery.
- Understanding structure, process and outcome measures of quality of health systems and programmes.
- Establishing and managing quality management systems inside and outside the health organization.
- Training health managers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

**MASTER'S DEGREE (M.Sc.) AND POSTGRADUATE SPECIALIST
DIPLOMA (D.H.M.) IN HEALTH MANAGEMENT**

Learning Objectives:

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

1. Identify health services' needs of communities through systematic analysis, monitoring and evaluation.
2. Understand the basic elements of policy formulation, planning and effective management of health systems and programs that satisfy community needs within the available resources to achieve users' needs and satisfaction.
3. Learn the essential quantitative and qualitative skills to plan and manage health care organizations in the public and private sectors as part of a whole national or local system, maximizing its efficiency, effectiveness, quality, equity and affordability by individuals and populations.
4. Apply successful models of health reform as it relates to the local situation including the creation of decentralized local systems, successful public-Private partnership, alternatives of health financing, expanding health insurance and effective management of quality of care.
5. Gain managerial and research skills and knowledge required for working as a member of the health team and leadership of teams, maximizing performance



and human resources development, and building a health management career in the student's country, in other countries of the European Region or in international settings.

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

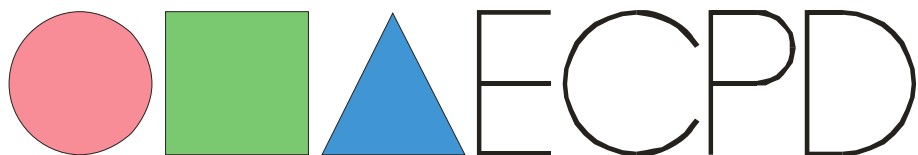
Program Design and offering:

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

Courses are either offered on weekends every week (Saturdays & Sundays), every two weeks (Friday evening, Saturday& Sunday), or on long weekends (4 days, Thursday to Sunday) every month. Scheduling of courses will be determined on the basis of the formation of the group (from one country/ region or more) and preferences of the majority of applicants. This executive format is supplemented by independent studies, group projects, guided research, and on-line courses that will become available in the near future.

Teaching and training methods include:

1. Formal lectures held in one city. It can also be offered, whenever feasible, for organized groups of students in other cities in sites of ECPD offices in the Balkan countries or on campuses of affiliated universities.
2. Individual library research, term papers, projects or exercises by the student, assigned by the professor as part of each course work.
3. Group applied research by groups of students to study certain topic in a specific country, geographical area or a health organization as part of a regular course work or as a separate special course.
4. Participation in special workshops, conferences, symposia or field visits that will count as credit, occasionally under supervision of field managers or visiting international faculty.
5. Individual research of the master theses under the advisement and direction of the Theses Committee that is composed of a chair, faculty member from ECPD and a qualified field supervisor in the country/ region and area of research, or :



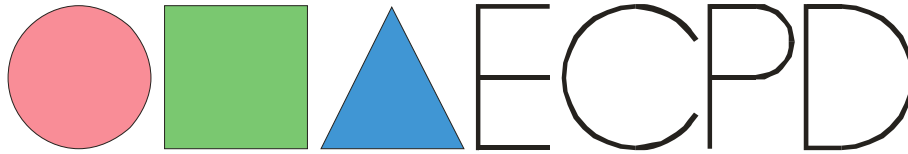
Project research for the post graduate specialist degree under the supervision of a faculty member and a field supervisor if applicable.



Master's Degree Curriculum (M.Sc.)

It is typically offered in four semesters, each is 15–17 weeks, offering 15 semester credit hours as guided by the European Credit Transfer System (ECTS) equivalent. In addition to the required and elective courses, students should either pass an English proficiency test and computer skills testing upon admission, or take additional courses in these areas before the end of the first year. The program course work is as follows:

Semester I	Credit Hours	Semester II	Credit Hours
1. Managerial Accounting	3	1. Epidemiology and Health Statistics	3
2. Principles of Economics and Finance	3	2. Principles of Health Policy and Management	3
3. Organizational Behavior in Health Care	3	3. Health Services Planning and Evaluation	3
4. Social Aspects of Health Care	3	4. Health Information Systems	3
5. Leadership and Managerial Skills	3	5. Health Research Measures and Surveys	3
6. English level II, III, IV*	as needed	6. Computer applications in Health Management*	as needed
Semester III	Credit Hours	Semester IV	Credit Hours
1. International Health and Health Systems	3	1. Elective, Independent Study & Special Courses**	6
2. Managing Quality in Health Care	3	2. Research Methods	3
3. Primary Health Care and Managed Care	3	3. Master Thesis	6
4. Health Economics, Financing and Insurance	3		
5. Managing Hospitals and Health Organizations	3		

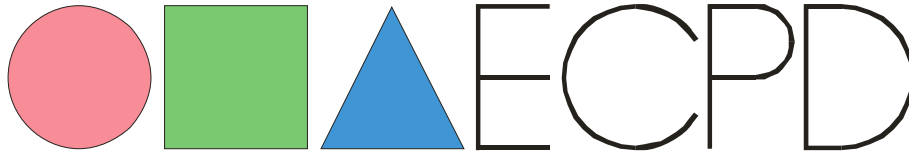


- * *English and Computer courses are determined on the basis of grades in the relevant proficiency tests and are completed by the student independently if not offered by the ECPD.*
- ** *Elective and independent study courses are determined on the basis of student preferences and needs.*
- *** *Applicants applying for the master's program who have less than three years of work experience after graduation from the university will be required to take one additional semester of field experience placement for newly graduated holders of a bachelor degree, or an equivalent of 5 credit hours for each missing year of work experience in the health field.*
- **** *Applicants who took credit postgraduate courses in accredited universities within the period of five years before application to the master's degree in health management and who believe that these courses are similar to some of the required courses can petition for exemption from such courses. Approval of such exemption request will be granted for a maximum of five courses, subject to submission of the syllabus and study materials of the course studied and approval of the Dean.*

Curriculum of the Postgraduate Specialist Diploma (D.H.M.)

It is typically offered in two semesters, each is 15-17 weeks, offering 15 semester credit hours. In addition to the required and elective courses, students are encouraged to pass an English proficiency test and computer skills or take additional courses in these areas. The students who complete the specialist diploma degree can continue for two more semesters to gain the master's degree. The course work for the Diploma specialist degree is as follows:

Semester I	Credit Hours	Semester II	Credit Hours
1. Epidemiology and Health Statistics	3	1. International Health and Health Systems	3
2. Principles of Health Policy and Management	3	2. Managing Quality in Health Care	3
3. Health Services Planning and Evaluation	3	3. Primary Health Care and Managed Care	3
4. Health Information Systems	3	4. Health Economics, Financing and Insurance	3
5. Health Research Measures and Surveys	3	5. Managing Hospitals and Health Organizations	3
6. Computer applications in Health Management*	as needed	6. Research Project	3



ADMISSION REQUIREMENTS FOR BOTH DEGREES

1. Holding a bachelor degree or equivalent professional degree in Medicine, Dentistry, Pharmacy, Nursing, other Health Sciences, Business, Social or Human Sciences from an accredited university.
2. Submission of the completed application form that includes a statement of objectives and a financial statement, and attaching recent Curriculum Vitae (C.V / Resume)
3. Two letters of reference from former professors or supervisors familiar with the applicant.

FOR THE MASTER'S DEGREE, the following is additionally required

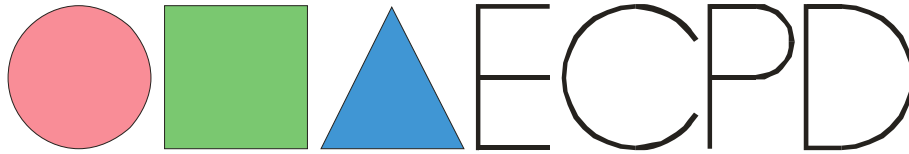
1. Meeting the acceptable levels for English proficiency (Score of 550 Test of English as a Foreign Language or an equivalent level of International English Language Testing (TOEFEL OR IELTS) and computer proficiency tests .Those who do not meet these levels may gain provisional acceptance for the first year provided that:
 - a) Arrangements are available for offering the English /or computer courses for groups of students, and the possibility of offering the study courses in the national language in the first year through interpretation.
 - b) The student will pass the required tests and gain final acceptance in the program before the third semester.

Students who completed four years of study in an English teaching school or university are exempted from the English proficiency requirement.

2. Three years of working experience in the health field or written consent to take an additional semester of field experience and placement in health care settings.

WHO SHOULD APPLY

1. Physicians dentists, pharmacists and health administrators who are currently holding a mid level or upper level positions in health management who gained their positions by experience and seniority, yet feel the need for additional knowledge and managerial skills to cope with the international trends of health systems' reforms and change.
2. Physicians and other health providers working in clinical specialties who are interested in management or in working in international health or the private sector.
3. New graduates of Medicine and health sciences who prefer management careers and are attracted to it by its wide scope and employment opportunities.



4. Graduates of Business and Social sciences at the bachelor or the master's levels who find promising job opportunities in the fast growing health care industry that is using 8–16% of the Gross National Product in most countries

Health systems' leaders at the national, regional and district levels may direct , support, and finance their employees to enroll in the post graduate degrees of health management as a prerequisite for health reforms and health systems' development, and as the essential tool for capacity building. Most organizations in the Industrial world, public and private, allocate substantial proportions of its budgets for fellowships and training of their employees as part of advancing the organizational strategic plans. This support should also include, for the least, facilitating their attendance of studies on a part- time basis during week ends or 4 days every month.

The ECPD program is distinguished by the adequacy of its carefully designed study program, competence of its international faculty who are coming from distinguished universities, and its diversified interdisciplinary students' body coming from different countries, all of them working together in a harmonized rich environment of international practice-based learning.

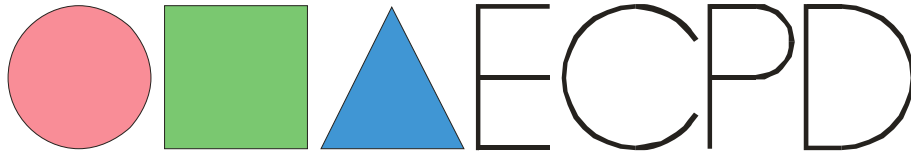
HOW TO APPLY:

National and local governments and health organizations that are interested in financing organized groups of students are requested to contact the ECPD Executive Director or the Dean for detailed arrangements.

For individual applicants, please complete the attached application. Please specifically clarify the financial information and possible source of funding, your choice of either week end courses every week (Saturday& Sunday), week end courses every two weeks (Friday evening, Saturday & Sunday), or monthly long week end courses (full days from Thursday to Sunday) Please also attach an updated C.V. and two letters of recommendation.

Full information on the programs will be posted on the ECPD web site including:

- Course descriptions and its learning objectives
- Program faculty
- Suggestions for application for fellowships and financial aid to possible funding international organizations.



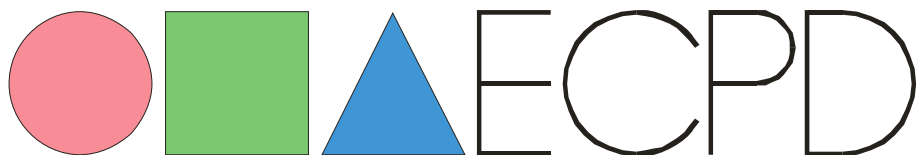
SPECIAL CERTIFICATE PROGRAMS IN HEALTH MANAGEMENT

These are specifically designed postgraduate studies to satisfy the needs of groups of health administrators who will receive training in special competence areas. The curriculum design will be based on the length of the program and the background and qualifications of its learners. The typical curriculum for one semester will include 3-4 of the post graduate courses and a specially designed special course.

Topics of certificate programs planned are:

- Health Economics and Financing
- Quality Management in Health Institutions
- New trends in Hospital Management
- Family Practice and Managed care
- Care of the Elderly Population

These programs will be announced in the future or can be organized for groups upon request.



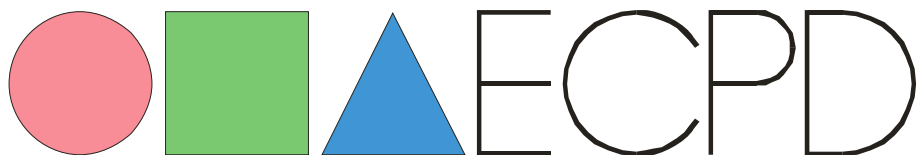
Prof. Samir N. Banoob
Dean, Professor and Program Director

Resume

Dr Banoob is an International academician and consultant in Health Systems and Professor of Health Policy and Management. He is the Dean of the ECPD Postgraduate School of Global Health Development and Director of the ECPD International Post graduate Studies in Health Management. He is the President of International Health management, LLC, since 1986, a health management training and consulting firm in Florida, USA leading international health projects and training scholars from more than 70 countries. He served as a full time Professor of Health Policy and Management, and Director of the International Health Management Programs at the College of Public Health, University of South Florida for 20 years (1983–2002), and is a founding member of this graduate college that serves the whole State of Florida. He was elected as President of its Faculty Assembly, and received the University Professorial Excellence Award in 1998. He served in an adjunct professor position at Johns Hopkins School of Hygiene and Public Health 1980–1992. He is currently an Adjunct Professor of Health policy, management & Behaviour, School of Public Health, University AT Albany, State University of New York

He obtained his M.D. degree, received Diplomat of Internal Medicine, Master's Degree in Public Health majoring in Hospital Administration, and Doctorate Degree in Public Health majoring in Health Planning and Management, from the University of Alexandria, Egypt. He then received postgraduate education at Johns Hopkins School of Hygiene and Public Health, and training at the National Center for Health Statistics and Health Services Research, and the Centres for Disease Control in the US. He is the Chair of the American Public Health Association International Health Section (1992–1994, and 2006–2008), and member of its Governing Council. He received the Association Service Award in 1997. He is an active member of the World Federation of Public Health Associations.

Dr. Banoob serves as a consultant and adviser on major health projects (in 76 countries to date) in East, Central, and West Europe; the Middle East; Caribbean and Central America; Africa and Asia; and the US; consulting with The World Health Organization and its regional offices, UNICEF, World Bank, UNDP, the United States Agency for International Development, Inter American Development Bank, governments of the Arab Gulf Countries, State of Florida Department of Health, the Health Planning Council of West Florida, and hospitals and health organizations in Florida.

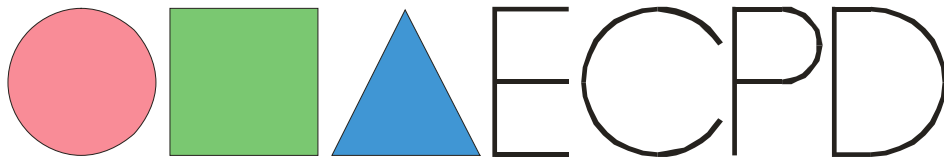


The major areas of expertise of Dr. Banoob are:

1. Curriculum design, senior management training and postgraduate education in health management and public health.
2. Planning, organization, and evaluation of National Health systems, including health reform, alternatives of financing, and privatization
3. Health projects and programs' planning, management and evaluation; including private-public partnership and managed care, disease control, elderly care and long term care, and primary care / family planning.
4. Hospital development, modernization, and quality improvement/ management in health institutions.
5. Human resources development; including needs assessment and long range educational and training plans.

SELECT HONOURS, AWARDS AND BIOGRAPHIES:

- i. Lifetime Achievement Award for Excellence in Global Health, American Public Health Association, 2008.
- ii. Professorial Excellence Award, University of South Florida, 1998. (University wide excellence award in teaching, research and service)
- iii. Distinguished Service Award of the American Public Health Association International Health, 1997.
- iv. Listed in "Personalities of America", Fourth Edition, American Bibliographic Institution, 1987.
- v. Listed in "International WHO'S WHO of Intellectuals", Seventh Edition, Cambridge, England, 1987.
- vi. Listed in "Men of Achievement", Ninth Edition, Cambridge, England, 1986.



CURRICULUM VITAE

PROF. DR. JEFFREY LEVETT

EDUCATION:

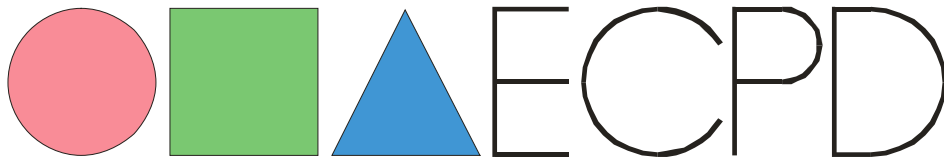
Barnsley College of Technology Barnsley, England	Electrical Engineering 1952-57	Ordinary & Higher National Certificates
University of Durham, Sunderland, England	Applied Science 1957-60	
Kings College Newcastle, England	General Applied Science 1960-61	B. Sc. (Elect. Eng.)
University of Athens, Athens, Greece	Special Studies 1961-62	B. Sc. (Gen.)
University of Illinois Chicago Circle Campus, Chicago, Illinois	Education 1966 (Summer)	Ph.D
University of Illinois at the Medical Center Chicago, U.S.A.	Bioengineering/Physiology 1966-69	

PAST POSITIONS:

Student Apprentice, Elect. Eng. National Coal Board	1962-56
Electrical Engineer, National Coal Board, England	1956-57
Instructor in Electrical Engineering, Sunderland Technical College, England	1960-61
Chairman and Teacher of Mathematics and Physics, Science Department, American Academy, Athens	1962-66
Lecturer in Control Theory, University of Athens, Greece	1965-66
Special Lecturer in Cybernetics, IBM, Athens	1965-66

PAST POSITIONS (Cont.):

Research Assistant in Electrical Engineering, University of Illinois at Chicago Circle Campus, U.S.A.	1966-68
Research Staff, Department of Hematology, Presbyterian-St. Luke's Hospital, Chicago, U.S.A.	1966-67
Consultant, Brain Research Laboratory, Neuropsychiatric Institute, Chicago, Ill., U.S.A.	1967-68
Lecturer in Neurophysiology, Illinois College of Optometry, Chicago, Ill., U.S.A.	1968-69
Senior Lecturer in Neurophysiology, Illinois College of Optometry, Chicago, Ill., U.S.A.	1968-69
Instructor in Electrical Engineering in Information Engineering, Presbyterian-St. Luke's Hospital, Chicago, Ill., U.S.A.	1969-71
Assistant Biomedical Engineer, Department of Biomedical Engineering, Presbyterian-St. Luke's Hospital, Chicago, Ill., U.S.A.	1969-71
Consultant in Control Theory in Cardiovascular Research, Presbyterian-St. Luke's Hospital, Chicago, Ill., U.S.A.	1960-71
Executive Officer and Director, Graduate Program in Bioengineering, University of Illinois at Chicago, Chicago, Ill., U.S.A.	1960-71
Associate Professor and Associate Chairman, Department Presbyterian-St. Luke's Medical Center Chicago, Ill., U.S.A.	1971-76
Associate Professor of Physiology, University of Illinois at the Medical Center, Chicago, Ill., U.S.A.	1973-79
Senior Scientist, Department of Biomedical Engineering Rush-Presbyterian St. Luke's Medical Center Chicago, Ill., U.S.A.	1974-76
Consultant, Biofeedback Techniques, Department of Psychiatry,	



Rush Medical College	1977-78
Director of Graduate Nursing Physiology, Rush-Presbyterian-St. Luke's Medical Center, Chicago, 111., U.S.A.	1978-79
Director, Clinical Electroretinography, Department of Ophthalmology, Rush-Presbyterian-St. Luke's Medical Center, Chicago, 111., U.S.A.	1973-79
Associate Professor of Physiology and Ophthalmology, Rush-Presbyterian-St. Luke's Medical Center, Chicago, 111., U.S.A.	1976-
Senior Scientist, Department of Ophthalmology, Presbyterian-St. Luke's Hospital, Chicago, Ill., U.S.A.	1979-
Adjunct Professor of Bioengineering, University of Illinois Circle Campus, Chicago, 111., U.S.A.	1979-
Medical Student Advisor, Office of the Dean Rush PSL Med. Center	1979
Consultant in Physics and Physiology, Institute Vocal Sciences, Oak Park, 111., U.S.A.	1978
Associate Professor of Physiology and Ophthalmology, Rush-Presbyterian-St. Luke's Medical Center, Chicago, 111., U.S.A.	1976
Senior Scientist, Department of Ophthalmology, Presbyterian-St. Luke's Hospital, Chicago, Ill., U.S.A.	1979
Adjunct Professor of Bioengineering, University of Illinois Circle Campus, Chicago, 111., U.S.A.	1979
Medical Student Advisor, Office of the Dean Rush PSL Med. Center	1979
Consultant in Physics and Physiology, Institute Vocal Sciences, Oak Park, 111., U.S.A.	1978

AWARDS :

West Riding of Yorkshire, England Technological Award	1957-61
United States State Department Special Award	1966

Current Positions:

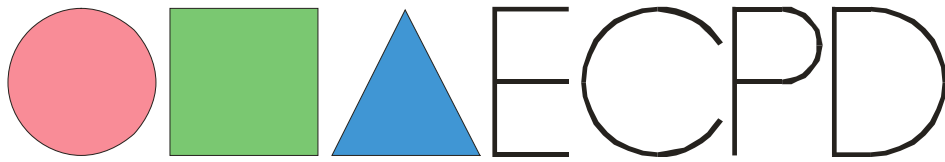
Athens Chair, Health Systems Management
 Director, International Affairs
 National School Public Health,
 Outreach Professor, International Health
 Rush Medical Center, Chicago
 Director, ECPD Regional Institute for Developing Studies, Skopje
 Professor, ECPD UN University Peace, Belgrade

Other Positions(1990-):

President ASPHER
 Council Member, ESST
 Council Member FICOSSER(current)
 Council Member, REMSP(current)

Sphere of Activities(1990-):

Greece, Balkan Region, Europe, USA, Japan, Latin America, Africa



Theoretical Approach-Systems Theory

His doctoral degree combined engineering approaches to biological systems using practical and analytical methods derived from electrophysiology, communication and control theory. His thesis examined the nonlinear dynamics of retinal function at the front end of the visual system and constituted the pioneering use of systems theory in biological systems.

Subsequent application of these techniques lead to the development of diagnostic systems development in ophthalmology and neurology and the establishment of an innovative vision research laboratory. By extension systems theory was applied to social and health service development and the development of large scale emergency services.

Language skills:

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	5	5	5
Greek	5	5	5
French	3	2	2
German(studied)	-	-	-

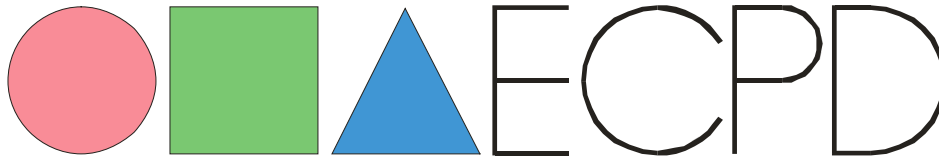
10. Present position:

- Founding Dean, National School of Public Health, Athens, Greece (1994)
- Professor and Chairman Department of Health Service Management, National School of Public Health, Athens, GR.
- Director, International Affairs, National School of Public Health, Athens, GR
- Past President, Association of Schools of Public Health in the European Region (ASPHER).

11. Years within the firm: 17

12. Key qualifications: (Relevant)

13. Specific Eastern Countries experience:



Prof. Dr. JAKOVLJEVIĆ ĐORĐE

CURRICULUM VITAE

Education

Graduated at the Medical Faculty of the University of Belgrade 1957. Postgraduate training with Master degree at London University 1962 with thesis "*Correlation between obesity and total cholesterol level in blood*".

Doctorate of Medical science 1969. at University of Belgrade with thesis "*Health care in the scope of factors influencing infant mortality*". Specialist of hygiene and social medicine since 1963.

Present professional position

Professor for postgraduate training at the ECPD. Professor of Medical Faculty in Novi Sad since 1979. Member of Medical Academy of Science since 1976. Special adviser for science at the Institute of cardiovascular diseases in Sremska Kamenica (1995-2006). Member of expert committee of the WHO since 1979, chairman and member of several technical groups in WHO.

Professional biography

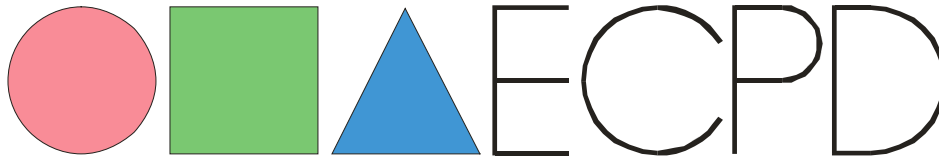
Visiting professor of University of Sarajevo, Moscow, Jakarta, Los Angeles. Professor of Clinical epidemiology on Medical Faculty at Banja Luka (1993-2002), guest lecturer at International Congress of Cancer New York (1978) and Manila (1990) on III International Congress of cardiovascular disease. Study visits in USA on several occasions. Principal medical researcher in six international projects.

Decorations

The highest decoration of the WHO – Bronze medal 1985, three high decorations of the SFRJ, decoration of Great German Cross, Decoration of Njegos I range Republic of Srpska. Several other recognitions of University and medical associations.

Bibliography

Author of 280 articles in international and domestic journals. Author of 6 textbooks and 28 monographs. Among others publications: "Quality of Life after Open Heart Surgery" Serbian academy of science and arts (2008), "Twenty years of MONICA project in Novi Sad" (2004).



CURRICULUM VITAE

LJUBIŠA S. ADAMOVIĆ

Education

Completed his undergraduate studies at Belgrade University's School of Journalism and Diplomacy. Earned a Master of Business Administration Degree from Ohio University (Athens, Ohio, United States). Received his PhD from Belgrade University's Faculty of Economics, writing a doctoral thesis in the area of International Trade Theory.

Current Position

Professor of International Economics and Dean of International Postgraduate Studies at the European Center for Peace and Development, established by the United Nations' University for Peace. From 1990 until 2007, he was Professor of International Economics and Director of the Program for Russian and Eastern European Studies at Florida State University (Tallahassee, Florida, United States). Prior to that, he served as Professor and Chairman of the Department for International Economics at Belgrade University's Faculty of Economics.

Professional Biography

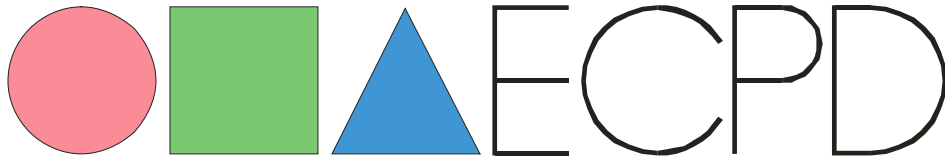
Professional experience includes activities related to international trade, economic journalism and economic research. Worked at the Institute for International Politics and Economics in Belgrade, and in various domestic and international consulting corporations in the areas of international trade and investment.

As a Visiting Professor, he lectured at leading Universities around the world, and on all continents except Australia. He taught courses in Serbian, English, Russian and French. Some of these teaching engagements included: Moscow State University "Lomonosov", Harvard University, Massachusetts Institute of Technology, Columbia University (New York), Universities of Cambridge and Oxford (England), University of California Berkeley, University of California Los Angeles (UCLA), Johns Hopkins University, Council for Foreign Relations (New York), the Royal Institute for International Affairs (Chatham House) – London, Northwestern University (Evanston Illinois), Case Western Reserve University (Cleveland, Ohio), Raenseller Institute of Technology (Albany, New York), Istituto d' Affari Internazionali (Rome, Italy), Foreign Service Institute (U.S. Department of State), Tuft's University's Fletcher School of Law and Diplomacy, Diplomatiska Akademie (Vienna, Austria), the Academy of Sciences of Romania, National War College – US Department of Defence, Washington D.C. etc.

Membership in academic and professional organizations

Member and managing positions held in various national and international professional organizations, including: The Learned Society of Serbia, The Academy of Science and Arts of Montenegro, President of the Economic Council of Yugoslavia, Economic Academy of the Association of Economists of Serbia and Montenegro, ASPEN Institute (Rome, Italy), The American Economic Association, The Southern Economic Association, The Yugoslav Economic Association, The American Association for the Advancement of Slavic Studies, The Mediterranean Social Science Research Council, etc.

In addition to engagements in economic research and faculty positions at universities and institutions, throughout his career, Prof. Adamović was engaged in areas related to economic diplomacy, serving as Special Advisor to the Yugoslav Secretary of State, First Negotiator for



establishing cooperation between Yugoslavia and the European Economic Community (Brussels), Yugoslav Representative at the Council of Mutual Economic Assistance (Moscow), and as a member of various Yugoslav Delegations to United Nations specialized agencies.

He was actively engaged in the process of formulating economic policy goals and introducing reforms to the economic system of Yugoslavia.

Awards and Recognitions

Listings:

Who's Who in the World (Marquise, Chicago)

Who's Who in World Finance and Industry (Marquise, Chicago)

International Who's Who

Who's Who in Yugoslavia (Prosveta, Belgrade)

Dictionary of International Biography (Melrose Press, Oxford, England)

Strathmore's Who's Who (New York)

Who's Who in Serbia (Bibliofan, Belgrade)

Who's Who Among America's Teachers – the Best Teachers in America Selected by the Best Students 1998 – 2005

Biographical Lexicon: Serbs in the World - Who's Who 1995 - 1999, Belgrade - Los Angeles, 1999

Recognitions:

October Prize from the City of Belgrade (1988) for the best book in social science

Medal of Merit – Ohio University (1985)

Medal of Labor with red flag (1980)

Medal of Labor with silver wreath (1965)

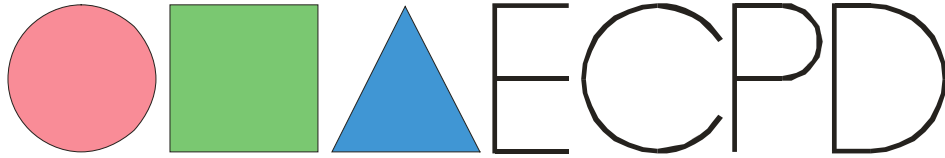
Phi Kappa Phi, 1958

Fulbright scholarship laureate:

Visiting lecturer (1962), Visiting professor (1970) and Distinguished professor (1978)

Bibliography

List of published works (books, articles, studies, monographs) in Serbian, Slovenian, Macedonian, Russian, English, French, Spanish, Italian, Arabic and Urdu languages encompass some 380 bibliographical units. His main research interests include the institutionalization of international economic relations, international economic integration, and the position of Serbia/Yugoslavia in the global economy.



CURRICULUM VITAE

Prof. Dr. Hannu V. Vuori

Education

Master of Arts (in Sociology), Univ. Of California, Berkeley 1966

Master of Arts (in Social Policy), Univ. of Turku, Finland 1967

MD, Univ. of Turku, Finland 1968

Ph.D. (in medicine), Univ. of Turku, Finland

Specialist in Public Health, National Board of Health, Finland 1979

Licentiate of Social Policy, Univ. of Turku, Finland 1980

Special Competence in International Health, Finnish Medical Association 2005

Work experience outside WHO and UN

Professor of Community Health, Univ. of Kuopio, Finland

Visiting Scientist, Harvard Center for Community Health, Boston

Visiting Scientist, National Center for Health Services Research, Hyattsville, Md.

Professor of Health Care Administration, University of Helsinki

Team Leader, Child Health Development Project (Ministry of Foreign Affairs, Finland), Vinh, Nghe An, Vietnam 2004-2007

Public opponent of doctoral candidates in several Finnish universities

Referee for several scientific publications

Work experience with WHO and UN

Different tasks in the WHO Regional Office for Europe from 1979 until 1999, including: Regional Officer for Primary Health Care; Chief, Research Promotion and Development; Regional Adviser for Health Care Management; and Chief of Cabinet

Consultant to the World Bank on quality assurance project in Malaysia, three months, 1990

WHO Special Representative to the Former Yugoslavia and Director of WHO's Humanitarian Assistance Programme 1993-1995

WHO Representative to Turkey August 1995- June 1998

Director, Department of Health and Social Welfare, UN Civil Administration, Kosovo August 1999-2004 (equivalent to the Minister of Health)

Awards

State Prize for Information Dissemination

Member of the Editorial Board of several scientific journals

Doctor Honoris Causa, University of Murcia, Spain

Honorary Member, International Society of Quality Assurance in Healthcare and Italian Society of Quality Assurance

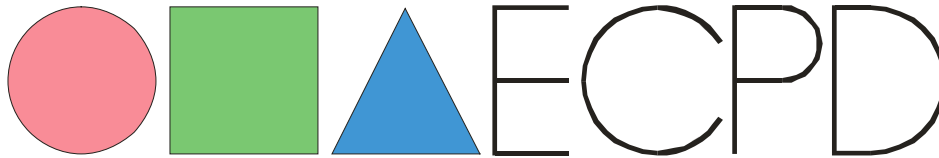
Honorary Member, Society of Primary Health Care Physicians, Kosovo

Chevalier, 1st class, Order of the White Rose of Finland

International Homenot Prize, Avedis Dohedian Foundation, Spain

Publications

Some 50 scientific articles, some 150 general and review articles, 4 books



CURRICULUM VITAE

Dr JANET DOROTHEA KIRKHAM,

- Current Occupation: Head of MBA Programmes (inc. MBA F/t and P/T, MA Management Studies and MSc International Business) and DBA Programme Director
University of Hertfordshire
- Qualifications:** **1993 Doctor of Philosophy,**
University of Sheffield
- 1985 BA (Hons) Urban Studies, Class 2.1**
University of Sheffield

PhD/DBA Supervision

I have three successful completions

I am presently Director of Studies for 2 PhD candidates and 1 DBA student

Key Publications

- 1999** (with HD Watts) Plant Closures by Multi-locational Firms: A Comparative Perspective. *Regional Studies* **35:5** pp413-424
- 1999** (with SM Richbell and HD Watts) "Labour Factors and Plant Closures in Multiplant Manufacturing Firms." *International Journal of Manpower*. Dec
- 1998** (with SM Richbell and HD Watts) "Downsizing and Facility Location: Plant Closures in Multiplant Manufacturing Firms" *Management Decision* **36:3** pp 189-198.
- 1998** (with HD Watts) "Multi-locational manufacturing organisations and plant closures in urban areas." *Urban Studies* **35:9** pp 1559-1575.

(NB List of publications is continued below)

CAREER HISTORY

University of Hertfordshire

2001 - Head of MBA Programmes, University of Hertfordshire Business School

Sheffield Hallam University

1998-2001 Principal Lecturer, Acting Senior Academic grade

Head of DBA and Doctoral programmes

1996-98 MBA (Part-time) Course Leader

1994-95 Senior lecturer, DMS (Part-time) Course Leader

1992-3 BA Business Studies; Final Year Tutor

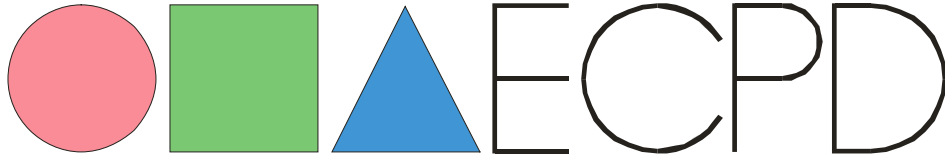
1987-90 Regular Visiting Lecturer, Sheffield Business School.

(whilst F/T PhD student at University of Sheffield)

1985-7 Research Assistant, Dept of Management Studies,
Sheffield City Polytechnic.

Teaching:

I now teach only at postgraduate level. I teach Strategic Management, some Small Business Management and Research Methods on the MBA programmes, supervise dissertations and contribute to the taught Research Methods component of our Doctorate in Business Administration.



RESEARCH

Main areas of research are in small business management, particularly the development of strategic management in SMEs.

My PhD thesis was on plant closures in multi-plant firms and focused on the decision-making process.

Publications (cont from p1)

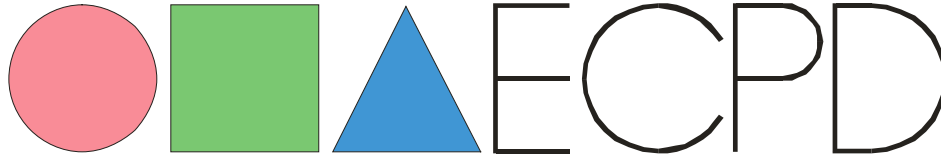
- 1997** (with HD Watts) “The influence of Plant Profitability on Closures in Multi-locational Firms” *Growth and Change* **28** (Fall) pp 431-446.
- 1992** (with HD Watts) “Start-ups and shut-downs in multi-locational firms: a comparative perspective” *Area* **24.3**, pp 295-301.

Conference papers

- 2002** with P Stead, *Personal Aims of Entrepreneurs versus Economic Aims of government; a false dichotomy*. 25th ISBA National Small Firms Policy and Research Conference.
- 2002** (with E Higgs) *Female SME Owners; valid or victims? Making a case for reassessing support provision*. Paper presented to the Small Business and Entrepreneurship Development Conference. University of Nottingham, April
- 2001** (with Marshall E and Smith K) *Succession in the family business: emotion versus rationality*. Paper presented to the Small Business and Entrepreneurship Development Conference, University of Leicester, March,
- 2000** (with Ward S) *Managing a small business: insights from a post-modern perspective*. Paper presented to 23rd ISBA National Small Firms Policy and Research Conference. Aberdeen. November
- 1999** (with Smith K) *The entrepreneur: recontextualising the concept*. Paper presented to the Small Business and Enterprise Development Conference, University of Leeds, March,
- 1997** *Do Personal Business Advisors add value*. Paper presented to 20th ISBA National Small Firms Policy and Research Conference.. Belfast November. (with Binns J)
- 1996** *Selective plant closures in multi-locational manufacturing organisations*. Paper presented at the 28th International Geographic Congress, The Hague. August. (with HD Watts)
- 1995** *Profits and Place: plant closures in single product multi-locational corporate systems*. Paper presented at the 42nd Annual Meeting of the Regional Science Association International, Cincinnati. Nov.
- 1994** *Sustaining Job Creation: A research note*. Paper presented to the 17th ISBA National Small Firms Policy and Research Conference, Sheffield. Nov.
- 1993** *Always the bridesmaid, never the bride; the wife in the small business*. Paper presented to the conference “The Personal Costs of Managerial Work”, Bolton Institute, Bolton
- 1987** *Hidden Assets: the use of domestic resources in the small business*. Paper presented at the Tenth National Small Firms Policy and Research Conference, Milton Keynes.
- 1986** *Small Business Development in Sheffield*. Paper presented at the Ninth National Small Firms Policy and Research Conference, Gleneagles.

External Examinerships

- 2004- Masters programmes in Management for University of Sheffield at City College, Thessaloniki
- 2000-4 MBA programmes and Strategy; Staffordshire University
- 2000-1 BA Business Studies: University of Hertfordshire
- 1998-01 BA Business Studies: University of Sheffield
- 1997-99 Strategy and Small Business Management: Swansea Institute of Higher Education



CURRICULUM VITAE

Prof. Dr. Johannes Jacobus Krabbendam

Academic education summary

Institution: University of Twente

Date From/To: 1-09-1964/1-09 -1970

Degree/Diploma: B.Sc. Mechanical Engineering

Institution: University of Twente

Date From/To: 1-09 –1970/1-09-1972

Degree/Diploma: M.Sc. Industrial Engineering and Management

Institution: University of Twente

Date From/To: 1-03 –1984/1-03-1988

Degree/Diploma: PhD

Affiliation

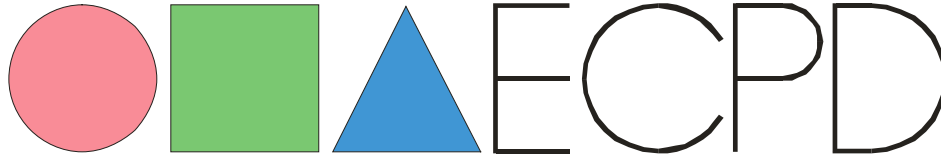
Full professor in Operations Management, Head of the department Operations, Organization and Human Resources

Qualifications for lecturing

Didactical note with MSc diploma.

Professional profile and expertise

- Has served as the dean of the School of Management Studies of the University of Twente, the Netherlands for 6 years
- Is currently Head of the Department Operations Organization and Human Resources of the School of Management and Governance of the University of Twente, the Netherlands
- Chairman and member of the advisory committees for the appointment of about 12 full professors in Management at the University of Twente
- Co-leader of the research program: Innovation & Entrepreneurship
- Main developer of the bachelor and master program in Health Care Management at the University of Twente
- Initiator of a research program in Health Care Management at the University of Twente
- One of the founders of the International Association for Research in Health Care Technology and Management (HCTM)
- Leader of research projects about innovation in the health care delivery processes at the Academic Hospital in Amsterdam and the Academic Hospital in Rotterdam
- Leader of a research project about technical innovation in Chinese enterprises funded by the Dutch Royal Academy of Science
- Was the leader of an EU funded program on joint curriculum development between 2 European universities and 1 Chinese university
- Participation in a joint research project with the University of New South Wales about decision-making dynamics between and within professions when scheduling emergency surgery
- Organizer of 5 international conferences on the Hospital of the Future
- Has developed and teaches bachelor and (international) master courses on Operations Management and Technical Innovation Management,
- Supervision of Master Student projects
- Supervision of PhD projects
- Member of (international) promotion committees



Involvement in research

- Research programmes and time periods
 - Innovation and process improvement at the Academic Hospital Amsterdam (2004 – present)
 - Benchmarking operation theatres of the Dutch Academic Hospitals (2005 – present)
 - Management of technical innovation in Chinese State Owned Companies (2001 – 2005)
 - Management of technical innovation of the Chinese Firms in the Transition Economy (China Exchange Program of the Royal Netherlands Academy of Science and Arts) (2006 -2010)
 - Managing supply chain relationships in a supply chain partly located in China, for the successful adoption of new products (2006 – present)
 - Stakeholder decision making during implementation of ICT systems in hospitals (2010 - present)

- Positions in the scientific community
 - Co-chairman International Association for Research in Health Care Technology and Management (HCTM)
 - Member of the editorial board of the International Journal of Manufacturing Technology and Management
 - Associate editor of the International Journal of Health Care Technology and Management
 - Member of the editorial board of the International Journal of Electronic Healthcare.
 - Member of the editorial advisory board of the Journal of Chinese Economic and Foreign Trade Studies
 - Secretary of the Dutch Organisation for Research in Economics and Management (NOBEM)
 - Member of the scientific counsel of the benchmarking project between the Academic Hospitals in the Netherlands
 - Member of the scientific counsel for business research at the Academic Medical Centre in Amsterdam

- Main publications

Master thesis

Krabbendam, J.J. *Invloedsystemen en behoeftebevrediging: een bedrijfsvergelijking tussen Nederland en Joegoslavië*, University of Twente, Enschede, 1972 (translation: *Workers participation in corporate decisions and employees motivation, a comparison between the Netherlands and Yugoslavia*)

Dissertation

Krabbendam, J.J., *Nieuwe technologieën en organisatorische maatregelen*, University of Twente, Enschede, 1988 (translation: *New Technologies and Organization Design*)

Inaugural speech

Krabbendam, J.J., *Slack, alleen als er niet meer te besturen valt*, Universiteit Twente, Enschede, 1992 (translation: *Slack, only if control is not possible*)

Books

Giesler, Eliezer, Koos Krabbendam and Roel Schuring (2003), *Technology, Health Care, and Management in the Hospital of the Future*, Preager Publishers, Westport, CT 06881.

Multimedia products

Krabbendam J.J. (2002), *The InnoBus Case, an interactive video case on operations strategy and business development*, University of Twente, Enschede

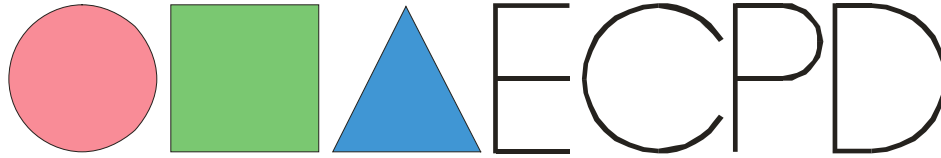
Chapters in books

Ren, L., Xie, G., & Krabbendam, J.J. (2004). Innovation in China: How does this affect business environment and multinationals' business relationships potential, in: Giroud, A., Mohr, A. and Yang, D. (editors), *Multinationals and Asia – Organizational and Institutional Relationships*, Chapter 5, Routledge.

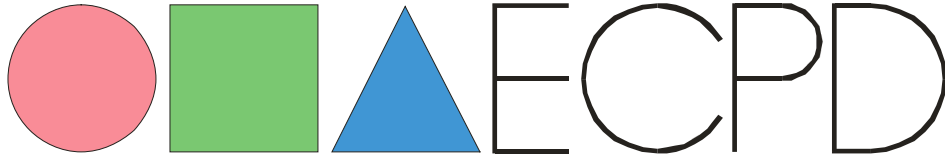
Ren, L., Krabbendam, J.J. & Weerd-Nederhof, P.C. de (2002). Application of a technical innovation audit tool in China: Three case studies of Chinese SOEs. In Xu, Q., Wu, X. & Chen, J. (Ed.), *Management of Technology and Innovation in the 21st Century*. (pp. 276-280). Zhejiang University Press. isbn. 7-900647-20-1.

Publications in scientific journals

Rosmulder, Remco, Koos Krabbendam, Toon Kerkhoff, Christine Houser, and Jan Luitse (2011), Computer simulation within action research: a promising combination for improving healthcare delivery?, *Systemic Practice and Action Research* (accepted)



- Ren, Liqin; Deming Zeng and Koos Krabbendam (2010), Technological innovation progress in Central China: a survey to 42 firms, *Journal of Knowledge-based Innovation in China*, Vol. 2 No. 2, 2010, pp. 152-170
- Rosmulder, Remco W., J.J. (Koos) Krabbendam, A.H.M. (Toon) Kerkhoff, Erik R. Schinkel, Ludo F.M. Beenen en Jan S.K. Luitse (2010), 'Advanced triage' geeft snellere patiëntdoorstroming SEH, zonder verlies aan kwaliteit van zorg *Ned Tijdschr Geneeskd.* 2010;154:A1109
- Ren, Liqin, Guangya Xie and Koos Krabbendam (2010), Sustainable competitive advantage and marketing innovation within firms: a pragmatic approach for Chinese firms, *Management Research Review*, Vol. 33, No. 1, 2010
- Sambeek, J., P Bakker, F. Cornelissen and J.J. Krabbendam, Models as instruments to optimize hospital processes: a systematic review (2010), *Journal of Health Care Quality Assurance*, vol:23, iss:4
- Rosmulder, Remco, Koos Krabbendam, Toon Kerkhoff, and Jan Luitse (2009), Action research and soft systems methodology for studying problems in emergency care delivery, *Int. J. Healthcare Technology and Management*, Vol. 10, Nos. 4/5, 2009
- Krabbendam, Koos, Elie Geisler, Guiseppe Turchetti and Nilmini Wickramasinghe (2009), Editorial, *Int. J. Healthcare Technology and Management*, Vol. 10, Nos. 4/5, 2009
- Lovett, Jon C., Peter S. Hofman, Karlijn Morsink, Arturo Balderas Torres, Joy S. Clancy, Koos Krabbendam (2009), Review of the 2008 UNFCCC meeting in Poznan, *Energy Policy* 37 (2009) 3701–3705
- Elkhuizen, S.G., J.R.C. van Sambeek, E.W. Hans, J.J. Krabbendam; P.J.M. Bakker, (2007) Applying the Variety Reduction Principle to Management of Ancillary Services, *Health Care Management Review*, Volume 32, number 1.
- Boer, H., J. Visser-Groeneveld, K. Krabbendam (2007), Editorial, *Int. J. Healthcare Technology and Management*, Vol. 8, No. 6, 2007
- Harten, Wim H., Marleen J.M. Veldhuis, Benhard .H. Hoeksma, Koos Krabbendam,(2007) Strategic behaviour of institutional providers in mental handicapped care in the Netherlands, *Journal of Health Care Organisation and Management* , Vol. 21 No. 2, 2007, pp. 184-193
- Elkhuizen, S.G., J.R.C. van Sambeek, E.W. Hans, J.J. Krabbendam; P.J.M. Bakker, (2007) Applying the Variety Reduction Principle to Management of Ancillary Services, *Health Care Management Review*, Volume 32, number 1.
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- Wognum, P.M.; J.J.Krabbendam; H.Buhl; X.Ma; R.Kennet (2004), Improving enterprise system support – a case-based approach, *Advanced Engineering Informatics*, (vol. 18), (pp. 241-253)
- Fehse, Karen I.A.and Koos Krabbendam (2004), How organisational politics explain IS implementation outcomes in hospitals, *International Journal of Electronic Health* (vol 1, no. 2), (pp. 139-148)
- Nijhof, A.; K.Krabbendam and J.C. Looise (2002), Innovation through exemptions: building upon the existing creativity of employees, *Technovation*, (pp. 675-683)
- Fehse, Karen I.A.; Koos Krabbendam and Harry Boer (2002), The role of politics in the implementation of information systems: a hospital case, *International Journal of Health Care Technology and Management*,(vol 4, nos. 3-4), (pp. 205-219).
- Geisler, Elie; Koos Krabbendam and Roel Schuring (2002), Editorial special issue on The Hospital of the Future, *International Journal of Health Care Technology and Management*,(vol 4, nos. 3-4), (pp. 181-182)



CURRICULUM VITAE

Prof. Dr. Jaakko Tuomilehto

QUALIFICATIONS:

MD, University of Turku, Finland 13.04.1973

MPolSc. (Sociology, Statistics, Psychology) University of Turku, Finland 10.09.1975

Ph.D. in Epidemiology and Community Medicine, University of Kuopio, Finland 28.10.1975

Title of the thesis: "Feasibility of a community programme for control of hypertension. A part of the North Karelia Project"

Docent (Assistant professor) in Epidemiology and Public Health University of Turku, Finland 19.06.1980

SCIENTIFIC CAREER:

University of Turku, Dept of Social Med, assistant (acting) 01.09.1971 - 30.04.1972

University of Turku, Dept of hygiene and social medicine, assistant (acting) 01.09.1972 - 31.12.1972

University of Kuopio, Department of Pathology, assistant 01.01.1972 - 31.05.1973

University of Kuopio, Department of Pathology, assistant 01.06.1973 - 31.08.1973

University of Kuopio, Department of Community Health, assistant 01.08.1974 - 30.06.1976

North Karelia Project, researcher 01.12.1974 - 31.05.1977

University of Kuopio, Prof of Community Medicine, (acting) 01.08.1977 - 31.07.1978

National Public Health Institute, Senior researcher, (acting) 01.08.1978 - 30.06.1980

Laboratory head, (acting) 01.01.1979 - 30.06.1979

World Health Organization (WHO), Western Pacific, Manila, Philippines, Medical Officer 30.06.1980 - 31.03.1982

University of Kuopio, Professor of Community Medicine, (acting) 01.04.1982 - 31.07.1983

National Public Health Institute, Head of the Monica Data Centre 01.10.1983 - 31.12.1986

University of Kuopio, Professor of Community Medicine 01.10.1986 - 30.06.1987

National Public Health Institute, Department of Epidemiology,

Director (acting) 01.08.1987 - 30.04.1991

Professor 15.06.1991 - 30.04.2000

Head for Diabetes and Genetic Epidemiology Unit 01.01.1995 - 30.04.2000

University of Helsinki, Department of Public Health,

Professor of Public Health 01.05.2000 -

Academy of Finland, Academy Professor 01.08.2000 -

Danube-University Krems, Austria 01.07.2001 -

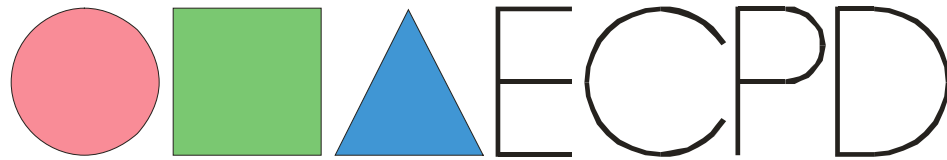
Visiting Professor of Epidemiology

OTHER ACTIVITIES:

1. Member of Committees in Finland

National Hypertension Committee of the Ministry of Health 1975 - 1977

Medical Research Council, Finnish Academy 1977 - 1980



National Committee for International Health, Affairs of Finland 1978 - 1980
Council for Social and Health Insurance for Eastern Finland 1978 - 1980
Working Group of Health Research in Developing Countries, Finnish Academy 1981 - 1982
National Committee for Developing Primary Health Care Teaching during Undergraduate Medical Training 1982 - 1982
National Hypertension Working Group of the Finnish Heart Foundation 1987 - 1989
National Working Group for Prevention of Cardiovascular Diseases, the Finnish Heart Foundation 1996 - 1997
National Working Group for Hypertension Care 1998 – 2001
National Working Group for the Development of Prevention and Treatment of Diabetes mellitus, Chairman, Subgroup on Primary Prevention of Type 2 Diabetes 1998 – 2000
National Task Force for the Primary Prevention of Type 2 Diabetes, Chairman 2001-

2. Awards

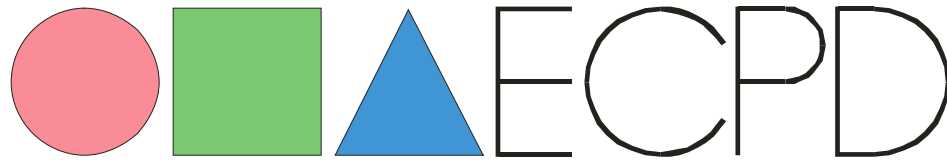
Prof. M. Viswanathan DRC Silver Jubilee Oration Award, Madras, India 1996
Kelly West Award for Outstanding Achievement in Epidemiology, American Diabetes Association, Chicago, USA 1998
Peter Bennett Diabetes Epidemiology Award, International Diabetes Epidemiology Group, Acapulco, Mexico 2000
Hans Chiari Memorial Lecture Award, Austrian Stroke Research Society, Krems, Austria 2001
Pfizer Visiting Professor, Department of Medicine, University of Michigan, Ann Arbor, Michigan, USA 2002
UNESCO – Hellmut Mehnert Award on aetiology and prevention of diabetes, Dresden, Germany 2002
Castelli Pedrolini Prize, EASD Annual Meeting, Budapest, Hungary 2002
MEDIX-award for the most outstanding publication in medical sciences from Finland in 2001 (New Engl J Med 2001;344:1343-50), Helsinki, Finland 2002

Honorary membership in scientific societies:

Argentine Diabetes Society 2000
Austrian Stroke Research Society 2001
European Society of Cardiology, Fellow 2001
The World Innovation Foundation, Fellow 2003

3. Membership of Scientific Societies

Finnish Society of Hypertension
- Board member 1990 -
- Vice President 1993 -1995
- President 1995 -1997
Finnish Society of Doctors "Duodecim"
Finnish Society for Social Medicine 1973-
Finnish Society of Epidemiology (Board member) 2000 -
Scandinavian Society for Social Medicine



International Diabetes Epidemiology Group

- Vice President 1994 -1997

- President 1997-2000

International Society of Hypertension 1974-

International Society and Federation of Cardiology Working Group on
Epidemiology and Prevention

- Board member 1986 -1990

European Society of Hypertension

European Society and Federation of Cardiology 1976 -

Council on Epidemiology and Prevention

- Board Member 1990 –1994

- Secretary 1994 -2000

- Vice-Chair 2000 - 2002

- Chair 2002-

International Council of Fetal Origin of Adult Diseases

-Board Member 2001 -2003

International Epidemiological Association 1976-

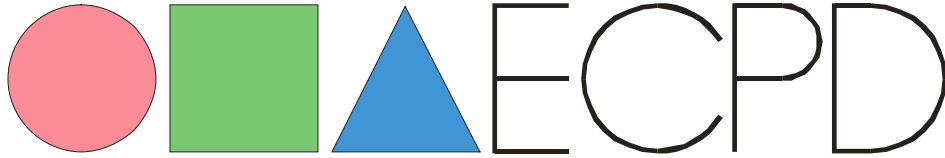
International Diabetes Federation 1993-

American Diabetes Association 1988-

European Association for the Study of Diabetes 1994-

International Stroke Society 1985-

International Society of Diabetes and Vascular Disease (Founding member) 2003-



Prof. Dr. MARINA BUJKO

CURRICULUM VITAE

Graduated from the Medical faculty of the University of Belgrade, Serbia in 1972.

Master thesis “The level of anti Herpes simplex virus antibodies in mothers’ and cord blood” defended at the Medical faculty of the University of Belgrade, Serbia at the end of 1979.

Specialization in microbiology and parasitology completed at the same faculty in November 1980.

Theses for doctorate in medical sciences “Herpesvirus hominis in normal and high risk pregnancy” defended at the Medical faculty of the University of Belgrade, Serbia in December 1984.

CONTINUED PROFESSIONAL AND SCIENTIFIC EDUCATION AT:

- National Institutes of Health (NIH) Bethesda, Washington, USA (1986)
- Institute for clinical and experimental virology, Free University Berlin, Germany
- School of Medicine, University of Melbourne, Australia

CURRENT POSITION:

Full professor, European Centre for Peace and Development, special advisor (medicine and biomedicine)

PROFESSIONAL BIOGRAPHY

First practical experience acquired during one year at the open psychiatric department of the Mental health Institute in Belgrade.

She started working as a scientific advisor and a product manager in pharmaceutical company “Krka-Slovenia” and remained until 1977, while the some time attending postgraduate courses (cardiology) at the Medical faculty of the University of Belgrade.

Academic carrier at the School of Medicine of the University of Belgrade began as an assistant in 1977 at the Institute of microbiology and immunology.

Selected for teaching positions as a docent (1986), associate professor (1991) and full professor (1996).

Apart for being engaged in teaching at the Medical faculty of the University of Belgrade, was also director of the Institute of Microbiology and immunology from 1993-1999.

Nominated as a full professor of microbiology and parasitology at the Medical faculty of the University of Montenegro in 2000.

During the period 1999-2002 was the head of the Department of microbiology and parasitology in the Institute for Health in Podgorica, Montenegro.

She initiated chair for the subject of microbiology and parasitology at the Medical faculty of the University of Montenegro and was at its head till the middle of 2004.

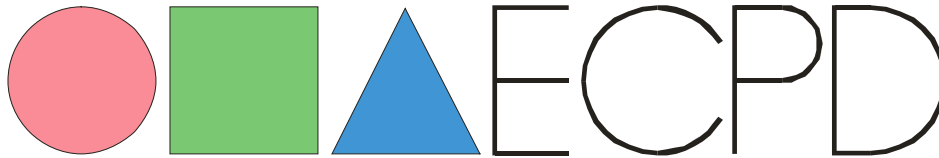
From May 2002 until July 2004 was director of the Institute for Health of Montenegro.

At the some time was a member of Overseeing committee for the reform of health activities in Montenegro organized and financed by the World Bank, as well as being a member of the Council for sustainable ecological development of the Government of Montenegro.

Visiting professor of the Superior Nursing School ,established by Lovisenberg University College (Oslo,Norway) in Montenegro ,during 2004 and 2005.

From October 2004 worked at the Institute for public health of the Republic Slovenia in Ljubljana, where she was at the head of Medical microbiology department (Centre for communicable diseases).She was also the counselor in the Centre for communicable diseases of the Institute for public health of the Republic Slovenia.

Prof. Marina Bujko actively participated in undergraduate and postgraduate teaching in the field of microbiology, immunology and human reproduction(Medical faculty of the University of Belgrade, Medical faculty of the University of Montenegro, School of medicine of the University of Skopje, FYR Macedonia).



In the period 1990-1995 was deputy president of the Interdisciplinary chair for gynecology and obstetrics at the Medical faculty of the University of Belgrade.

In the period 1986-1995 was a secretary of Interdisciplinary board for AIDS of the Serbian Academy of Arts and Sciences (SANU) and the member of the Commission for AIDS of the city of Belgrade.

Prof. Marina Bujko was mentor and co-mentor of numerous final papers, magisterial and doctoral thesis in the field of medical microbiology, especially virology, STD-agents and problems of human reproduction.

SCIENTIFIC PROJECTS:

- HERPESVIRUS HOMINIS AND THE PROBLEMS OF HUMAN REPRODUCTION (financed by the Ministry of Science of the Republic Serbia, 1986-1995)
- INFECTIVE AGENTS IN MEDICINE (financed by Ministry for Science of the Republic Serbia, 1991-1995)
- ANTI HIV ANTIBODIES IN THE RISK GROUPS AND THE DIAGNOSTIC METHODS FOR THEIR DETECTION IN THE BLOOD” (financed by the Secretariat for Science of the city of Belgrade ,1988-1990)
- THE ROLE OF VIRUSES IN THE HUMAN REPRODUCTION PROBLEMS (financed by SANU, 1990-1999)
- PLAZMA STERILIZATION (bilateral program of scientific-technological cooperation between Montenegro and Slovenia (2002-2004)

SCIENTIFIC AND PROFESSIONAL ASSOCIATIONS:

Prod.Marina Bujko was or is a member of:

- Commission for AIDS (SANU)
- Commission for AIDS of the city of Belgrade
- Section for Microbiology (Serbian Medical Society)
- Section for Microbiology (Medical Society of Montenegro)
- Section for Microbiology (Slovenian Medical Society)
- Balcan Microbiological Society (Microbiologia Balcanica)
- European Society for perinatal medicine
- European Society for gynecological oncology
- European Society for Clinical virology
- Representative of the Slovenia in certain EU networks, providing connections between EU member states in the field of infectious diseases, which include cooperation with some surrounding countries, WHO Regional centre for Europe and European Centre for Disease Control (ECDC).

OTHER ACTIVITIES:

Editor-in-chief and editor of the scientific magazine “Microbiologia (Acta biologica Yugoslavica), of the professional magazine “Medical essays” (Montenegrin Medical Society).

Member of the editorial board of Acta infectologica Yugoslavica.

Results of her own professional and scientific research presented at the great number of congresses, professional scientific meetings in the countries of former Yugoslavia, Europe and elsewhere as an active participant or invited speaker.

BIBLIOGRAPHY:

More than 300 bibliographic units (papers printed in local or foreign magazines, chapters in books or schoolbooks, monograph “Viruses and pregnancy”.

Quoted in world professional and scientific literature.

The main professional and scientific interests are: medical microbiology, immunology, virology ,STD agents and problems of human reproduction, perinatal infections, public health, health management.