

ECPD



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

ECPD INTERNATIONAL POSTGRADUATE AND DOCTORAL STUDIES



Urban and Environmental Management

2024.

Contents

About the ECPD 4

ECPD International Postgraduate and Doctoral Studies 6

The Organization of the ECPD International Postgraduate and Doctoral Studies 8

The Management of the ECPD International Postgraduate and Doctoral Studies 9

Admission Criteria 11

Urban and Environmental Management – Study Program 13

Urban and Environmental Management – Specialist Studies 13

Urban and Environmental Management – Master's Studies 15

Urban and Environmental Management – Doctoral Studies 18

List of Key Modules 21

Biographies of the Lecturers 29

ECPD Alumni Association 34

Career Matters! 35

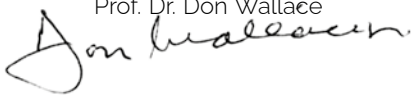


Welcome



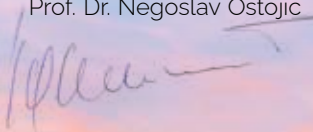
President of ECPD Academic Council

Prof. Dr. Don Wallace




ECPD Executive Director

Prof. Dr. Negoslav Ostojic



Dear Candidates,

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

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

This brochure provides the basic information on the Program on Urban and Environmental Management, as well as the answers to the most frequently asked questions about criteria.

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



About the ECPD

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

The University for Peace was established by the Resolution 35/55 of the United Nations General Assembly in 1980. In accordance with its Charter, the University for Peace is "...an international institution of higher education for peace and with the aim of promoting among all human beings the spirit of understanding, tolerance and peaceful coexistence, to stimulate cooperation among peoples and to help lessen obstacles and threats to world peace and progress, in keeping with the noble aspirations proclaimed in the Charter of the United Nations. To this end, the University shall contribute to the universal task of educating for peace by engaging in education, research, postgraduate training and dissemination of knowledge fundamental to the full development of the human person and societies, through the interdisciplinary study of all matters relating to peace".

Therefore, the University for Peace has the legal status necessary for the fulfillment of its mission and objectives. It has autonomy and academic freedom as regards its work, in accordance with its humanistic aims and within the scope of the United Nations Charter and the Universal Declaration of Human Rights. In that sense, "The University may enter into association or conclude agreements with Governments and intergovernmental and other organizations and institutions in the field of education; The University shall maintain close links with the United Nations Educational, Scientific and Cultural Organization in view of its special responsibilities in the field of education".

The University for Peace established by the UN was established as "... an international center for research, higher education and postgraduate studies", aimed specifically at "training for peace and international cooperation". To this end, the

Council of the University for Peace, at its session of 20 January 1983, passed Resolution UP-C2 for the establishment of the European Center for Peace and Development (ECPD) University for Peace established by the UN, whereby it was proposed that its headquarters should be in Yugoslavia. The Government of the Socialist Federal Republic of Yugoslavia accepted this initiative and, on 22 October 1984, concluded the Agreement for the Establishment and Status of the European Center for Peace and Development (ECPD), with Headquarters in Belgrade, with the University for Peace established by the UN. The Agreement was ratified by the Law adopted by the SFRY Parliament – by the Chamber of the Republics and Provinces on 28 June and by the Federal Chamber on 17 July 1985, and has been in force up to the present time.

This is how the European Center for Peace and Development (ECPD) of the University for Peace established by the UN, with its headquarters in Belgrade – the only university, regional, international and extraterritorial organization, which operates within the broader United Nations system in the region covering all countries signatories of the Final Act of the Conference on European Security and Cooperation (Helsinki, 1975) – was established.

In accordance with the principle of continuity of statehood, the Government of the Republic of Serbia assumed all obligations towards the ECPD arising from the above Agreement, including the provision of technical and accommodation facilities. According to that principle, first the State Union of Serbia and Montenegro and then the Republic of Serbia assumed the role of the host country.

Based on the principle of continuity of statehood, one of the main principles of the international law, all entities created from the parts of former Yugoslavia inherited and recognized the

laws and international agreements concluded by the SFR Yugoslavia. Accordingly, the ECPD enjoys the same status and the same rights in all the territories which represented an integral part of the Socialist Federal Republic of Yugoslavia in 1985 when the Law was ratified.

The European Center for Peace and Development of the University for Peace est. by the United Nations is managed by the ECPD Council and the Executive Director with a team of officials and experts. In carrying out its activities, the ECPD relies to a large extent on its close relations with numerous institutions throughout the world. Besides its Headquarters in Belgrade, the ECPD has also organized its operational units, affiliations, rep-offices and program units in many European countries.

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

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

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

- Postgraduate studies at the Specialist, Master's and Doctoral levels;
- Elaboration of research projects and studies devoted to the current problems of peace and development;
- Scientific meetings, symposia, conferences, courses and seminars at which the results of its researches are also presented;

- Publishing, printing and distribution of the proceedings of its scientific meetings, studies and other scientific papers relevant for the ECPD activities.

By its programs, the ECPD provides a scientific basis for the establishment of appropriate relations between market economies and economies in transition, thus alleviating and closing a gap in their levels of development. In addition to this, the ECPD programs promote a better understanding of and tolerance among countries and peoples, as well as peace, development and democracy. As an international, non-profit organization, the ECPD enjoys full academic freedom necessary for the attainment of these desired aims, especially with respect to the selection of the areas and methods of research aimed at promoting peace and disseminating knowledge about peace and development.

Numerous international and regional organizations have entrusted and entrust the European Center for Peace and Development of the University for Peace established by the UN with specific programs and projects, including the UN Industrial Development Organization (UNIDO), UN Educational, Scientific and Cultural Organization (UNESCO), UN Development Program (UNDP), UN Organization for Trade and Development (UNCTAD), International Monetary Fund (IMF), World Bank (WB), International Labor Organization (ILO), World Health Organization (WHO), UN International Children's Fund (UNICEF), World Trade Organization (WTO), International Atomic Energy Agency (IAEA), UN Commission on International Trade Law (UNCITRAL), Organization for Economic Cooperation and Development (OECD), Inter-American Development Bank (IDB), European Bank for Reconstruction and Development (EBRD), International Trade Center (ITC) and others.

The ECPD has so far carried out exceptional activities and achieved remarkable results, reflected in over 1 000 educational, research, consulting and other projects.

ECPD International Postgraduate and Doctoral Studies

Starting from its mission that peace is strengthened by development, the ECPD carries out numerous multidisciplinary activities aimed at improving the quality of life and consistent strategy for development of countries. Among these activities, special attention is devoted to dissemination of knowledge, education and professional development of human resources as a universal source of genuine progress of each society.

The main task of the ECPD is conducting research and organizing postgraduate studies and international transfer of knowledge, based on a synergetic and multidisciplinary approach to the studies oriented towards a timely and efficient solving of acute and chronic development problems relating to the quality of life in the specified regions of Europe, especially in its south-eastern part.

The ECPD International Postgraduate and Doctoral Studies are based on the affirmation of the highest international achievements, academic knowledge and experience. These studies offer candidates the highest level of teaching, but also request great dedication and hard work. Selection of courses, methods of teaching and renowned teachers guarantee quality and interesting studies that provide candidates with high level of knowledge required for successful performance of jobs in various fields, based on modern academic skills and their practical implementation.

The ECPD's motto is that postgraduate studies must provide the highest quality and contribute to the excellence.

The ECPD offers the following postgraduate programs at Specialist, Master and Doctoral levels:

- **General Management;**
- **Strategic Management;**
- **Financial Management;**
- **Global Financial Data Management;**
- **Production Management;**
- **Marketing Management;**
- **Urban Management;**
- **Environmental Management;**
- **Sustainable Development Management;**
- **Technology of Solving Development Problems;**
- **Human Resource Management;**
- **Health Management;**
- **Global Health Development;**
- **Biomedicine Study Program;**
- **Management in Science and Education;**
- **Management in Culture and Arts;**
- **Project Management;**
- **Entrepreneurship Management;**
- **Management of Quality and Logistical Processes;**
- **Management in Public Sector;**
- **International Economics, Finance and Banking;**
- **International Relations and Diplomacy;**
- **Economic Diplomacy;**
- **European Union, Integration and EU Law;**
- **International Business Law;**
- **International MBA School;**
- **International MBA-IT School;**
- **Peace Studies, Human Rights and Human Security;**
- **National Security Affairs;**
- **Security and Terrorism;**

- **Contemporary Intelligence Studies;**
- **Violent Extremism and Radicalization;**
- **Strategic Risk and Crisis Management;**
- **Disaster and Risk Management;**
- **Sports Management;**
- **Integrative Music Performance, Multimedia and Entrepreneurship;**
- **International Romology and Indology Studies.**

The ECPD postgraduate programs have been carried out in several ECPD centers, including:

- Belgrade and Novi Sad, Serbia;
- Sarajevo, Banja Luka and Mostar, Bosnia and Herzegovina;
- Zagreb and Pula, Croatia;
- Podgorica, Montenegro;
- Skopje, North Macedonia;
- Ljubljana, Slovenia;
- Tirana, Albania;
- Trieste, Italy;
- Sofia, Bulgaria;
- Timisoara, Romania;
- Budapest, Hungary;
- Vienna, Austria;
- Heidelberg, Germany;
- Brussels, Belgium;
- Athens, Greece;
- Ankara, Turkey;
- Helsinki, Finland;
- Paris, France;
- London, UK;
- Moscow, Vladivostok and Nizhny Novgorod, RF;
- Kuala Lumpur, Malaysia;
- Nicosia, Cyprus.

The ECPD Academic Council appoints the management and the permanent composition of the Council of the ECPD International Postgraduate Studies which consists of the competent academics and public figures from Serbia, Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia, Slovenia,

Albania, Italy, Spain, Bulgaria, Romania, Hungary, Switzerland, Austria, Germany, Netherlands, Sweden, Greece, Finland, France, UK, Russian Federation, USA, Canada, Japan and other countries.

This Council is responsible for proposing and innovating the academic programs, based on the attitude that education is the main investment in the overall technological, economic and social development of each country, especially in the circumstances of strong tendencies towards globalization of the world economy and keen competition in the international market.

The task of the Academic Council is to verify teaching curricula, course syllabi, method, place and time of organizing postgraduate studies, as well as other elements relevant for the quality of educational processes.

The Scientific and Educational Board of the ECPD International Postgraduate Studies is acting towards establishing connections with international, regional and national governmental and non-governmental organizations, as well as with renowned universities from Europe and the world.

We mention here some of the ECPD's partners: University of Trieste, UNIDROIT, International Development Law Organization (IDLO), (Italy); Diplomatic Academy of Vienna, UNCITRAL, Vienna University (Austria); Johns Hopkins Georgetown University, International Law Institute (ILI), Long Island University (LIU), LIFE University and Truman State University (USA); Universities of Castilla – La Mancha, Compulgence, Blanquerna Ramon Llull University (Spain); University of the West of England, University of Bradford (UK); University of Vaasa (Finland); University of Athens (Greece); Black Sea University, University of Arad and University of Timisoara (Romania); University of Skopje (North Macedonia); Universities in Sarajevo, Banja Luka, Tuzla and Zenica (Bosnia and Herzegovina); Universities in Ljubljana and Maribor (Slovenia); Universities in Belgrade, Niš, Novi Sad and Kragujevac (Serbia).

The Organization of the ECPD International Postgraduate and Doctoral Studies

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

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

ducting its study programs), online (via the Zoom platform) or combined (partly on site and partly online). This shall depend on several different factors, primarily on the outcome of the agreement between the candidates and the teaching staff in each particular case;

5. All obligations of the teaching staff and candidates within the scope of these studies shall be discharged in a timely, creative, high-quality and cooperative manner;
6. Prior to the beginning of each semester, all necessary literature for studying the contents of teaching in the relevant semester shall be provided; During the teaching days, the candidates shall have access to the Internet;
7. All administrative work and service linked to the teaching process shall be performed on time and in a reliable, high-quality and engaging way.

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



on the specific features of each concrete situation.

ECPD Methods of Teaching and Learning

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

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

ECPD Assessment Methods

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

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

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

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



The Management of the ECPD International Postgraduate and Doctoral Studies

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

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

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

Directors of the Program are **Prof. Dr Richard Pagett**, Future States, Wiltshire (UK), **Prof. Dr Nigel Carter**, President, En-Venture, London (UK) and **Prof. Dr Milutin Lješević**, University of Belgrade (Serbia) and **Prof. Dr Miroljub Kojović** (ECPD UPEACE, Serbia).

The Efficiency and Effectiveness of Studies

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

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

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

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

Academic Title

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

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

Admission Criteria

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

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

Furthermore, the following requirements should be also satisfied:

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

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

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

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

In order to satisfy the curiosity of the candidates, ad hoc instruction will be provided during the second and third semester. It is organized in the form of invitational lectures on the topics agreed in advance, which last 2-3 hours. The contents

of invitational lectures are complementary with the contents of lectures in the specified subjects, or in some of the topical issues which deserve academic attention.

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

Application Procedure

The ECPD evaluates each applicant individually and through a personal interview. Some factors, such as academic preparation, previous accomplishments, extracurricular activities, work experience, communication and interpersonal skills may be taken into account as contributing factors for admission criteria. Important criteria used for evaluating applicants are the letters of recommendations and performance during the personal interview conducted with each candidate prior to admission. The ECPD seeks potentially successful candidates who are involved, committed and responsible.

Applications are considered to be complete only after all supporting documents have been received. The Admissions Officer will inform applicants if information is missing and it is the responsibility of each applicant to ensure that any missing documents are provided promptly.

The official closing date for applications is February 15th, i.e. September 15th of the year of entry to the Program. Applications received after these dates will only be reviewed if space is available.

To process an application, candidates need to submit the following:

- A completed and signed Application form;
- Personal recommendation letter forms (desirable);

- An authorized copy of degree certificate(s) and transcript(s);
- Curriculum Vitae (CV) detailing relevant educational and professional experience.

Potential candidates who are attracted by what the ECPD has to offer, but unsure about their eligibility for our Program and whether it is the right course for them are invited to contact the Admissions Officer for an informal discussion.

The Application Form can be obtained from: the ECPD Office, Terazije 41, 11000 Belgrade, Serbia, Tel: +381 11 3246 041, Fax: +381 11 3240 673, E-mail: ecpd@eunet.rs office@ecpd.org.rs, Website: www.ecpd.org.rs.

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

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

Open Days and Interviews

Each year between May and July, we hold an Open/Interview Day at the ECPD Headquarters and ECPD centres in many European countries. The day typically includes a presentation on the Program by the Program Director, a short lecture given by an ECPD faculty member and an informal discussion with the potential applicant. These do not form part of the selection procedure, but are simply designed as „taster“ sessions to give a deeper insight into the ECPD program.

These days can be used as informational sessions only to find out more about the Program or they can be combined with a formal interview. Candidates who appear to meet, based on their application, our criteria

are invited to the ECPD for a formal interview. These interviews can be conducted at the ECPD Headquarters, other ECPD centers in many European countries or online.

Student Life and Accommodation

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

Academic Honesty Code

The ECPD, as an instrument of learning, is predicated on the existence of an environment of integrity. Members of the academic community, faculty, students, and administrative officials share the responsibility for maintaining an atmosphere and attitude of academic integrity. Candidates share this responsibility for maintaining standards of academic performance and classroom behaviour conducive to the learning process. All courses offered at the ECPD follow the official Academic Honesty Code as described hereafter.

Candidates are advised to familiarize themselves with the code as violations can lead to serious sanctions, including dismissal from the study program: “A candidate who willingly gives or receives aid during tests or exams, engages in cheating or plagiarism, copies another student's work, or submits material claimed as his or her own while it is copied from the Internet or other sources, will receive a grade 5 (Five) – not satisfactory, in the Program and could be dismissed from the ECPD. Before the sanction is taken, the candidate will have the right to a hearing in front of the Disciplinary Committee composed of the Program Director, two professors, and the candidate class representative”.

Urban and Environmental Management – Study Program

Large social importance of the Urban and Environmental Management Study Program (hereinafter: UEM Program) comes from the scientific and application value of Management, Urbanism, Ecology and related sciences.

Experts of this education profile are the main pillars for the studies and projections of spatial dimensions for the economic, social and environmental processes of urban development, with scientifically-based observance of natural and antropogenic potentials and constraints. Multidisciplinarity and interdisciplinarity, which require research of the development, planning and construction of urban areas, are largely secured by the complexity and causal conditionality of urbanism, environment, ecology and management. Realization of these studies is adjusted to the needs of sustainable urban and territorial development.

Urban and Environmental Management – Specialist Studies

UEM Specialist studies lasts 1 year (2 semesters) and brings 60 ECTS. Candidate's workload (expressed in ECTS credits) is evenly spread over the semesters. The curriculum of the UEM Specialist study program includes 8 mandatory courses and a preparation of the Specialist paper at the end of the Program. Candidates are required to pass all the examinations prior to the submission of the Specialist paper.

The main purpose of the ECPD Specialist Studies is:

- To prepare candidates who do not have a degree in this specific area but are already working or getting a position in this area;

- To enable those undertaking this program an effective and efficient knowledge of the main strategies and operational principles and applications to face huge challenges within the area.

Graduates of all ECPD postgraduate and doctoral programs, including specialist studies, should be capable of demonstrating a systematic understanding of knowledge. They should be capable of implementing originality in their application of that knowledge and solving and addressing problems. The main advantage of these programs is to enhance overall knowledge and skills in relation to a complex and demanding job. In relation to current and future employment, specialist's graduates will be expected to possess the skills needed to exercise independent expertise and to become efficient with the job.

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

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

Program Structure

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

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

Specialist Studies

No.	Course	Hours	ECTS	Semester
1.	Urban and Environmental Management	2L+2P	6	I
2.	Urban Sustainable Management	2L+2P	6	
3.	Sustainable Development Management	2L +2P	6	
4.	Energy Efficiency and Green Architecture	3L + 2P	7	
5.	Research Proposal		5	
Semester I		ECTS	30	
6.	Spatial and Urban Planning	2L + 2P	6	II
7.	Construction Land and Public Urban Infrastructure	2L + 2P	6	
8.	Sustainable City, Basic Services & Habitat	2L + 1P	4	
9.	Ecomanagement	2L + 1P	4	
10.	Specialist Paper		10	
Semester II		ECTS	30	
Total		ECTS	60	



Urban and Environmental Management – Master's Studies

UEM Master's studies are organized as a one-year program (60 ECTS) or as a two-year program (120 ECTS), depending on the previously acquired ECTS (240 ECTS or 180 ECTS). Candidate's workload (expressed in ECTS credits) is evenly spread over the semesters. The curriculum of the UEM Master's study program includes mandatory and elective courses, as well as a preparation of the Master's thesis at the end of the Program. Candidates are required to pass all the examinations prior to the submission of the Master's thesis.

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

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

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

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

- Enabling candidates to focus on a particular aspect of a broader subject area in which they have prior knowledge or experience through previous study or employment;
- Enabling candidates to focus on a particular subject area or field of study in greater depth than they encountered during the course of previous study or experience. This may include enabling candidates to develop knowledge of a new discipline or field of

study in combination with a relevant subject area in which they have prior knowledge or experience;

- Enabling candidates to learn how to conduct research, often linked to a particular discipline or field of study;
- Enabling candidates to undertake a research project on a topic within the area of interest that makes up the majority of the overall assessment;
- Enabling candidates to specialize or to become more highly specialized in an area of employment or practice related to a particular profession.

Characteristics of the ECPD Master's Graduates

Graduates of ECPD Master's Studies typically have:

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

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

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

Program Structure

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

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

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

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

1-Year Master's Program

No.	Course	Hours	ECTS	Semester
1.	International Relations, Integration and Globalization	2L+2P	5	I
2.	Principles of Economics, International Business Environment and Transition	2L+2P	5	
3.	Sustainable Development Management	2L+2P	5	
4.	Regional, Urban and Rural Development	2L+2P	5	
5.	Strategic Management, Change and Risk Management Organizational Behavior and Human Resource Management	2L+1P	5	
6.	Methodology of Scientific Research	2L+2P	5	
Semester I		ECTS	30	
7.	Integrative Protection of Cultural Heritage Urban Restoration	2L+1P	5	II
8.	Urban Sustainable Management Sustainable City, Basic Services & Habitat	2L+1P	5	
9.	Ecomanagement Construction Land and Public Urban Infrastructure	2L+1P	5	
10.	Energy Efficiency and Green Architecture Green Infrastructure and Adaptation of Cities to Climate Change	2L+1P	5	
11.	Master's Thesis	15P	10	
Semester II		ECTS	30	
Total		ECTS	60	



2-Year Master's Program

No.	Course	Hours	ECTS	Semester
I YEAR				
1.	International Relations, Integration and Globalization	2L+2P	6	I
2.	Principles of Economics, International Business Environment and Transition	2L+2P	6	
3.	Urban Sustainable Management	3L+3P	7	
4.	Strategic Management, Change and Risk Management	2L+2P	6	
5.	Regional, Urban and Rural Development Organizational Behavior and Human Resource Management	2L+2P	5	
Semester I		ECTS	30	
6.	Methodology of Scientific Research	3L+2P	7	II
7.	Sustainable Development Management	3L+2P	7	
8.	Spatial and Urban Planning	3L+3P	8	
9.	Sustainable City, Basic Services & Habitat	3L+3P	8	
Semester II		ECTS	30	
Year I		ECTS	60	
II YEAR				
10.	Urban Restoration Green Infrastructure and Adaptation of Cities to Climate Change	3L+2P	7	III
11.	Integrative Protection of Cultural Heritage	3L+3P	8	
12.	Ecomanagement	2L+2P	7	
13.	Construction Land and Public Urban Infrastructure	7P	8	
Semester III		ECTS	30	
14.	Energy Efficiency and Green Architecture	3L+2P	8	IV
15.	Master's Thesis	15P	22	
Semester IV		ECTS	30	
Year II		ECTS	60	
Total		ECTS	120	



Urban and Environmental Management – Doctoral Studies

ECPD PhD study program "Urban and Environmental Management" lasts at least three years (6 semesters) and brings 180 ECTS credits. Upon successful completion of the Doctoral Program, the candidate acquires an academic title PhD in Urban and Environmental Management. Candidate's workload (expressed in ECTS credits) is evenly spread over the semesters. The curriculum of the UEM program includes seven mandatory exams and six elective blocks and a preparation of the Doctoral Dissertation in the third year of the Program. By combining mandatory and elective courses, candidates acquire and improve their knowledge in the sciences of Management, Urbanism and Environment, as well as in various scientific disciplines enabling a holistic approach to the multidimensional and complex management of development, urban planning and the development of the urban areas and their environments.

In addition to seven mandatory courses, a candidate acquires, by electing six courses, the competency for preparation of Doctoral dissertation and decides on the scientific discipline and problems that will be the subject of his/her doctoral research. Candidates are required to pass all the examinations from the first two years of the Program prior to the submission of the Doctoral dissertation. In order to fulfill all the conditions preceding a defense of the Doctoral dissertation, the candidate has to publish at least 2 (two) scientific papers in international or other reference scientific journals.

Teaching at the Doctoral studies is mostly of an individual character, together with the mentor's consultative work with the candidates. Special attention is devoted to the study research work which is being taken continuously in coordination with the study courses. In that sense, elective study courses are mostly conditioned by the

research work and it is expected that a mentor of the candidate's Doctoral studies is involved with the election of these courses.

Such a structure of the program supports the basic goal of the Doctoral studies, that is education for top professionals, trained for independent and team scientific and research work and for the application of scientific knowledge in the policies, programs and urban development management, as well as for the efficient transfer of acquired knowledge through various forms of education.

Purpose of the Study Program

Purpose of the UEM study program is the development of science, critical thinking and an education of those human resources qualified to conduct independently original and scientifically relevant research, and its application to scientific disciplines in the area of Urban and Environmental Management.

Those who acquire the title of PhD in the area of Urban and Environmental Management shall be qualified for the management of the processes, policies and programs for the sustainable development and planning of urban areas, as well as for the monitoring and implementation of initiatives and development programs from this area based on the principles and policies of the European Union.

The UEM program has the following goals:

1. Primary goal of this Program is acquisition and synthetization of modern knowledge in appropriate scientific disciplines in the field of Urban and Environmental Management. This allows the creation of top experts qualified for independent and team scientific and research work that will continue the development of theoretic and application dimensions of various scientific disciplines.
2. Specific goals of this Program are acquiring quality and modern scientific knowledge, capacities and academic skills in Management, Urbanism, Ecology and related sciences and competences in accordance with the international standards. The PhD

graduates will be qualified to improve the academic and research achievements in the field of Urban and Environmental Management, and they will be competitive in the national and international labour markets.

3. The specific goal which should be achieved by this Program is related to the fact that importance of applicability, multidisciplinary and interdisciplinarity of academic knowledge, abilities and skills acquired in the field of Urban and Environmental Management, will grow in proportion to the growth of urbanization and the necessity for ongoing adjustments in urban areas to the challenges of fast environmental, economic and social changes.

After successfully completing the UEM Program, a PhD in Urban and Environmental Management acquires competences in accordance with the purpose and goals of the Program:

1. After completing Doctoral studies, they acquire knowledge and skills, and develop abilities and competences for resolving independently practical and theoretical problems in the field of Urban and Environmental Management, while applying the holistic approach and modern scientific methods and procedures.
2. They are now qualified for the implementation, use and synthesis of the most modern knowledge in the field of Urban and Environmental Management, for independent and team academic and

research work and for the organization and application of development research in the management of sustainable urban development processes, policies and programs, as well as for the planning of urban areas.

3. They can participate in international scientific projects and contribute to the development of academic disciplines and Management, Urbanism, Environment and related sciences.
4. They are able to think critically and act creatively and independently.
5. They are fully acquainted with the principles of the ethical code of academic practice.
6. They can communicate on a professional level in disclosing and publishing scientific and research results in scientific meetings and journals.
7. They can be included in the education process of higher education institutions.

Program Structure

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

- 7 mandatory courses;
- 6 elective courses out of 13 offered;
- Publication of 2 scientific papers in international and other reference journals (prerequisite for defense of the doctoral dissertation);
- Doctoral dissertation preparation (4 phases) and defense (60 ECTS in total).



Doctoral Studies

No.	Course	Hours	ECTS	Semester
I YEAR				
1.	International Relations, Integration and Globalization	2L + 2P	6	I
2.	Principles of Economics, International Business Environment and Transition	4L + 3P	9	
3.	Urban Sustainable Management	4L + 3P	9	
4.	Methodology of Scientific Research and Problem Solving	3L + 2P	6	
Semester I		ECTS	30	
5.	Strategic Management, Change and Risk Management Investment Planning and Project Management	4L + 4P	10	II
6.	Sustainable Development Management Regional, Urban and Rural Development	3L + 3P	10	
7.	Spatial and Urban Planning	3L + 3P	10	
Semester II		ECTS	30	
Year I		ECTS	60	
II YEAR				
8.	Organizational Behavior and Human Resource Management – Public and Private Sector Geoinformation Systems in Urban and Environmental Management	4L + 4P	10	III
9.	Construction Land and Public Urban Infrastructure	3L + 3P	10	
10.	Sustainable City, Basic Services & Habitat	3L + 3P	10	
Semester III		ECTS	30	
11.	Urban Restoration Urban Environment Ecomanagement	3L + 3P	10	IV
12.	Integrative Protection of Cultural Heritage Green Infrastructure and Adaptation of Cities to Climate Change	3L + 3P	10	
13.	Energy Efficiency and Green Architecture Organization of Environmental Construction	3L + 3P	10	
Semester IV		ECTS	30	
Year II		ECTS	60	
III YEAR				
Doctoral dissertation I phase (literature collection and review)			60	V and VI
Doctoral dissertation II phase (defining the topic and applying)				
Doctoral dissertation III phase (preparation and work on the dissertation)				
Doctoral dissertation defence				
Year III		ECTS	60	
Total		ECTS	180	

The Doctoral studies lasts at least three years and are accredited with 180 ECTS with prior duration of Undergraduate and Master's studies of at least 5 years and 300 ECTS. The Doctoral dissertation is the final part of the study program of Doctoral studies, except for the Doctorate of Arts which is an artistic project. The volume of the Doctoral dissertation should range from 80.000 to 100.000 ±10% words. The prerequisite for the defense of the Doctoral dissertation is the publication of two scientific papers in international and other reference journals.

List of Key Modules

1. Principles of Economics, International Business Environment and Transition

This course is intended to familiarize candidates with modern trends in the international economic relations and global economy in general. The course covers the following topical sections and themes:

- Theoretical analysis of international trade and international economics – mercantilist concept of foreign trade, theory of absolute advantages, comparative advantages, reciprocal demand and production factor trends; specifics of the international trade policy in comparison to the national economic policy; advantages and disadvantages of a liberal foreign trade policy;
- Modern globalization effects and problems of countries in transition – globalization and relation towards national economy and general sovereignty; risks and negative effects of globalization; market and non-market methods for establishing domination; globalization and asymmetrical economic development; position of a small national economy in the process of globalization;
- International economic integration – main features and institutionalization of modern international economic relations; transnational companies as drivers of globalization and the dynamic factor of development for the global economy; the widening gap between developed and developing countries and the methods for how to overcome this gap; causes of the phenomenon; functional and institutional methods for international regional economic integration;
- Role of the financial factor in international economic relations – the role of international financing in the process of economic development; relevance of the balance of

payments as a criterion for the assessment of a national economy; types of foreign exchange rates and their advantages and disadvantages; major foreign exchange markets in modern circumstances; capital exports, leading capital exporting and capital importing countries.

2. Methodology of Scientific Research and Problem Solving

This course is intended to provide a deeper understanding of the scientific knowledge, scientific methods and scientific research, meaning of ontological, epistemological and axiological hypotheses in research, as well as a deeper knowledge of the ethical implications of research in the fields of management, marketing, business, organization and IT systems. The course covers the following topical sections:

- Paradigmatic approaches to research – metatheoretical hypotheses in research, scientific theory and research;
- Scientific knowledge – a contemporary comprehension of sources and the acquisition of knowledge, scientific terms, statements and arguments; structures and functions of scientific knowledge;
- Scientific method – nature, types and functions of the modern scientific method;
- Scientific research – character and research functions; main types of research; structure and process of empirical research; quantitative, qualitative and combined research; research assessment criteria; ethical aspects of scientific research; guidelines in research planning and implementation.

3. Spatial and Urban Planning

This course is intended to familiarize candidates with those tendencies in spatial and urban

planning, studying the methodology and practice of spatial and urban planning from the examples implemented in practice. The course includes the following thematic sections:

- Tendencies in the spatial planning of territorial development – key documents and sustainable development policies in the EU; strategic planning and the role of environmental planning in the EU; tendencies in spatial planning in the EU member states – a comparison of the planning systems and approaches; spatial planning system; spatial planning methodology and process;
- Tendencies in urban planning – key documents and policies of sustainable urban development in the EU, key urban planning issues, approaches, methodology and methods of urban planning, process of urban planning;
- Efficiency of implementation of the spatial and urban planning – coordination of the planning basis, support to implementation (policies, institutional-organizational arrangements); information, monitoring and control systems.

4. Construction Land and Public Urban Infrastructure

This course is intended to familiarize candidates with: the construction land theory and policy of management, and the financing of city development, while combining the elements of policies, spatial and urban economics, legal regulations and planning; public infrastructure forms, networks and structures; theoretical and methodological planning scheme and programming for the development of the public utility infrastructure as an integral whole within the structures and activities of the city. The course includes the following:

- Construction land – definition, historical development, areas of usage;
- Spatial data – introduction to the construction land policy in the transitional economies and market economy countries; land policy instruments; construction land problems in the

cities; role of the land policy in regulating the urban growth; evaluation of the construction land, city rent, instruments for capturing an increased value of the construction land; construction land planning, management and finance; economic regulation, links with urban, economic and local development policy and communal economy policy; indicators; base system reforms and construction land policies, privatization, property and leasing;

- Public urban infrastructure – public infrastructure in cities and urban productivity (the state of buildings and networks, connections with urban structures, surpluses and deficits, utility services); transport, water energy and communication infrastructure (forms, networks and structures, functioning, organization, status, planning); capital utility infrastructure planning, (connection with larger spaces and systems, place in urban plans, sectoral and integral planning, implementation); development programming of the utility infrastructure (development program of capital utility infrastructure, growth management programs, growth management instruments, developing programs for public infrastructure improvement, revitalization and reconstruction programs, crucial parts of the programming process).



5. Strategic Management, Change and Risk Management

This course is intended to familiarize candidates with the idea, concepts and methods of strategic planning and management, as well as with change management and risks. The course includes the following:

- Definition of strategic planning and program – types of strategies; strategy formulation and implementation; corporate strategies and management of stakeholders; strategic goals and goal hierarchy; strategy vision and mission; analysis and projections of the environment and factors (SWOT, PESTEL, SOSTAC); strategy formulation and strategic management models; dynamic networks and planning for strategy implementation; diversification and portfolio; strategy control and implementation;
- Change and risk management – simple and organizational structure; change management; leadership and strategic plan management; risk management.

6. Investment Planning and Project Management

This course is intended to present the investment planning principles and practices in the public and private sectors, especially in the field of Urban Management. The course includes the following topical sections:

- Investment Planning – introduction, subject and task of investment planning; types of investment planning; national and local investment plan; interior design (investment and development); public procurement; principles and programs of concessions; preparation of the investment plan and investment programs;

graphical and numerical investment analysis; investment control;

- Project Management – investment project and program management; project management principles and methods; project management and public participation; intellectual property protection in project management; role of international finance in the process of economic development.

7. Sustainable Development Management

This course is intended to familiarize candidates with the concept, indicators, planning and sustainable development management. The course includes the following thematic sections:

- Sustainable development concept – history of sustainable development, paradigm of sustainable development, from Agenda 21 to Rio+20;
- Sustainable development indicators – economic, environmental and social indicators of sustainable development;
- Sustainable development planning and management – resource maintenance and management for sustainable development; demographic policy and sustainable development policy, protection and improvement of human health, vision and mission of sustainable development, sustainable development models, preparation of sustainable development strategies, plans and programs (national and local); implementation of sustainable development strategies, plans and programs; participation of the public in the sustainable development programs; promotion of the idea of sustainable development and sustainable behavior.

8. Regional, Urban and Rural Development

This course is intended to familiarize candidates with theories, concepts and approaches to sustainable regional, urban and rural development.



The course includes the following thematic sections:

- Regional development – introduction in regionomics; regionalization and regional development – theoretical basis and concepts; definition and typology of regions; legal and institutional framework of the regional development; financing regional development; policy of the regional development of the European Union; regional development strategies;
- Sustainable urban development – sustainable development of the city through history; concept of sustainable development of the city; city in the region – types of urban regions, daily urban systems; problems of urban sprawl; urban development strategies of the city;
- Sustainable rural development – EU integrative rural development and policies; sustainable development and planning of rural areas and settlements; development of communal and social infrastructure in rural regions.

9. Organizational Behavior and Human Resource Management – Public and Private Sectors

This course is intended to familiarize and train candidates for the implementation of the Total Quality Management (TQM) which was developed as a response for private business to meet the needs of the consumers, reduce costs and continuously improve the performance of companies. TQM refers more to general philosophy or a change of the mindset paradigm, than to a specific set of procedures, processes and management rules. The course includes the following thematic sections:

- Total Quality Management – basic elements of Total Quality Management or TQM; strategy of management in all organizational processes; group dynamics, organization design and organization development; social and technological systems, motivation,

corporate culture, development management; role of HRM in TQM (strategic plan, operating plan, processing plan); management system models;

- Human resources in the TQM system; education for managers; preparation and training of workers;
- Project and program management – management ethics; implementation of programs and projects; environmental logic of the TQM system.

10. Geoinformation Systems in Urban and Environmental Management

This course is intended to familiarize candidates with modern geoinformation systems and technologies. Candidates are expected to gain insight into the opportunities provided by geoinformation systems in urban management; learn the basic elements of the use and implementation of geoinformation systems; learn the elementary and advanced spatial analyses



based on which information is obtained for the improvement of the decision-making process.

The course contains the following thematic sections:

- Introduction to GSI and geoinformation technologies – definition, historical development and areas of implementation;
- Spatial data – collection of spatial data, types of data; coordinate reference systems and projections; vector and raster data, spatial and meta databases; cartographic modelling in a GIS environment Introduction to Web GIS and Web cartography, virtual globes and 3D city models, Web GIS OGC services – Internet development; Internet cartography; geoportals; Web GIS; virtual globes, Google Earth, KML, CityGML; OGC standards and services; use of OGC services in desktop GIS applications;
- Elementary and advanced spatial analyses – manipulation of attribute data, attribute enquiries; spatial selection and spatial enquiries; geometrical operations over vector data; spatial interpolations; deterministic methods, concept of geostatistical methods; raster data operations – map algebra, filtering, geomorphometrics; spatial

statistics, “Exploratory data analysis”, spatial linear regression;

- Overview of the most important GIS software – overview of the ESRI ArcGIS software system, open-source software (SAGA, QUANTUM, GRASS...).

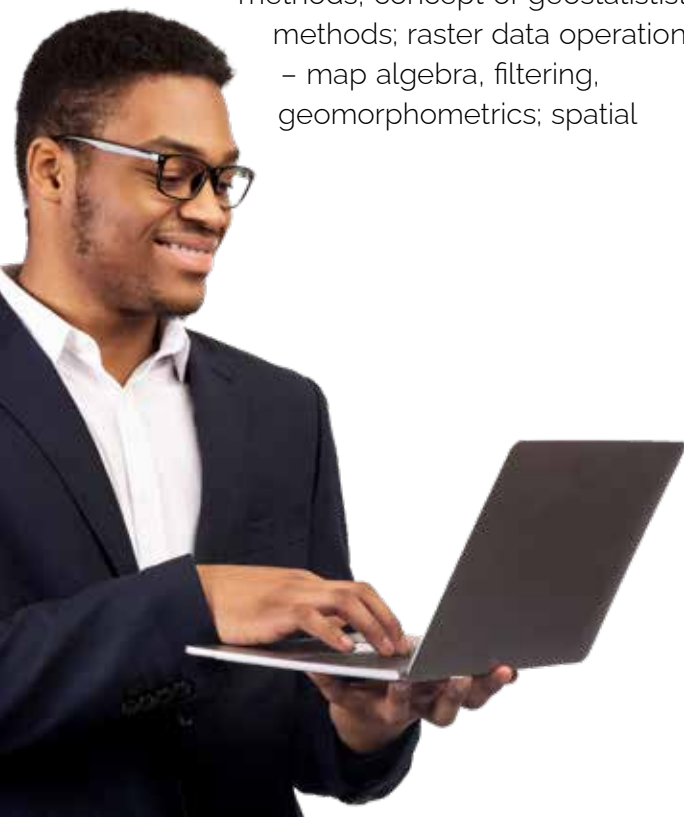
11. Urban Environment

This course focuses on the recognition and understanding of urban-ecological systems and the quality of the urban environment, as well as learning to apply environmental concepts and principles for city development. The course includes the following:

- Introduction to urban ecology – urban-ecological systems, sub-systems, elements, structures, environment system, contemporary anthropogenic factors which specifically influence the quality of the environment;
- Quality of the urban environment – functional dependence of the environmental quality on degradation elements, pollution and interference, energetics, the flow of matter, productivity and rentability of urban-ecological systems; balance of the environmental system and energy, defining environmental quality, environment planning coefficient as a measure for environment quality; biology and physiology of the city; pathology of the urban environment;
- Development of ecological city concepts – history of ecological city concepts and Doxiadis' development laws; basic principles of environmental planning and city functioning laws; protection against elementary catastrophes and technological disasters in urban and spatial planning; composition of the eco city; from prehistoric constructions to cosmopolis (retrospective and perspective).

12. Urban Restoration

This course is intended for acquiring knowledge on urban revival and the methods necessary for the process of urban revival. Another objective of the course is mastering the techniques for



insight into differences which exist in relation to new developments and differences which urban revival introduces into the environment. The course includes the following:

- Introduction to urban revival – basic definitions and terms; major theories and work methods in the field of urban revival;
- Models and evaluation criteria for the building fund – models for building fund inventory, determining the dimension, size and time; construction, duration and dissolution of the fund; determining the criteria for evaluating the existing building fund, valorization of the physical structure and economic potential; studies of the current situation, analysis and determining of potential dangers;
- Urban revival decision making process – legality of urban revival; socio-economic conditions of urban revival; functional changes; factors, principles of strategic decision-making projection of changes which may be expected in the building fund in the future; cost-benefit analysis of urban revival – identification of problems in the decision-making process; hierarchy of problems, multidisciplinary cooperation;
- Urban revival methods – choice of optimal methods for urban revival in the physical, social and economic sense; process management and coordination of multidisciplinary teams for the realization of urban revival; creating the building environment with a continual disintegration of its individual parts, newly created structures as implantants or potential cultural heritage; mobility, multiculturalism and globalization as a historically known phenomenon of urban revival.

13. Ecomanagement

The objective of this course is the recognition of principles and methods of ecological management. The course includes the following:

- Ecological management – introduction of ISO standards into the ecological management

system; development of the ecological policy; significance of operational and strategic planning in ecomanagement; sustainable development and ecomanagement; environment monitoring and auditing;

- Ecomanagement methods in managing the urban environment – environmental management; ecological action plans; analysis of the influence on the environment; developing the impact assessment; integrated prevention, monitoring and controlling environment pollution and management solutions; environmental program and project management.

14. Integrated Protection of Cultural Heritage

The objective of this course is to give insight into the principles, doctrines and methodology for the practical implementation of a specific transdisciplinary strategy of urban and spatial protection, which is based on the reconciliation of demands for cultural heritage preservation and the objectives of urban planning. The course includes the following:

- Significance and role of cultural heritage – major definitions and terms; history and the cultural heritage duty of care; from natural to spiritual heritage; valuation – from personal to universal values (first degree and second degree valorization); orientation and identification in space – the role of cultural heritage;
- Cultural heritage protection – cultural heritage properties – non-renewable resources; protection doctrine; principles of cultural heritage protection; perusal of architectural heritage – methods and auxiliary disciplines; cultural heritage types; legal framework for the protection of cultural heritage, international and national convention, declaration, charter and others;
- Protection planning and management and cultural heritage use – cultural heritage in spatial and urban plans, sectoral plans and

planning; identification of key problems in spatial development – significance of cultural heritage; relation between planning and concern for cultural heritage – convergence and organic multifunctional impact; common objectives and linking – from the interdisciplinary to transdisciplinary task; management; use; presentation and interpretation of cultural heritage; management plans for spatial cultural-historic units – third generation planning; management of historic cities.

15. Green Infrastructure and Adaptation of Cities to Climate Change

This course is intended for theoretical and practical teaching and training candidates to research and realize multifunctional green city infrastructure focusing on the role of green infrastructure in climate change adaptation in cities. The candidates are expected to: adopt and deepen the scientific, theoretical and professional knowledge on the role of green infrastructure in climate change adaptation in cities; master the application of contemporary methods, strategies and principles of green city infrastructure planning; and take a professional and critical attitude with reference to analysed case studies. The course includes the following:

- Cities and climate change – introduction to climate change (IPCC scenarios); climate change – urban problems; urbanization, economic growth and climate change; adaptation as a response to climate change; urban planning as an instrument to climate change adaptation;
- Green city infrastructure – definition of the term green infrastructure; city – ecosystem; urban ecosystem services; components of urban green infrastructure; green area; multifunctionality of green infrastructure; current research into the role of green infrastructure in climate change adaptation in cities; research methods; indicators;

- Green city infrastructure planning – urban strategies "compact, urban, green"; green infrastructure planning; principles of planning green infrastructure; formal and informal instruments of green infrastructure planning; European experience.

16. Energy Efficiency and Green Architecture

This course will focus on basic principles of energy efficiency in all areas of human activities, especially in the field of architecture and urbanism, as well as green architecture. During this course, candidates should adopt the basic regulations of the European Union in the field of energy efficiency, the basic regulations of this field applicable to the region, and other relevant regulations. The candidates are expected to: master the theoretical postulates of the field of study, master the application of contemporary methods, strategies and planning principles and designing green and energy efficient architectural structures and urbanism, and learn through case studies to critically analyze and evaluate set problems. The course includes the following:

- Energy efficiency – structure of energy consumption in developed and under-developed countries, renewable and non-renewable energy sources; energy efficiency directives of the EU and the region, international obligations and international protocols;
- Urbanism and energy efficiency – definition of energy efficiency; energy efficiency in architecture and urbanism; zero energy buildings; major comfort postulates, thermal, noise (sound), air, light comfort, spatial and aesthetic comfort; macro and micro locations; climate conditions; basic parameters on energy efficiency, urban parameters; built environment – surrounding relation; built environment and green area ratio; solar geometry;

- Green and energy efficient architecture – climate classification; lessons of the past; traditional architecture in the world and SSE; thermal envelope and the building structure; everyday living models, construction elements and building envelope; installation systems; STV, KHB systems; green construction basic principles and certified systems; choice of material in the context of green architecture; current experience in green and energy efficient architecture.

17. Organization of Environmental Construction

The objective of this course is to acquire the necessary knowledge for the construction of ecologically correct building objects. Introduction to planning and implementing ecological principles of construction. The course includes the following:

- Ecologically sustainable buildings – definition and development history of ecologically sustainable architecture; context; location and parcel; structural system of ecologically sustainable buildings; life cycle of buildings and building material and their mutual harmonization;
- Organization of ecologically sustainable construction – architectural-urban aspects of organization for building structures; choice of location; building orientation, wind influence and others; execution and clearing of building and craft works; types of plans and their significance; contemporary planning methods; planning objectives, conditions, limitations and priorities; key processes in project development;
- Project management of ecologically sustainable construction – project management elements (costs management, resource management, time management – planning and managing implementation), monitoring and quality control; measurement of works for construction according to the international standard POMI; software presentation for pre-measurements and cost estimates of works; presentation of software program package planning.



Biographies of the Lecturers

Prof. Dr. Arthur Lyon Dahl

Professional career: Consultant adviser UNEP (since 1989); Consultant international and non-government organizations for international multidisciplinary programs for environment protection; Scientific adviser for research programs on sustainable development indicators, coral reefs, island ecology, biodiversity and others; Coordinator UNEP/ University of Geneva/Graduate Institute Environmental Diplomacy Program (2005–2010); Professor at ECPD International Postgraduate Studies; Visiting Professor at the University of Brighton (UK, since 2010), University of Geneva, Ecole Polytechnique Federal de Lausanne (EPFL) i University of Lausanne, Switzerland (since 2011); etc.

Key publications and projects: The ECO Principle: Ecology and Economics in Symbiosis (1996); Editor: IGOS Coral Reef Sub-theme Report (2003) and Sustainability Indicators: A Scientific Assessment (2007); Climate Change and its Ethical Challenges (2007); Achievements and Gaps in Indicators for Sustainability, Ecological Indicators 17 (2012); etc.

Prof. Dr. Nigel Carter

Professional Career: Environmental Management and Training Lecturer and Principal Advisor at the ECPD International Postgraduate Studies; a Chartered Environmentalist; a Fellow of the Energy Institute; a member of the British Standards Institute's Strategic Policy and Standards Committee and has been an elected member of local government for the last 15 years; holds a Certificate in Strategic Environmental Assessment from Oxford-Brookes University. Graduating from the Britannia Royal Naval College, he gained wide aviation technical and marine engineering experience while serving in the Royal Navy. He was subsequently employed by British Petroleum in supply, distribution, offshore production and crude oil treatment operations in the United Kingdom and in Africa.

Key Publications and Projects: projects for the International Organisation for Standardisation (ISO), the World Trade Organisation (WTO), the European Commission's Directorate General for Environment (ACP/CDE) and the British Standards Institute; projects in Ireland, Indonesia, the Philippines, India, China, Kosovo, the Lebanon, Romania, Turkey and Trinidad; authored Auditing the ISO 19011 Way (2002) and Environmental Due Diligence (2004), together with technical papers on international (ISO) stand-

ards on environmental auditing, greenhouse gas quantification and related topics.

Prof. Dr. Milutin Lješević

Professional career: Director of the Ecological Program and Professor at the ECPD International Studies, Professor at the Faculty of Geography, University in Belgrade (1971–2009); teaches at the Faculty of Applied Ecology "Futura" Belgrade and Faculty of Philosophy in Nikšić, member of ICECKA International Geographic Union, Committee for Karst and Speleology Serbian Academy of Sciences and Arts, Serbian Geographic Society, President of the Federation of Speleological Organizations in Serbia; etc.

Key publications and projects: „Urban ecology" (2002); „Geography of Land" (2002); „Rural and Unsettled Areas Environment" (2005); „Teledetection methods of environment research" (2009); „Environment – Theory and Methodology of Research" (2010); „Ecomanagement" (2012); etc.

Prof. Dr. Ljubiša Adamović

Professional career: Professor at the ECPD International Postgraduate Studies, Professor and Head of the Department for International Economics at the Faculty of Economics in Belgrade (since 1967); John Hopkins University in Bologna, Italy (1973/74); Colgate University, USA (1981); Skidmore College, USA (1982); Lehigh University, Pennsylvania, USA (1962, 1973 and 1983); Florida State University, Tallahassee, USA (1962–1987). Member: ASPEN Institute, Rome, (since 1985); Executive Committee of the Serbian Scientific Society (since 1977); American Economic association (1959–); Mediterranean Council for Social Research (1961–) and others.

Key publications and projects: "Yugoslavia and COMECON" (1985); „Economy of the Non-Aligned countries" (1985); "World Economic Crisis and Epistemological Consequences upon the Economic Theory and Policy" (1985); "Integration and Desintegration of the World Economy" (1987); "European Common Market and Yugoslavia" (1988), etc.

Prof. Dr. Tony Bovaird

Professional career: Visiting Professor at the ECPD International Postgraduate Studies; Professor in Strategic Management and Public Management and Policy at the University of Birmingham (1977), University Aston (1978) and the School of Business in Bristol (since 2002). Furthermore, he is engaged as a consultant on projects in

numerous local, regional and state institutions in England, Scotland and Wales, as special consultant of the British council in Nigeria, Germany, India and Italy, and as an independent consultant in Brunei, Germany, Hong Kong, India, Indonesia, Switzerland, for regional governments of Bavaria, Minas Gerais (Brazil), in Chile and for the cities of Amsterdam, Barcelona and Dusseldorf.

Key publications and projects: Constraints in the Growth of Small Firms, London (1991); More for Less (1997); Evaluation of the Social Program of the Rural Developments (1998); Made to Measure (1998); Improving Local Services (2001), etc.

Prof. Dr. Jonathan Bradley

Professional career: Professor at the ECPD International Postgraduate Studies, Head of the Department of Political Economics (Political Economics and Changes in Central and Eastern Europe, International Political Economics, Financial Systems, Markets and Analysis, International Business) at the University West England; he lectures at several British colleges and Universities. He is engaged in investment and financial analysis activities, as the Director of Aetna Life Insurance Company (1980–86), Director of Tyndall Holdings Plc, consultant on projects in several countries of Europe, Asia and America, as well as projects in the countries of Eastern Europe (Bulgaria and Poland).

Key publications and projects: Investments in the New Europe (1990); Opportunities for Business in Central and Eastern Europe (1992); Study of the Value of the Defence Industry to the UK Economy (1997); Kosova - a Report (2000); The Nice Summit - What It Means for Central and Eastern Europe (2001); etc.

Prof. Dr. Alfredo Cammara

Professional career: Professor at the ECPD International Postgraduate Studies, International Academy of Architecture (Sofia) and Moscow Academy of Architecture, Visiting Professor at the Faculty of Architecture in Florence; architect, project engineer for the restoration of old and construction of new buildings (cultural – museum and theatre buildings, apartment buildings and housing estates, business, tourists and other facilities) and open spaces in Italy, Brazil, Saudi Arabia, America and others; master plans for historic cities, member of the International Board of Directors of the European Culture Society, etc.

Key publications and projects: Numerous realized projects on the restoration of old buildings and ambient (del Castello dei Nove Merli from the 11th.c; Palazzo dei Conti De Rossi di Nove 17.c; and others); Head of International Programs in architecture and urban revival; Head of research Ambiente costruito ed ambiente naturale nel-

la storia e nella tradizione rurale della Provincia di Torino; etc.

Prof. Dr. Hugo Gaggiotti

Professional career: Professor at the ECPD International Postgraduate Studies, Associate Professor, Dean and Head of the Department of Organisational studies, Bristol Business School, University of the West of England (since 2006); Associate Professor at the Polytechnical University of Cataluña (2003–2006); Senior researcher at the Nat. Council of Science and Technology, Barcelona; etc.

Key publications and projects: "Interviewing Success" (2006); "Business Leadership in Central Asia" (2006); "Multiculturalism, discourse and urban identity", In: Multiculturalismo y género (2001); "The urban space as a mediator of identity", In: Provansal, D. Espacio y territorio miradas antropológicas (2001); etc.

Prof. Dr. Miodrag Ivanović

Professional career: Professor at the ECPD International Postgraduate Studies; Main researcher and Co-Director of the Center for East European Development Studies – CEEDS), School of Defence Management, Royal Military College of Science, Cranfield University, Greta Britain (1996–); correspondent of „Economic policy" from London, etc.

Key publications and projects: „Self-management Crisis" (1986); "How to establish, organize and manage a private company", two editions (1989/91); „Arms manufacturing – economy fraud" (1989); etc.

Prof. Dr. Miroslav Jovanović

Professional career: Lecturer at the ECPD International Postgraduate Studies, lectured at Queen's University, Kingston, Canada (1986/87) and at the center for Transnational Corporations in the United Nations in New York (1989/92), Scientific associate in the department for Trade of the Economic Commission of the United Nations for Europe in Geneva (since 1992).

Key publications and projects: "EEC and the developing countries" (1990); „The Challenges of Free Economic Zones in Central and Eastern Europe", UN (1991); „International Economic Integration" (1992); „Economic integration between the developing countries and direct foreign investment", UNCTAD; "European economic integration: limitations and possibilities" (1997); etc.

Prof. Dr. Janet Dorothea Kirkham

Professional career: Professor of Strategic Management, Management of Small Enterprises and Scientific Methods at Postgraduate level studies, Head of MBA Programs (Management Studies and International Business)

and DBA Program Director, University of Hertfordshire, UK (since 1987).

Key publications and projects: Plant Closures by Multi-locational Firms: A Comparative Perspective, *Regional Studies* 35 (1999); Labour Factors and Plant Closures in Multiplant Manufacturing Firms, *International Journal of Manpower* (1999); Downsizing and Facility Location: Plant Closures in Multiplant Manufacturing Firms, *Management Decision* 36: 3 (1998); etc.

Dr. Nikola Krunić, Scientific Associate

Professional career: Scientific Associate and Vice-President of the Managing Board of the Institute for Architecture and Urbanism of Serbia; Responsible Spatial Planner; Member of the Republic Committee for Professional Spatial Plan Monitoring (since 2013); Award winner from the Engineering Chamber of Serbia (2012) for development of methodology for preparation and application of spatial plans by forming GIS data bases; etc.

Key publications and projects: Participated in 20 spatial and urban plans; coordinated 15 geo-spatial data bases for these plans; participates in Transitioning towards Urban Resilience and Sustainability, EC FP7; Dasymetric modelling of population dynamics in urban areas, *Geodetski vesnik* 57 (2013); Population dynamics and land cover changes of urban areas, *Spatium* 31 (2014); etc.

Prof. Dr. Dragan Koković

Professional career: Professor at the ECPD International Postgraduate Studies, Professor of Sociology and Sociology of Culture, Department for Sociology, Faculty of Philosophy, University in Novi Sad (since 1972); taught at the Faculty in Sarajevo, Osijek, Banja Luka and others, president of the Sociological Society of Serbia, and others.

Key publications and projects: "Social Science" (1983); "Forgotten Culture" (1993); "Sociology of Education" (1994); "Sociology of religion and education" (1996); "Cracks of the Culture" (1997); "Naziranje umetnosti" (1998), "Culture and Art" (2000); "Sociology of Culture" (2004); "Sports and Media" (2004), etc.

Prof. Dr. Nađa Kurtović-Folić

Professional career: Professor for the courses in the field of the history and theory of architecture and protection of architectural heritage on three study levels at the Faculty of Technical Sciences, University in Novi Sad (since 2007), and prior to this at the Faculty of Architecture, University of Belgrade (1980–2007), teaches at Master's studies on the Faculty of Architecture, University of Trieste, and Master studies on the universities of Niš, Podgorica and Banja Luka.

Key publications and projects: Participation in the Dictionary of Art, Oxford Press (2012); The Cultural Heritage

of Vojvodina (2013); „Historical Public Spaces and their Destiny in the Strategy of City Sustainable Development." (2011); work on the conservation and presentation of Konak of princess Ljubica in Belgrade, Konak of prince Miloš in Topčider, Captain Miša's Edifice and the present Library of the City of Belgrade, etc.

Prof. Dr. Marija Maksin

Professional career: Scientific Adviser at the Institute for Architecture and Urbanism of Serbia (2002–2006, 2013); Professor at the University Singidunum, Belgrade (2006–2013); taught at the Faculty of Forestry (2000–2004) and, as Visiting Professor at the Faculty of Economics, University in Belgrade (2002–2006); Adviser in the Ministry of Construction, Republic of Serbia (1991–2000), Republic Institute for Development (1984–1996, 1989–1991), Directorate for Sanation and Renewal of the Kopaonik Region (1986–1999); etc.

Key publications and projects: Participated and lead the preparation of 27 spatial plans (2000); Peripheral Zones of Serbian Towns – Spatial Development and the Way of Life, *Ethnologia Balkanica* 10 (2006); Planning System for Sustainable Territorial Development in Serbia, *IJESD*, 13:3 (2014); etc.

Prof. Dr. John Alfred Weiss

Professional career: Professor at the International ECPD Postgraduate Studies; Full Professor (Project Analysis, Advanced Cost Benefit Analysis Options, etc.) and Director of Development and Project Planning Center, University of Bradford, UK (since 1988); teaches at the Royal Institute of Public Administration, London; Manchester Business School; University of East Anglia; University of Warwick; University of Salford; Management Center, University of Bradford; Institute of Studies for Economic Development, Naples, Italy; Economic Consultant for the World Bank, European Investment Bank, UNIDO, UNCTAD, OECD, the Government of the United Kingdom, Mexico, Tanzania; etc.

Key publications and projects: „Policy Design and Price Reform in Developing Countries" (1990); „Project Analysis in Developing Countries" (1994); „Industry in Developing Countries: Theory, Policy and evidence" (1998); Ed. „Industrial Trade and Policy Reform in Developing Countries" (1992); „The Economics of Project Appraisal and the Environment" (1994); etc.

Dr Slavka Zeković

Professional career: Research Fellow at the Institute for Architecture and Urban Planning of Serbia since 1993, Vice President of the Scientific Council and Board Member IAUS (2002–); lecturer at doctoral studies in Architecture, University of Belgrade (2005–2012); consultant

DIL engineering, DIL consulting, Belgrade (1992–2009); member of the scientific committee of scientific conferences The WSEAS (The World Scientific and Engineering Academy and Society), University of Cambridge, UK (since 2009); etc.

Key publications and projects: Participated in the development of 35 spatial and urban plans; „Evaluation of the current urban land system in Serbia" *Spatium* 17-18 (2008); „Possibilities of Spatial Development of the Industry in Serbia's Cities", In: *Recent Advances in Urban Planning and Transportation* (2009); „Possibilities for transformation of the urban land management in Serbia" *Spatium* 19 (2009); etc.

Dr Saša Milijić

Professional career: Higher Scientific Associate, leading responsible planner and Assistant Director of the Institute for Architecture and Urbanism of Serbia, Belgrade (since 1996); Visiting Professor Department for Spatial Planning at the Faculty of Geography, University in Belgrade and Department for Tourism and Hotel Management, University Singidunum; Project Manager "Sustainable Spatial Development of Podunavlje in Serbia" (2011–2014) and „Preparation of the Rural Infrastructure for the the Stara Planina Nature Park" (2007); etc.

Key publications and projects: Managed and participated in the preparation of over 30 spatial and urban plans; „Rural areas in regional spatial plans" (2001); „Village community in spatial planning praxis in Serbia" (2002); „Regional spatial planning in Serbia in the context of dynamic changings of regional spatial planning in EU" (2013); etc.

Prof. Dr. Časlav Očić

Professional career: Corresponding member of the Serbian Academy of Sciences and Arts (since 2003); Scientific Adviser IEP (since 2003) and Professor at the Faculty of Geoeconomics, Megatrend University (since 2001); lectured at the Faculty of Economics, University of Priština, Hitocubashi University in Tokyo, Okayama and Kansai Universities in Osaka and Hokaido University in Sapporo (Japan), State University Lobachevski in Nizhny Novgorod (Russia); President of the Economic Committee and Interdepartmental Committee for Population Research in the Serbian Academy of Sciences and Arts; member IAES, IRSA; etc.

Key publications and projects: One of 24 editors of the "Serbian Encyclopedia", "Structure and Efficiency. Regionalna analiza komponenta strukturnih promena i razlika u ekonomskoj efikasnosti u jugoslovenskim republikama i pokrajinama" (1994) – Regional analysis of structural change components and differences in economic efficiency in Yugoslav Republics and Provinces" (1994); „Ekonomika regionalnog razvoja Jugoslavije"

(1998) – Economics of regional development of Yugoslavia; „Uvod u regionomiku" (2003) – Introduction to Regionomics; „Regionomska istraživanja" (2004) – Regionomic research; etc.

Prof. Dr. Richard Pagett

Professional career: Visiting Professor at the ECPD International Postgraduate Studies; Consultant (for environmental protection in development and industrial projects, influence evaluation, auditing, monitoring pollution, management of coastal regions) Caribbean Development Bank, EBRD, EU TACIS, Inter-American Development Bank, World Bank, UK Department for International Development; Scope Expert UK ISO 9000 and 14001 Certification Body; etc.

Key publications and projects: Numerous EIS; management studies on coastal regions (Barbados, Dominican Republic, Jamaica, and others); projects on strengthening institutional infrastructure for environment protection (Czech Republic, Egypt, Japan, and others); projects EMAS (for harbors, oil and gas installations, and others); studies for legislative and standard development, technical studies for environment protection; etc.

Dr. Alfons Puigaranau Torello

Professional career: Teaches at Departamento de Arquitectura, Escola Técnica Superior de Arquitectura, Universitat Internacional de Catalunya, Spain (since 2001).

Key publications and projects: *Otras metamorfosis de Barcelona* (2010); *Urban Scenography* (2013); *Iconologia política a la Catalunya medieval*, *Anuario de Estudios Medievales* (2004); *Lugares Celestes del neoplatonismo medieval*, *Pensamento* 69 (2013); etc.

Prof. Dr. Suzanne Richbell

Professional career: Senior Lecturer in Human Resource Management, The York Management School, University of York; previously lecturer and Director of CIPD MSC HRM Program, Management School, Sheffield University; participated in numerous HRM projects for the public and private sector.

Key publications and projects: „Motivation and Employee Well-Being: The Case of the UK Public Sector" (2003); „Reward Management" (2009); „HRM in Hungarian SME Sector", *Employee Relations* (2010); „Going green: the impact of workplace travel plans on sickness absence in the public sector", *Personnel Review* (2012), etc.

Prof. Dr. Živan Ristić

Professional career: Professor of Methodology of Scientific Research at the ECPD International Postgraduate Studies, Professor of the same course at universities in Belgrade and Novi Sad, lectured as a Visiting Professor

at the University in Athens; Expert Editor of the Journal "Strategic Management" of the Faculty of Economics in Subotica; etc.

Key publications and projects: "Ekspertni sistemi" (1993) – Expert Systems; "Principi informatike" (1994) – Principles of Informatics; „O istraživanju, metodu i znanju" (1995) – On Research, Methods and Knowledge; „Sistemi podrške odlučivanju" (1998) – Systems of Decision making Support; "Informacioni sistemi u menadžmentu" (2002) – Information Systems in Management; Examining Optimal Clustering Methods for Customer Segmentation as a CRM Tool (2004); etc.

Dr. Vladica Ristić

Professional career: Architect, Responsible Designer and Responsible Contractor of construction work; worked as the lead urbanist, lead engineer for investments, responsible designer and Head of construction sites (in companies: Agora Kosovo-project, Architect, Krip inženjering, Energotim and designing Studio "Naš stan" in Belgrade); won Urban and environmental management | 23 two international architectural competitions (in Russia and Nigeria); etc.

Key publications and projects: completed more than 90 object (business, apartment, educational, cultural, religious, industrial and other); „Procena uticaja gradilišta i gradnje na životnu sredinu" (2011) – Evaluation of the impact of construction sites and buildings on the environment; „Planiranje gradova u svetlu ekoloških aspekata održivosti – teorijski pogled na kapacitet gradskih ekosistema" (2011) – City Planning in the Light of Ecological Aspects of Sustainability – Theoretical View on the City Ecosystem Capacity; „Održiva gradnja" (2012) – Sustainable Building; „Održivi razvoj – paradigm budućnosti" (2013) – Sustainable Development – Future Paradigm; etc.

Prof. Dr. Miško Milanović

Professional career: Full professor at the Faculty of Geography, University of Belgrade. Areas of scientific interest are remote sensing and the environment.

Key publications and projects: So far he has published seven university textbooks. He has published about 100 scientific papers, 25 of which are on the SCI list. He participated as a lecturer at scientific geoeological camps

and ecological workshops, participated in the development of over 20 projects in the field of environmental protection; in 2010, he received a certificate of appreciation from the Ecological Center Stanište and the Young Guardians of Nature; especially worth mentioning is the Thank You Letter of PUK Zelenilo-Belgrade, on the occasion of marking the anniversary of the tenth ecological camp on the Great War Island (Belgrade, Great War Island, 2016). He has been a member of the Serbian Geographical Society since 2001.

Prof. Dr. Miroljub Kojić

Professional career: Architect, urbanist, planer, researcher, scientist and professor; Visiting professor at the Grate Laces Colleges and Universities, Ohio, USA, professor at the PGS in urban planning, Architectural Faculty, University of Belgrade, professor at the PGS in urban systems, Faculty of Technical Sciences, University of Novi Sad, professor at the Natural-Mathematical Faculty, University of Belgrade – Spatial Planning, professor at the ECPD University for Peace United Nations. Memberships: Urban Planning Society of Serbia, Engineering Chamber of Serbia, Association of Scientists, Experts and Artists, Serbia, the International Urban Fellows Association – John Hopkins University, Baltimore, USA, the Asahi Glass Foundation, Tokio, Japan, Solar Energy Power Association, SEPA, USA.

Key publications and projects: Habitat – planning, building, implementation, evaluation, 1961-2009; Archeological and Antropological investigations of Balkan, 1968 – 2009; Housing, Urban and Communal development – Serbia, Montenegro, BiH, Macedonia, 1970-85; Metropolitan development – Detroit, 1970/71, Beograd, 1975/85; Information theory and General systems, 1974-2009; Urban Design – Skopje, settlement Aerodrom, cca 100.000 hab's, 1974-76; Urban Planning – more plans for towns in Serbia, Macedonia, Montenegro, 1983; Spatial (regional) Planning – Plan for Serbia, 1979-85, 1990, Plan for Montenegro, 1983-85, 2005; General Cognitive and Planologic Metod – theory and empiry, 1985-1997; Planning of free trade and production zones in Serbia, 1994-97; Environmental sustainable development – First Ecological State-Montenegro, 1997-2001, etc.

ECPD Alumni Association

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

Networking of the ECPD community will be actively encouraged and promoted. The ECPD Alumni Officer will be assisting in this by helping to organize reunions in the European area, as well as refresher courses. The Alumni Office provides practical support to other areas of the ECPD team, including Admissions, External Relations and Career Development.

Alumni members will be receiving the annual Alumni magazine, whose aim is to keep our graduates in touch with news and developments in the ECPD and with alumni news and achievements, as well as the latest research being conducted by the ECPD faculty members.

A package of services and benefits will be offered to each alumni member. Examples of this package include:

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

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



Career Matters!

We understand that the decision to enroll in an ECPD study program is often linked to a strategic review of a person's career and a drive for career progression or career change. For this reason, the ECPD organizes annual sessions where candidates can meet and talk with potential employers.

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

Workshops for groups of 10-12 candidates take place during the month of September. These cover themes such as: Planning Your Career; Presenting Yourself Effectively; A CV that Works for You; Networking Skills; and Preparing for Interviews.

Guest speaker events and themed career evenings occur throughout the year.

The ECPD believes that academic and personal support contributes to the candidates' personal and professional development. The following mechanisms are in place to support this:

1. Admission and Induction

The ECPD offers a week-long Induction Program for all new candidates in October. It contains some sessions which are generic, such as learning resources, study skills, etc.

2. Providing information

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

3. ECPD Support Net

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

5. Academic guidance and support

All candidates receive academic guidance and support through their Program Tutor, who has the responsibility for explaining the operation of the Program and giving guidance on progress.



Since 1983



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