



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

ECPD INTERNATIONAL POSTGRADUATE STUDIES

TECHNOLOGY OF SOLVING DEVELOPMENT PROBLEMS

In Cooperation with



University of the
West of England



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Welcome



Dear postgraduate students, this booklet is intended for all those who wish to (a) acquire new knowledge, (b) develop their abilities and (c) master the skills in solving development problems. These problems are very complex because, first of all, they include numerous

factors, then because they are concerned with the future about which we often know so little and, finally, because they always have to be solved under conditions of conflicting interests and scarce resources. The knowledge, skills and abilities relating to (a) the identification of a real development problem, (b) its accurate and clear analysis and (c) the creation of the "best possible solution" ensure that this difficult and responsible job is done timely and in a high-quality and cost-efficient manner. In addition, it gives precise instructions how to deal with a problem and its solution if the problem itself and/or the conditions under which its solution should be applied are changed.

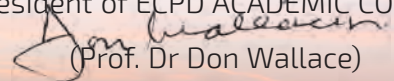
Development problems arise everywhere, so that they are faced by individuals, large, medium-sized and very tiny firms; young and old organizations; schools, health institutions, research and educational organizations and government institutions; municipalities, regions, states, regions, continents and the world as a whole. These problems are addressed by statesmen, ministers, politicians,

managers, proprietors, advisors and analysts; representatives of the public interest, interest groups and organizations; associations, agencies, governmental and non-governmental organizations; investors, bankers, consulting organizations and many others. Everything a man does during his professional and private life is associated with the solving of problems of his own, his family, the organization in which he works, the local community to which he belongs, the state in which he lives and the like.

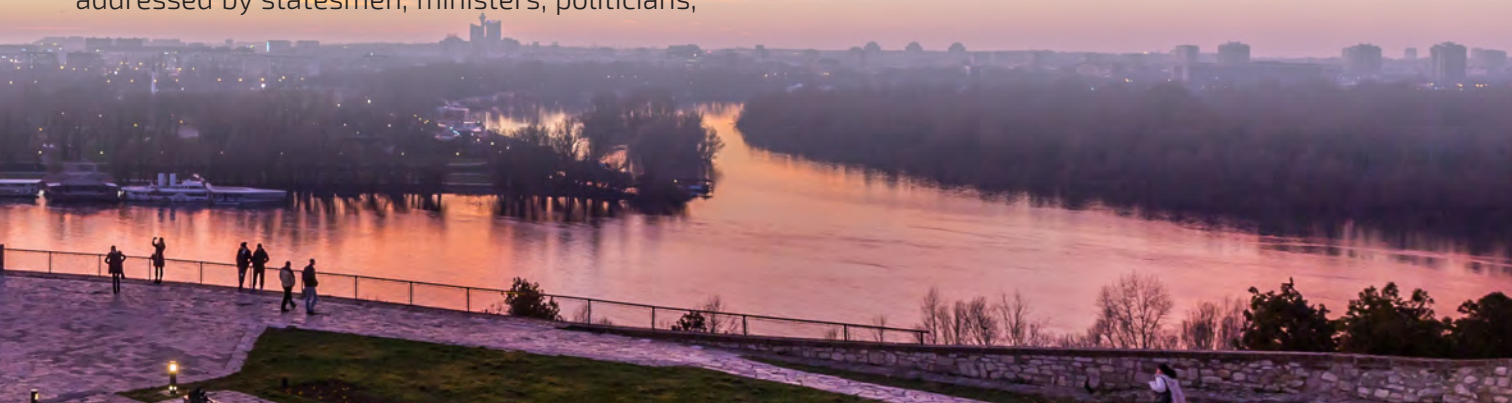
The knowledge and skills developed for solving development and other problems can be – and they really are – of significant use to man's experience, talent and constant tendency to search for and find the best solution to every problem. The best way to acquire such knowledge, techniques and skills is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

This booklet contains the curricula and other elements of postgraduate studies in "Technology of Solving Development Problems", consisting of one or two year Master's. If you and your organization need any additional information about these studies, you can contact us at the addresses given in the booklet.

President of ECPD ACADEMIC COUNCIL



(Prof. Dr Don Wallace)



ECPD International Postgraduate Studies

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

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

The 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 United Nations, 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, University for Peace established by the UN. The Agreement was ratified by the Law adopted by the Federal Parliament - by the Chamber of the Republics and Provinces on 28 June and by the Federal Chamber on 17 July 1985, and has been in force up to the present day.

This is how the European Center for Peace and Development (ECPD) United Nations University for Peace, with its headquarters in Belgrade - the only university, regional, international and extra-territorial organisation 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 former Federation. Accordingly, the ECPD enjoys the same status and the same rights in all the territories which represented an integral part of the Socialist Federal Republic of Yugoslavia in 1985 when the Law was ratified. The European Center for Peace and Development is managed by the ECPD Council 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 organised its operational units. A number of affiliations, rep-offices and program units are located 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:

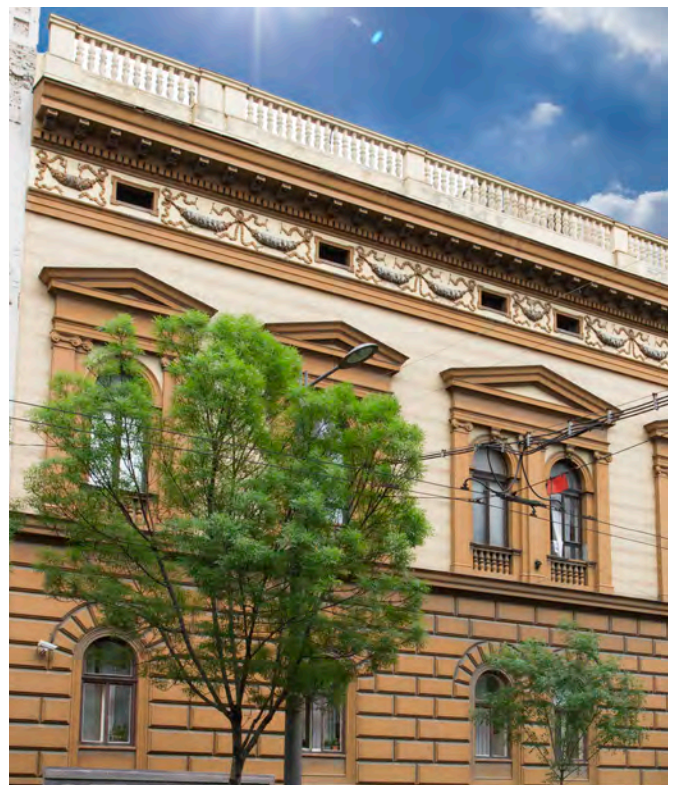
- Development of natural resources
- Development of human resources
- Economic development
- Scientific and technological development
- Integrated/sustainable development
- Cultural development
- Management

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 organises and conducts:

Elaboration of research projects and studies devoted to the current problems of peace and development;

- Postgraduate studies at specialist, master's and doctoral levels
- Elaboration of research projects and studies devoted to the current problems of peace and development
- Scientific meetings, symposia, conferences, courses and seminars at which the results of its researches are also presented
- Publishing, printing and distribution of the proceedings of its scientific meetings, studies and other scientific papers relevant for the ECPD activities

By its programmes, the ECPD provides a scientific basis for the establishment of appropriate relations between market economies and economies in transition, thus alleviating and closing a gap in their levels of development, as well as promoting better understanding and tolerance among countries and peoples, peace,



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

development and democracy. As an international, non-profit organisation, the ECPD enjoys full academic freedom necessary for the attainment of the desired aims, especially with respect to the selection of the areas and methods of research aimed at promoting peace and disseminating knowledge about peace and development.

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

The ECPD has so far carried out exceptional activities and achieved remarkable results, reflected in 700 consulting, research, educational and other projects.

ECPD International Postgraduate Studies

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

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

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

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

The ECPD offers the following postgraduate programs at specialist, master and doctoral levels:

- Economic Diplomacy
- International Economics, Finance and Banking
- European Union Law and International Business Law
- Global Financial Data Management
- School of Global Health Development
- Security and Terrorism
- MBA International School
- National Security Affairs
- Technology of Solving Development Problems
- Urban and Environmental Management

The ECPD Academic Council appoints the management and the permanent composition of the Council of the ECPD International Postgraduate Studies consists of the competent academics and public figures from Italy, France, Great Britain, Holland, Hungary, Japan, Canada, Finland Switzerland, Germany, Greece, USA, Slovenia, Russian Federation, North Macedonia, Serbia 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 organising 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 government and non-government organisations, as well as with renowned universities from Europe and the world.

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



Programme Overview

PURPOSES OF THE ECPD MASTERS PROGRAMME

The main purpose of ECPD Master Studies in Technology of Solving Development Problems is:

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

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

ECPD offer a master's degree in Technology of Solving Development Problems with the specific intention of:

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

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

CHARACTERISTICS OF ECPD MASTERS GRADUATES

Graduates of ECPD Master Studies in Technology of Solving Development Problems 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 area
- the ability to study independently in the area
- the ability to use a range of techniques and research methods applicable to advanced scholarship in the subject including generic attributes (including skills relevant to an employment-setting)

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

- use initiative and take responsibility
- solve problems in creative and innovative ways
- make decisions in challenging situations
- continue to learn independently and to develop professionally, including the ability to pursue further research where appropriate
- communicate effectively, with colleagues and a wider audience, in a variety of media.

CONTENT OF THE STUDIES

The complexity, delicacy, significance and urgency of solving numerous problems in all facets of life, work and development increased noticeably. The entire world embarked on the so-called process of transition: from one socio-economic system to another; from the vanishing global technological system to the emerging one; from mutually destructive and competitive structures to competitive and cooperative ones; from larger systems to their fragmentation and vice versa; from conflicts to cooperation; from the current understanding of the world to a new one; from the prevailing material economy to the predominantly service one; from quantity to quality as the prevailing value; from a bureaucratically hierarchized structure to an organic, corporative one; from specialized to multidisciplinary problems; from simple to multidimensional interdependent and tightly connected life and the world – to mention only some of the ongoing processes of transition.

In addition to the tumultuous process of transition, we are witnessing an increase in uncertainty and the pace at which the environment of each individual, each group of people, each organization and each state is changing. In this regard, there is a growing number of opportunities, while the development potentials are broadening. At the same time, however, there is a growing risk that the problem will not be fully understood or that it will be misunderstood, that its solution will be inadequate or bad and that even a good solution to a problem can be discredited due to its inadequate application and a failure to observe and overcome the changing nature of the problem.

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

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

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

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

The program of postgraduate studies drawn up for these needs takes care of the structural and other uniformity of all problems, on one side, and the specifics of the contents of each problem, on the other. Instruction and research within these postgraduate studies begin with the knowledge enabling an efficient analysis of any problem, continue with the knowledge and skills related to the solving of special kinds of problems (i.e. business, social development, research,

political, transition and other problems) and end with the knowledge, skills and techniques related to the preparation of the decisions about problem solving, as well as about planning and monitoring the implementation of those decision.

Master Studies

These postgraduate studies are organised and conducted for each of the two academic degrees to be achieved upon successful completion of postgraduate education:

Master I and II year

For Whom Are the Postgraduate Studies Intended?

These postgraduate studies are intended for those whose academic interest and practical work includes the solving of problems. What problems and what kind of activity are in question? The contents of these studies refer mostly to those who deal with complex problems and broader significance of the solutions. As far as the activities are concerned, these studies are intended for those who deal with business, social development, research and political problems, as well as for those who deal with the transition problems of firms and institutions in any sector. This means that they are intended for managers

and analysts in enterprises and other economic organizations, managers in various government institutions and agencies – from local to national, members of government bodies – from local to national, managers and organizers in research and R&D organizations (i.e. research institutes, R&D units, two-year post-secondary schools and faculties), managers of complex projects, political analysts and politicians – both professional ones and those dealing with political problems temporarily or occasionally, as well as for researchers into the theory and practice of problem solving. Consequently, these postgraduate studies are intended for those who perform or will perform the above mentioned tasks and functions, but who also have a clear and sufficiently strong inclination to acquire new knowledge and proven skills in problem solving in a systematic and efficient way.

Background

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

Admissions Criteria

ADMISSION REQUIREMENTS

For the admission of students 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.
4. Assuming an obligation to attend classes regularly during all semesters established by the curriculum, as well as an obligation to participate regularly in the entire teaching process.
5. Assuming an obligation to complete the studies until the end of the anticipated teaching period as specified in the section Weekly and Monthly Teaching Blocks and the Duration of Studies in Part III i.e. all examinations have to be passed, and seminar papers, masters thesis and specialist papers have to be written and defended.
6. The signed contract on mutual obligations between the student and the organiser of postgraduate studies.

PREPARATORY, REMEDIAL AND AD HOC INSTRUCTION

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

ECPD ADDRESS

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