POSTGRADUATE DIPLOMA IN EXECUTIVE MARITIME MANAGEMENT

The programme for future leaders
As the President of the World Maritime University (WMU) I am pleased to introduce our Postgraduate Diploma in Executive Maritime Management, delivered in partnership with DNV GL. This is a very exciting time in the history of WMU. Shipping has always been and continues to be a global industry and is today the most globalised of all industries responsible for carrying 90% of world trade. The Ocean, which covers over 70% of our planet and is the transport mode for ships, contains vast resources and is responsible for the health and sustainability of our planet. This Postgraduate Diploma is one of the avenues being used by WMU to build global capacity to support and promote these important areas and issues, taking into account the impact of rapid technological developments and change.

The Postgraduate Diploma in Executive Maritime Management covers topics of critical importance for today’s maritime managers, including global maritime and ocean regulatory and management issues; strategic financial tools; human resource management; management of safety and security as well as maritime environmental technology, sustainability and challenges.

It is my hope that you will find this Postgraduate Diploma relevant and responsive to your needs as well as that of the broader marine and ocean constituents. We have a commitment to the highest level of academic and professional standards.

Leading a maritime business to success in today’s industry environment requires managers to have a comprehensive understanding of technical and regulatory developments, in order to stay ahead of the game.

Rules, management systems, trends and current technological developments are only as effective as the people dealing with them on a daily basis. As the world’s leading classification society, we at DNV GL have a responsibility to help the industry ensure high operational standards. Complying with regulations is a first step, but integrating, understanding and implementing them, in order to bring them to life for all the people involved, is the only way to make them an effective and helpful tool.

That is why we consider a company’s people its most important resource and the decisive factor in its future success and competitiveness. And it is why sharing our expertise with our customers through the DNV GL Maritime Academy is so very important for us. By continually building up our customers’ knowledge, skills and competencies we can help them improve their efficiency and make more informed business decisions.

DNV GL worked very closely with the World Maritime University in developing this diploma, and we invite you to take advantage of this fruitful collaboration between the high academic standards set by the WMU and DNV GL’s longstanding experience as a globally operating organization of experts. Together, we aim to provide a holistic executive education for maritime managers, providing them with the foundation for overcoming the challenges their businesses face and capitalizing on future opportunities.

Dr Cleopatra Doumbia-Henry
President, World Maritime University

Knut Ørbeck-Nilssen
CEO DNV GL – Maritime
INTRODUCTION

We would like to thank you for your interest in our innovative Postgraduate Diploma in Executive Maritime Management. The Postgraduate Diploma is offered by the World Maritime University (WMU), founded by the International Maritime Organization (IMO), a specialized agency of the United Nations, and by DNV GL, the world’s largest ship and offshore classification society.

The programme combines the knowledge and experience of two world-class institutions. The partnership between WMU, offering academic and research expertise, and DNV GL, contributing experience of best practice in the industry, makes this programme truly unique.

Managers in today’s extremely competitive maritime industry need to cope with ongoing technical, regulatory and commercial developments. They must also be able to anticipate future developments and be proactive. It is essential that they have up-to-date skills and comprehensive knowledge if they want to retain their competitive edge.

This Postgraduate Diploma has been designed to provide a “boot camp” for managers. Drawing on the strengths and expertise of both partners, it addresses current topics of critical importance in the maritime industry with a blended learning approach to operational, commercial and technical issues.

The programme lets you choose the method of delivery that best meets your needs: classroom learning, distance learning or a blend of the two. Classroom learning takes place in Singapore at DNV GL’s Maritime Academy Singapore while distance learning is via the latest e-learning systems and can be completed from any location globally.

As you read through the following pages, you will learn more about the programme, its modules and instructors, and how to apply, among other important details.

We look forward to welcoming you to our Postgraduate Diploma.

Programme Coordinators

Dr Ilias Visvikis
Professor
World Maritime University

Bernhard Loebermann
Senior Training Advisor
DNV GL – Maritime Academy
THE PROGRAMME

THE MODULES

1) Setting the Scene
   Contemporary Global Maritime Regulatory and Management Issues in the Shipping Sector

2) Remaining Competitive in a Changing Market
   Strategic Financial Tools

3) Managing Resources
   Human Resource Management, Organizational Processes and Leadership in a Maritime Context

4) Mastering Complexity
   Effective Management of Safety, Security and Risk

5) Staying Ahead of the Curve
   Maritime Environmental Technology, Sustainability and Challenges

TIME FRAME
The programme runs for eleven months, from September to July every year. Every eight weeks, a module is completed with the submission of a written assignment before the next module begins.

ENTRY REQUIREMENTS
■ A minimum of five years’ work experience
■ Bachelor’s degree in a relevant discipline or a Master Mariner / Chief Engineer qualification
■ English language ability (both written and spoken):
   TOEFL score 80+ or IELTS score of band 6.0+ or Cambridge Proficiency Examination (CPE) or another qualification (e.g., GCE O-level, WAEC, CXC) deemed equivalent by the Admissions Board

PROGRAMME DELIVERY
You can choose between two modes of delivery: distance learning (pre-recorded videos on an e-learning platform, self-assessments, collaboration tools, discussion forums) and/or classroom learning (live instructors, discussions, exercises, access to online material). Classroom learning takes place in Singapore only.

To give you the highest level of flexibility, you can also select a different mode of delivery for each module in the programme.

STUDY TIME
The programme lasts eleven months. Approximately every eight weeks, a module will be completed with a written assignment and a new module will start.

In total, you should consider around 1,000 hours for reading of material, learning, assignment preparation, discussion with peers, using collaboration tools, etc. This works out to about 200 hours per module.

STUDY MATERIAL
For the classroom delivery all lecture handouts will be printed. For the distance learning mode you will have access to the e-learning platform. Access to the WMU online library is available in both modes of delivery.

Additional materials such as books, articles and other recommended readings not available through WMU’s e-library are not included in the module fees.

UNIVERSITY QUALIFICATION
When you have successfully completed all the requirements you will be awarded a Postgraduate Diploma in Executive Maritime Management issued by WMU.
PROGRAMME FEES
Depending on the mode of delivery you choose, you can calculate the total cost of the Postgraduate Diploma programme based on the following fees:

Distance learning: € 1,380 per module
Classroom learning: € 1,660 per module

For the classroom delivery the fees include the full lecture notes. For the distance learning mode you will have access to the e-learning platform. The fee does not cover your travel costs and accommodation.

During the programme, you will receive two invoices. The first will be sent upon registration, at the start of the programme, and will cover the first two modules. The second invoice will be sent before you start the third module.

For more than two participants from the same company a 10% discount per participant is offered.

EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)
The Postgraduate Diploma carries a credit weighting expressed in European Credits (ECs). The complete programme consists of 40 ECs with each module consisting of 8 ECs. Under the European Credit Transfer System (ECTS), these credits can be transferred on to other programmes, at WMU and elsewhere, if they are approved by the receiving university.

Credits earned in your Postgraduate Diploma may be used in partial fulfilment of the requirements for another degree. At WMU, for example, you would be completely exempted from the first term of the standard Malmö-based Master of Science (M.Sc.) in Maritime Affairs programme, allowing you to complete it in just ten months.

TERMS & CONDITIONS
The full Terms and Conditions are made available on our website www.maritime-executive-diploma.com

HOW TO APPLY
You apply through our website www.maritime-executive-diploma.com. Please also refer to the contact details under “Administration” in case of questions.

PROGRAMME COORDINATORS
If you have specific questions about the programme, please contact:

WMU
Professor Ilias Visvikis, iv@wmu.se

DNV GL
Bernhard Loebermann, bernhard.loebermann@dnvgl.com

ADMINISTRATION
For general questions, registration for the programme or any other support, please contact:

Location 1 (Piraeus):
Dr Marina Papaioannou
marina.papaioannou@dnvgl.com
Phone: +30 210 4291685

Location 2 (Singapore):
Janette Seetoh
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Location 3 (Dubai):
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THE MODULES

Excellent diploma programme and “on the spot” relevance for the maritime industry.

Student from the class 2015/2016, Piraeus
This module examines the issues and challenges associated with the global maritime and regulatory environment in the shipping sector. You will examine the challenges and trends in maritime markets and gain an understanding of maritime corporate and economic driving forces. This module will address leadership culture in the field of maritime conventions and expertise in public relations and communications. It will also introduce and build awareness of, and confidence in, some of the key tools in the sector, including maritime and ocean governance, and maritime spatial planning.

Learning outcomes
By the end of this module, you should be able to:
- Explain the fundamental principles of contemporary maritime and regulatory issues
- Analyse the challenges and trends in maritime markets
- Discuss the corporate and economic driving forces in the sector
- Describe the imperatives behind public relations and communication in the sector
- Discuss fundamentals of maritime and ocean governance
- Discuss management tools, with a focus on maritime spatial planning
- Understand the new UN sustainable development goals and the trend towards ocean sustainability

Course outline
- Maritime economic and corporate driving forces
- Maritime markets, challenges and trends
- Leadership culture in the field of maritime conventions, expertise in public relations and communications
- Public relations and communication imperatives
- Maritime and ocean governance
- Maritime spatial planning
- Ocean sustainability

ASSIGNMENT
Each of the five modules is individually assessed via a written assignment. In both the distance learning and classroom learning modes of delivery an assignment needs to be submitted before moving on to the next module. All assignments will be assessed by the instructors, using the same criteria as in the WMU M.Sc. programme.
MANAGING RESOURCES
Human Resource Management, Organizational Processes and Leadership in a Maritime Context

This module provides a fundamental understanding of the nature of organizations and the processes inherent in them. It increases an appreciation of the role of humans in organizational settings and the significance of leadership. Furthermore, styles of leadership and the associated effects on organizations are examined. Trends and issues of international maritime labour are part of the discussion in the module. Finally, a review of the importance of ethics and corporate social responsibility in contemporary maritime affairs is conducted.

Learning outcomes
By the end of the module, you should be able to:
■ Understand fundamentals of individual and group processes and how they relate to management and organizational behaviour
■ Explore human resource management theory and applications in the maritime industry
■ Explore leadership theory and applications in the maritime industry
■ Appreciate ethics and social responsibility from a corporate/organizational perspective

Course outline
■ The nature of management and organizations; organizational structure, culture and learning
■ Individual and group processes in organizations
■ HR management principles, policies, procedures and systems
■ International and national labour law applications in the maritime industry
■ Management of change in maritime organizations
■ Leadership concepts and applications
■ Corporate social responsibility

MASTERING COMPLEXITY
Effective Management of Safety, Security and Risk

This module explores three fundamental concepts – safety, security and risk – at the heart of the modern maritime domain. You will learn about various safety and security challenges, and how to identify them. The module will equip you with the knowledge and tools necessary to competently tackle key issues and relevant challenges faced by the global maritime sector today. From port state control to piracy, you can expect to be well versed in all issues faced by maritime administrations and authorities around the world. This module will hone your personal and corporate skills, and significantly improve your maritime industry credentials.

Learning outcomes
By the end of the module, you should be able to:
■ Identify key safety and security issues relevant to the maritime domain
■ Evaluate the risk associated with various maritime safety and security scenarios
■ Understand the role of various IMO conventions (SOLAS, MARPOL, STCW, SAR), codes (ISM code, ISPS code) and instruments (III) in mitigating the risk of safety and security challenges
■ Apply the aforementioned IMO tools in practice
■ Apply thorough FSAs (Formal Safety Assessments) and propose risk management / control measures for a variety of situations that arise as a result of poor safety or security
■ Understand and apply industry state-of-the-art risk assessment and management tools to a selection of scenarios
■ Appreciate the core concepts of accident investigations and understand the importance of thorough investigation from a risk management perspective
■ Realise the value of a socio-technical system approach and complexity thinking applied to shipping

Course outline
■ Introduction to shipping/ship/safety relationship
■ The human element in a socio-technical system
■ Occupational health and safety and social regulation in shipping context
■ An overview of risk assessment - concepts and methods
■ Risk management - mitigating and controlling risk in poor safety and security situations
■ Risk management in the IMO - an introduction to FSA and other IMO tools
■ The need for accident investigation in the maritime industry
■ Learning from past mistakes - how to investigate an accident
■ Basics of complexity and applications safety
Although seaborne transportation is the most environmentally friendly mode of transportation, environmental impacts brought about by shipping activities, e.g. air emissions from international shipping or waste created in the shipping processes, have been under increased scrutiny. The IMO has introduced new mandatory regulations such as the Ballast Water Management Convention, Antifouling Convention and MARPOL Annex VI. This environmental pressure coupled with volatile and high fuel prices has changed the market and become the trigger for innovative technologies and solutions.

This module focuses on environmental aspects of the shipping industry - from energy efficiency to ballast water management, along with relevant technologies and challenges faced in the aim of achieving sustainable maritime development. It examines environmental issues, associated present and anticipated legislation, and the available and expected options to address the issues with their associated pros and cons as well as management aspects of implementation and monitoring.

**Learning outcomes**
By the end of the module, you should be able to:
- Explain environmental and economic pressures, air emissions (pollutants and GHGs), externalities and international responses
- Describe energy management in the maritime industry and MARPOL Annex VI (Chapter IV), and energy efficiency options during ship design and operation
- Discuss alternative fuels and marine renewable energy
- Discuss life-cycle considerations of retrofitting and decision making under trade-off situations
- Describe ballast water and bio-fouling management as well as waste management
- Discuss oil pollution and recycling, and anti-fouling
- Understand acoustic pollution
- Discuss innovation and future shipping

**Course outline**
- Environmental awareness and market context, emissions to air
- Energy efficiency and management, MARPOL Annex VI (Ch. 4), energy efficiency options (operation)
- Alternative fuels & renewable energy
- Retrofitting, life-cycle analysis, and decision making
- Ballast water and bio-fouling management, waste management, oil pollution and recycling, acoustic pollution, anti-fouling
- Innovation and future shipping
### INSTRUCTORS

#### Setting the Scene
**Contemporary Global Maritime Regulatory and Management Issues in the Shipping Sector**

- **Dr Lawrence Hildebrand**
  - Professor, WMU
  - Over 35 years of experience in integrated coastal and ocean management
  - Specialist in marine environmental studies
  - Consultant and trainer for UN agencies

- **Dr Shuo Ma**
  - Professor, WMU
  - Specialized in research on shipping and port economics, policy and management and operations, marine environmental economics and shipping-port related logistics

- **Patrick Donner**
  - Associate Professor, WMU
  - Practical experience in the shipping industry
  - Specialist in law and management
  - Consultancy experience

- **Dr George Theocaridis**
  - Associate Professor, WMU
  - Maritime law expert
  - More than 10 years industry experience
  - Expertise in shipping litigation, shipping finance, corporate & international disputes

#### Remaining Competitive
**in a Changing Market**

- **Dr Ilias Visvikis**
  - Professor, WMU
  - Specialist in ship finance and risk management
  - Extensive international experience in consultancy and executive training
  - Expertise in investments, risk management, econometric analysis and modelling of shipping markets

- **Ioannis Alexopoulos**
  - Director, Eurofin Group
  - Shipping financier with practical experience in different forms of ship finance
  - Advisory roles to shipowners and shipping banks in relation to ship financing matters

- **Dr Lisa Froholdt**
  - Assistant Professor, WMU
  - Experience with various research projects in the maritime field
  - Consultant and experience in organizational development and product promotion in shipping companies

#### Managing Resources
**Human Resource Management, Organizational Processes and Leadership in a Maritime Context**

- **Dr Michael Ekow Manuel**
  - Associate Professor, WMU
  - Holds licence as Master Mariner (Captain) after eleven years at sea
  - Consultant and experience in maritime affairs and administration at the highest international level

- **Dr Lisa Froholdt**
  - Assistant Professor, WMU
  - Experience with various research projects in the maritime field
  - Consultant and experience in organizational development and product promotion in shipping companies

These are the members of the programme development team. Additional instructors may be added.
Mastering Complexity
Effective Management of Safety, Security and Risk

Dr Raphael Baumler
Associate Professor, WMU
- Holds dual licence (engineering and nautical) and sailed as master for six out of 20 years at sea
- Researched risk management during his Ph.D.
- Focus on the impact of the vessel’s socio-economical environment on safety and the environment

Dr Kirsten Rognstad
Specialist, DNV GL
- Senior principal specialist for ISM and ISPS
- Main responsibilities related to the ISM and ISPS certification on behalf of flag state administrations and training of auditors

Dr Aykut Ölcer
Professor, WMU
- Expertise in ship design, marine production management, shipyard organization, naval architecture, ship stability, ship propulsion, shipyard information systems and optimization in engineering design

Professor Volker Bertram
Specialist, DNV GL
- Specialist for practical ship hydrodynamics and ship design for efficiency and economy
- Consults and teaches on the whole range of environmental aspects of ships and shipping

Staying Ahead of the Curve
Maritime Environmental Technology, Sustainability and Challenges

Dr Jens-Uwe Schröder-Hinrichs
Professor, WMU
- Specialised in research on maritime casualty, ship safety and maritime risk
- Government advisor on implementation and enforcement of IMO safety standard
FLEXIBILITY IN THE MODE OF DELIVERY
This programme is designed by maritime professionals for maritime professionals. Flexibility in the way you study is vital. That’s why we offer delivery options so you can select the mode of study that meets your individual preference:

■ If you prefer flexibility in your time planning and flexibility in the location, the distance learning mode is right for you
■ If you prefer live discussions with people around you and having the expert close to you, choose the classroom learning mode. We offer the opportunity to meet the instructor and fellow students in classroom learning to be taken place in Singapore. Each module is covered over the course of three days

If you prefer to have some of the modules in a classroom, while for other modules you prefer the flexibility of time and place, you can select the mode of delivery for each module individually. You decide on the modes of delivery for the first two modules when registering for the programme, and on the modes of delivery for the last three modules when the programme starts.

This is an excellent source of additional academic learning especially for maritime executives with mainly technical backgrounds. Your distance learning program is most appropriate for those of us who have no time to attend classroom sessions.

Student from the class 2015/2016, Singapore

THE CONCEPT OF DISTANCE LEARNING IN THE PROGRAMME

Is the distance learning mode really equivalent to the classroom learning mode?

We offer the latest technical set-up. This includes a solid e-learning platform to which only registered students have access. On this platform students access lecture videos from each expert, equivalent to the lecture in the classroom, self-study material for your personal exercises and including access to WMU’s online library.

Furthermore, you are not left alone. There are collaboration tools that enable you to have direct contact with the instructors and other students in order to discuss problems and questions.
Once you have fulfilled all of the requirements of the Postgraduate Diploma in Executive Maritime Management, you will be invited to participate in the annual WMU Graduation Ceremony in Malmö, Sweden.

At this graduation ceremony, you will join the WMU Ph.D., M.Sc. and Postgraduate Diploma graduates for the conferring of degrees by the Chancellor of WMU, the Secretary General of the International Maritime Organisation (IMO).

Graduates from WMU are proven to be leaders of tomorrow in the maritime sector. Graduates leave WMU not only with the knowledge they need to succeed, but also with an extended network of contacts from around the world. Once you have completed the Postgraduate Diploma in Executive Maritime Management you are welcome to join our network of graduates.

The Postgraduate Diploma programme gave me the opportunity to have high quality further education, even though I am overseas.

Student from the class 2015/2016, Piraeus
CUSTOMIZED DELIVERY
Are you interested in having the Postgraduate Diploma specifically tailored for your employees and your needs?

Companies in the sector have expressed their appreciation of the breadth of our programme as it provides comprehensive coverage of the various topics relevant to maritime managers. Take the example of a technical expert hoping to move into a leadership position but lacking the requisite managerial skills; this Postgraduate Diploma can play a decisive role in equipping him or her to handle both the demands and challenges of this next step.

There are many reasons for companies to seek out professional development opportunities for their staff. You may be looking for ways to ensure that you keep the best people in your organization and give them new career opportunities. You may want to upgrade skills across the board, to give your organization a competitive edge over others. This Postgraduate Diploma could be a valuable instrument to strengthen the commitment of your employees and offer them career opportunities while raising the professional competence of your whole leadership team.

This Postgraduate Diploma offers the opportunity to gather all your organization’s managers globally into one programme. They will all be connected via the distance-learning platform, which enables them to work on similar projects, questions and challenges at the same time. The discussion platform makes it easy to exchange views on a variety of subjects so participants soon start to collaborate across borders, both national and organizational.

Putting a special focus on your employees will help you to distinguish yourself from other employers in the market. Discuss it with your staff to see how they would feel about the chance to study with other maritime professionals and under the guidance and leadership of international experts.

Like the open enrolment, customized programmes offer full access to the distance-learning platform, access to the WMU’s e-library, teaching and supervision from an international team of faculty, and finally, all successful students receive an academic qualification awarded by WMU. With customized delivery we can offer customized pricing and payment options as well as the possibility of company specific opening and closing workshops to enhance the organizational learning and experience of the participants.

If you can assemble a group of at least fifteen candidates, contact us to discuss options for a customized delivery of the Postgraduate Diploma. We would be happy to meet you in person so we can clarify your objectives and decide how we can best support you to achieve them.

TERMS AND CONDITIONS
The full Terms and Conditions are made available on our website: www.maritime-executive-diploma.com
About DNV GL – Maritime Academy
DNV GL is actively engaged in the field of training and development, with its own dedicated Maritime Academy. For over 17 years, DNV GL’s Maritime Academy has been offering courses in the field of shipping and continues to work towards its motto “Creating perspectives”.

Operating in more than 100 countries, our Academy managers in 17 key locations are dedicated to enabling you to effectively improve your business performance and to assist you in finding the best solutions for your daily business – to become safer, smarter and greener.

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About WMU – World Maritime University
Founded in 1983 by the International Maritime Organization (IMO), a specialized agency of the United Nations, WMU is a centre of excellence for maritime postgraduate education and research. WMU offers M.Sc. and Ph.D. programmes as well as professional development courses, with the highest standards in maritime affairs.

With close to 4,000 graduates in 165 countries across the globe, WMU graduates are a significant participant in developing the maritime industry to the highest possible standards.

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