

Neapolis University Pafos

Response to the External Evaluation Report by the Evaluation Committee on the MBA in Shipping Programme

The University expresses its gratitude to the Evaluation Committee for its efforts and welcomes its constructive comments on the submitted programme. The Evaluation Committee has made several comments and recommendations on our submission.

Our response to the report is as follows:

1.1.5. "We have received evidence of regular informal communication between staff and students, but feel that the University might consider allocating time between courses."

ACCEPTED. The necessary time is to be allocated between the courses.

1.1.11 "We were glad to note the use of Turnitin. But we have doubts as to whether on its own this is adequate to prevent and detect plagiarism. In addition we would have liked to see a written policy dealing with prevention of plagiarism and what happens in the event of suspicions being raised."

ACCEPTED.

Plagiarism is a problematic issue at any program especially if the written work is not in English. We have one system of plagiarism already established however we are also aware about the issue. Our intention is to improve the process of students' report examination with more effective tools where applicable.

Please See ANNEX 1: WRITTEN POLICY ON THE PREVENTION OF PLAGIARISM

1.3.9 "We had strong reservations on this point, having received reliable anecdotal evidence that some teachers had a load inconsistent with their proper functioning as researchers."

Work load in Neapolis is not exceeding the average of 9 hours per week, which corresponds to three courses. Especially, in the School of Economic Sciences and Business the teaching average work load varies between 6 and 9 hours and this leaves ample time for research.

1.3.10 «We would have liked some assurance that a specific shipping-related hire is contemplated."

1.3.11 "We have no doubt as to the gentleman's qualification. We note, however, that he co-ordinates two other programs and have some concerns as to whether he will have adequate time."

ACCEPTED. We have hired one of the most eminent professors in Shipping Economics Prof. Eleftherios Thalassinou from the University of Piraeus (UoP). Prof. Thalassinou being on sabbatical leave for the whole academic year (2017 – 18) has already joined Neapolis since the beginning of August 2017. As shown in his CV Prof. Thalassinou has been the founder and for many years the director of the corresponding Programme in UoP. This Programme has been evaluated at top ranking positions by world experts. Due to his expertise and abilities the University has decided to appoint him as the Programme coordinator.

Besides, since two months ago, there has been a position advertised by the University in the ranking of Professor or Associate Professor in Business Administration with specialization in Shipping Economics.

2.1.4. "We had some concerns here. A number of topics we felt might be profitably added to some modules (e.g. more details of chartering, some content on shipping management and safety issues, and more matters of quantitative methods). In some cases the titles of modules did not fit easily with their stated contents. In addition there were strong arguments for reassignment of certain topics between modules. As well as this we felt that some of the curricula were less than informative and could do with rewriting."

ACCEPTED. The Modules have been adapted accordingly. (SEE Below in page 3).

We have noticed the problem, we are in close cooperation with all the faculty teaching the modules to revise contents, to merge some topics and to add new modules to make the program consistent with the comments and the notifications erased from the members of the evaluation committee. All points above have been analyzed in a more detailed form in the specific paragraphs.

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2.1.4

The program's content, the methods of assessment, the teaching materials and the equipment, lead to the achievement of the program's purpose and objectives and ensure the expected learning outcomes. (2)

Starting a new specialization in an existing MBA program you must take into consideration issues related to overlapping, teaching load of the faculty and number of students participating in each specialization. Following the best possible solution, we proposed this program having in mind that some concerns about its structure could be erased by the members of the committee as it is the case.

Taking into consideration the comments, the concerns and the notifications by the members of the evaluation committee we make the following changes in the structure of the program which is now consistent with the opinion of the committee as it has been expressed during the meeting:

1. The proposed module titled Chartering & Insurance (SHIP510) is going to be a module in Maritime Business and Economics (SHIP510) with the same content and more extended bibliography.
2. The proposed module Shipping Finance & Investment Strategy (SHIP520) remains as it is.
3. The proposed module titled Seaborne Trade and International Economics (SHIP530) is replaced with a new module titled Quantitative Methods in Shipping (SHIP530) with a new content and new bibliography.
4. The proposed module titled Shipping Markets and Quantitative Methods (SHIP540) is going to be a module in Shipping Management and Marine Safety (SHIP540) with revised content and bibliography.
5. The proposed module titled Economics and Port Management (SHIP 550) is going to be a module in Transport Economics (SHIP 550) with a revised content and bibliography.
6. A new module in Chartering and Insurance (SHIP560) will be created as a unique module with new content following well known Universities abroad teaching the course. The new module is going to replace the module Marketing Management from the proposed program.

A detailed list of textbooks and periodicals to cover students' needs is presented below

2.4.7 "We did not receive convincing evidence about the effectiveness of this mechanism and cannot say that we are satisfied. The matter needs to be revisited with a view to making sure all students clearly are informed about it and strongly encouraged to participate."

See ANNEX 2: EVALUATION PROCESS

3.1.1 "Those who teach the program have a respectable number of publications in respected journals and elsewhere, and the subjects of the program fit fairly closely with the research interests of those providing it. But, on 3.1.2, we note that the reading material for a number of modules is very light on references to very recent periodical articles. We therefore find ourselves unconvinced."

ACCEPTED. See ANNEX 3: REVISED MODULES

4.2.1 "We noted that there were no shipping books currently in the library, and act on the assumption that an adequate number will be obtained if and when the program is approved."

ACCEPTED.

See ANNEX 4: BOOK ORDER FOR SHIPPING

We hope that we satisfied the conditions set by the EEC and we will have our program validated.

Looking forward to hearing from you.

Prof. Spyros Vliamos,
School Economics and Business

Regulations for Plagiarism

Plagiarism

Plagiarism is the appropriation of ideas or works of others or of previous works of one's self without reference to the creator and the source, regardless whether this occurs with or without intention.

Plagiarism is considered violation of intellectual property rights and is a legal offense.

In scholarly communication this reference to thoughts, judgments, ideas and arguments of creators and sources is made through bibliographic citations.

How to avoid plagiarism

- When using excerpts from published or unpublished works of another person you must make a full reference to the relevant sources.
- When paraphrasing someone else's text you must refer to the source.
- When copying verbatim text from any source, printed or online, you must place it within quotation marks ("...") and make full reference to the relevant source.
- When translating a text from another language you must refer to the source.
- When using thoughts and ideas of yours that have been previously published you must refer to the previous publication.

Copyright

Intellectual property rights or copyright are the exclusive rights provided by the law to creators regarding their intellectual works. They are provided for a certain period of time in order to prevent third parties from the use and exploitation without license from the creator.

Law no. 59/76 of the Republic of Cyprus regarding Intellectual Property Rights protects the citizens of Cyprus for their works published anywhere in the world, as

well as citizens of other countries who publish their works in Cyprus. Holders of intellectual property rights have the exclusive right to reproduce, translate and supply their works to the public. Any violation of these rights may result in compensation payment or other penalties according to the Law.

According to Law no. 59/76 regarding Intellectual Property Rights (as modified by Laws N.63/77, N.18(I)/93, N.54(I)/99, N.12(I)/2001), N.128(I)/2002 and N.128(I)/2004), intellectual property rights are protected for the following:

- (i) Scientific works (rights expire 70 years after the creator's death)
- (ii) Literary works (rights expire 70 years after the creator's death)
- (iii) Music works (rights expire 70 years after the creator's death)
- (iv) Artistic works (rights expire 70 years after the creator's death)
- (v) Motion pictures (rights expire 70 years after the death of the last survivor of the following individuals, regardless whether they are considered by law or otherwise to be co-creators: (i) producer, (ii) main director, (iii) scriptwriter, (iv) dialogues writer, and (v) composer of music composed specifically for use in the motion picture)
- (vi) Photographs (rights expire 70 years after the creator's death)
- (vii) Sound recordings (rights expire 50 years after the date of recording, unless before that date the recording is in any way, in which case the rights expire 50 years from the date the recording is published or presented)
- (viii) Broadcastings (rights expire 50 years after the date of broadcasting, regardless of the way it is transmitted)
- (ix) Publication of previously unpublished works (rights expire 25 years from the date the work is published)
- (x) Non-original databases (rights expire 15 years after the database is completed, unless (i) if the database was made available to the public in any way before the 15-year period, then the rights expire 15 years after the date the database was made available to the public and (ii) if any significant modification, qualitative or quantitative, regarding the content takes place that constitutes a new significant investment due to successive accumulation of additions, deletions or modifications, then rights expire 15 years after the new investment)

(xi) Performances (rights expire 50 years after the date of performance, unless before that date the performance is published or publicly presented in a material form, in which case rights expire 50 years from the date the performance is published or presented)

Intellectual property rights in Cyprus are granted automatically by law and no registration is required.

Referencing

When writing an essay, you need to support your arguments citing information from other sources. This distinguishes an academic argument from a personal view.

Bibliographic citations in a paper:

- demonstrate how broadly you have looked into your topic
- document your thesis and conclusions
- establish the authenticity and legitimacy of the author's thought, allowing the reader to refer to the original source
- demonstrate your acknowledgement of the contribution of the sources you have used, and
- help you avoid plagiarism.

Bibliographic references (citations)

Every time you use someone else's ideas, either paraphrasing or copying them verbatim, you must refer within the text of your paper to the source from which you have taken the information. This is called 'reference' or 'citation' and the format will depend on the citation standard / style manual you have chosen to employ.

Bibliographic list ('References')

At the end of your paper you must create a 'References' list in which all sources that have been used must be included. The format will depend on the citation standard / style manual you have chosen to employ.

Bibliography/citation standards and style manuals

Bibliographies and citations must be created according to a certain international standard. There are several style manuals; however, only one must be used throughout the entire paper. It is important to consult your instructor who will guide you as to which style manual to use.

Refworks and other bibliographic management tools can automatically change the format of citations according to any major citation standard, such as Harvard, APA, Chicago, MLA, etc.

Bibliography/citation standards and style manuals

- ACM (Association of Computing Machinery)
- APA (American Psychological Association) (online)
- ASCE (American Society of Civil Engineers)
- BibTeX
- Chicago Manual of Style
- Harvard
- Harvard – British Standard 2010
- IEEE (Institute of Electrical and Electronics Engineers)
- MLA (Modern Language Association)
- NLM (National Library of Medicine)
- Oxford
- Turabian
- Vancouver

ANNEX 2

Quality of a Programme or module A set of 6 questionnaires of each 20 items, on the curriculum design, teaching and learning methods, assessment, study load and study progress, quality management, and organization. The set can be answered by teaching staff and by students.

1. Curriculum design PR

20 scale items

- 1.1. The expectations (e.g. of societal needs or of employers) about necessary knowledge and skills in graduates of the programme have been documented.
- 1.2. The proposed outcome competences of (future) graduates are systematically checked with the expectancies of (possible) employers and needs of the society (e.g., they are geared towards real life and practice).
- 1.3. The proposed outcome competences of (future) graduates are attuned to the level of the academic or professional degree of the programme.
- 1.4. International comparisons are made in function of the development (and adjustment) of the study programme and goals.
- 1.5. External experts are actively and systematically involved in the design (and revisions or adjustments) of the study programme and goals.
- 1.6. Students or potential students are actively and systematically involved in the design (and revisions or adjustments) of the study programme and goals.
- 1.7. Teachers/lecturers are actively and systematically involved in design (and revisions or adjustments) of the study programme and goals.
- 1.8. It is foreseen to use information from tutoring and study coaching effectively in order to enhance the quality of the curriculum.
- 1.9. Design (and revisions or adjustments) of the study programme are based on a coherent concept of teaching & learning.
- 1.10. The content and the structure of the study programme fit with the entry competences of (future) students.
- 1.11. The study programme allows specific trajectories for enrolling students with special entry competence profiles.
- 1.12. The proposed end competences are adequately translated in learning outcomes of the course units or modules.
- 1.13. In the development or revision of the study programme attention is given to the coherence and the structure of it (e.g., sequence of units, balance of study load through the year).
- 1.14. In the development or revision of the study programme the team avoids to bring in (or end up in) an overload of contents and materials.
- 1.15. In the development and revision of the study programme the team avoids to have disturbing overlaps in course units or modules.
- 1.16. In the development and revision of the study programme the team brings in interdisciplinary and interprofessional approaches (e.g., in projects or learning units).
- 1.17. Differences in educational and/or cultural views in construing the curriculum have been overcome adequately or have resulted in a positive outcome.
- 1.18. The design and development of course components is the result of teamwork.
- 1.19. A substantial coherence exists between learning goals, course contents, didactic approaches, and the (foreseen) methods of assessment.

Process of a program evaluation

Every 3 to 5 years program coordinators organize a self-assessment based on the Basic Program Quality scan of PROSE, and produce an extensive Program Self-Assessment Report (P-SAR). Administrative units also produce a SAR, but on the basis of a selected list of thematic questionnaires in the PROSE system. In a SAR, descriptive elements are limited. The focus is on evaluation of strong and weak points. Key criteria are:

- ☐ Description of the program and course units
 - % of course units for which all course descriptions according to the Bologna declaration (learning outcomes, teaching methods, assessment criteria) are adequately present in the consulting section of the program, both from the viewpoint of the (potential) student and the educational expert.
- ☐ Validation of the program and course units
 - The extent to which the goals and methods are validated by internal and external experts/peers.
 - The adequacy with which the program has changed in the past 3 to 5 years.
 - The successful implementation of requirements formulated by a previous check-up or audit.
- ☐ Student attraction and student admission
 - Success of the program in relation to similar programs in other institutions
 - Validation of previously acquired competences
- ☐ Curriculum design
 - flexibility of the program
 - coherence of the program
- ☐ Teaching and learning methods
 - adequacy of teaching methods
 - innovative approaches
 - quality of teaching/tutoring practice
- ☐ Assessment
 - adequacy of assessment methods
 - innovative approaches

- quality of assessment practice
- Study load and study progress
 - retention rates
 - passing rates
 - performance outcomes (performance of students who pass)
 - adequacy of study load and study duration
- Quality management
 - adequacy of the quality control in the program
 - quality of diagnostics and the improvement plans
 - performance of the improvement projects
- Organization
 - adequacy of academic staff in number and competence
 - working conditions and opportunities for academic staff
 - evaluation and support for academic staff
 - adequacy of setting and equipment for teaching and learning

Quality improvement planning

On the basis of the self-assessment and review reports (in which intended improvement goals are identified), and on the basis of results of questionnaires, observations and measurements, the Quality Management unit coordinates and supports the quality improvement planning by making an inventory of plans, creating links between improvement projects, and accentuating progress and outcomes.

For this purpose, use is made of the PRIOR method in setting priorities for improvement plans (and by using the prioritizing suggestions in PODS (PROSE Online Diagnostics System). PODS is also used for elaborating project plans that contain 5 to 15 actions that have to be coordinated.

PROSE Online Diagnostics (PODS) is implemented in the operational management of Neapolis. The quality manager is the Online Account Manager (OAM) of PODS. Unit managers can have an access as online diagnostics managers, to activate and manage online consultations/questionnaires. The diagnostics result automatically in reports, ready to be used in consensus meetings or for decision-making.

PROSE Diagnostics are based on the involvement of many participants through the PODS online tool, and the discussion in a consensus group based on the questionnaire results. The system gives the opportunity to involve all teaching and administrative staff online, and then have a consensus meeting on the basis of the results. In this discussion, use is also made of satisfaction

questionnaires. The consensus meeting produces the final scores (thus yielding the quality indicators based on self-assessment) and also the priorities for improvement.

Teaching staff can use PODS for organizing anonymous feedback from students. For this purpose, the Quality Management unit delivers a one-page guideline and a temporary access to the system. For certain purposes or units the anonymous survey option can be used, which allows users to generate custom-made questionnaires that can be filled out online by huge numbers of respondents without access limitations.

Indicators

Quality indicators are based in part on self-assessment by staff, which in their turn rely largely on feedback from respondents. Besides the quality indicators based on self-assessment, there are also indicators based on objective measurements. The set of indicators is revised at least every three years.

Neapolis chooses for a set of indicators that are essentially linked to quality issues. For example, the number of typographical errors in brochures may tell something about the printing process, but not about the quality of the content. It is dangerous to pin down the multidimensional quality of things to one element of it.

PODS PROSE Online Diagnostics System

SAR Self-Assessment Report

ANNEX 3: NEW PROGRAM STRUCTURE AFTER REVISION

Τίτλος Μαθήματος	Maritime Business and Economics				
Κωδικός Μαθήματος	SHIP510				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 1				
Όνομα Διδάσκοντα	Andreas G. Merikas				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	<p>The course provides a thorough understanding of the commercial exploitation of ships, types and procedures. The course includes theory and practice relating to the sale and purchase of ships, their employment in various forms of charter and a detailed calculation of economic performance, including port operations. It also provides an overview of the various commodity markets such as dry bulk, petroleum and chemicals, liner and ferry lines. Where applicable, the impact of national policies of the EU maritime transport and other International bodies are examined, together with the International Maritime Organization's (IMO) regulations that guide future trading conditions and developments in the design and ship specifications. In addition, the course provides a critical and comprehensive study of marine insurance law. It explores the relationship and interaction between the Marine Insurance Act 1906, customary law and the terms of the Institute Clauses. It addresses three main areas: general principles of marine insurance contract, the typical risks and types of losses, always in the context of maritime policy of insurance. Marine insurance is a matter of interest which is growing and therefore many of the judges offer their interpretations of the regulations. There are also recent developments in legislation which cause conflicts and contradictions.</p>				
Μαθησιακά Αποτελέσματα	<p>After completing this course, the student should be able to:</p> <ol style="list-style-type: none"> 1. Recognize the characteristics of large maritime activities. 2. Digest terms and concepts such as: types of vessels used in transport, including Capesize, Panamax and Handy bulk transportation, Container, Ro / Ro, etc. 3. Understand the key dimensions, design and manufacture of ship details (decks, hatches, cranes, winches and specialized cargo handling equipment). 				

	4. Fully understand the terminology of vessel capacity measurement, including the dimensions, physical quantities - deadweight (dwt & dwcc), NT & GT, TEUs. 5. They understand concepts such as stowage factor. 6. Understand the main points of marine origin and the appropriate trade routes of important loads and different cargos. 7. Understand the role of the Broker and the his/her responsibilities. 8. Understand how the cargo guarantees, claims etc. affect the freight.		
Προαπαιτούμενα	None	Συναπαιτούμενα	None
Περιεχόμενο Μαθήματος	<ul style="list-style-type: none"> • Maritime Economics; • Maritime Business; • Buying and selling Ships; • Role and functions of shipbroker; • Economic Geography, trade, craft description and technical details; • Cargos and Post constraints. 		
Μεθοδολογία Διδασκαλίας	A combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.		
Βιβλιογραφία	1. Institute of Chartered Shipbrokers. 2. Stopford, M, (2009), Maritime Economics, Routledge. 3. McConville, J (1999) Economics of Maritime Transport, 1st edition, The Institute of Chartered Shipbrokers. 4. BIMCO, Various Publications. 5. Branch, A. (1998), Economics of Shipping Practice and Management, Chapman and Hall, Second Edition. 6. Clarksons, Various Research Studies. 7. Intertanko, Various Publications. 8. UNCTAD, Review of Maritime Transport Series. 9. IMF, Global Economic Outlook Series.		
Αξιολόγηση	The module is assessed by two course works (accounting for 30% of the total mark) and a final examination (accounting for 70% of the total mark).		
Γλώσσα	ENGLISH		

Τίτλος Μαθήματος	SHIPPING FINANCE & INVESTMENT STRATEGY
Κωδικός Μαθήματος	SHIP520
Τύπος μαθήματος	Core/Required

Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 2				
Όνομα Διδάσκοντα	Andreas G. Merikas				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	The Shipping Finance and Investment Strategy module combines the theoretical and practical aspects of Investment Strategy techniques with applications in the area of shipping. It explains the different types of investment associated with shipping ownership and operation as well as methods for measuring and quantifying such investments.				
Μαθησιακά Αποτελέσματα	Shipping Finance and Investment focuses on the evaluation and selection of alternative shipping related investment decisions under uncertainty and the different sources of investment financing available to shipping organizations. It builds upon some of the core concepts introduced in Corporate Finance, but focuses on the shipping industry. The module deals with the process and types of traditional ship mortgage finance, as well as the alternative capital market sources, such as public issuance of equity and debt, private forms of equity and debt, ship leasing and KG/KS financing. It also aims to provide a rigorous grounding on the long-term financial decisions that shipping corporations make, the tools and analysis used to make these decisions and the factors that affect them.				
Προαπαιτούμενα	None		Συναπαιτούμενα	None	
Περιεχόμενο Μαθήματος	<ul style="list-style-type: none">- Investment Fundamentals- Securities and Analysis- Financial Investment- Investment Analysis- Securities- Non-Marketable Securities- Marketable Securities- Money Market Securities- Capital Market Securities- Derivatives- Indirect Investments- Securities and Risk- The Investment Process				

Μεθοδολογία Διδασκαλίας	Tuition will be a combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.
Βιβλιογραφία	<p>Recommended:</p> <p>1) Bodie, Z, Kane A. and Marcus A., 2008, Investment, McGraw Hill.</p> <p>2) Stopford, Martin, 2011. Maritime Economics, third ed. Taylor & Francis, New York, NY.</p> <p>Other:</p> <p>1) Alizadeh, Amir H., Nomikos, Nikos K., 2009. Shipping Derivatives and Risk Management, first ed. Palgrave Macmillan, New York, NY.</p> <p>2) Bodie Z., Investment, 2010, McGraw Hill.</p> <p>3) Grammenos, C. Th. and Xilas E.M. "Shipping Investment and Finance: Books I & II by (1999-2000).</p> <p>4) Grammenos, Costas Th., 2010. The Handbook of Maritime Economics and Business, second ed. Informa Law, London, UK.</p> <p>Journal Publications</p> <p>1) Albertijn, Stefan, Bessler, Wolfgang, Drobetz, Wolfgang, 2011. Financing shipping companies and shipping operations: a risk-management perspective. Journal of Applied Corporate Finance 23, 70–82.</p> <p>2) Alizadeh, A.H., Nomikos, N.K., 2007. Investment timing and trading strategies in the sale and purchase market for ships. Transportation Research Part B: Methodological 41 (1), 126–143.</p> <p>3) Drobetz,W., D. Gounopoulos, A. Merikas and H. Schroder, 2013 Capital Investment decision of globally-listed companies, Transportation Research part E, 52, 49-76.</p> <p>4) Merikas, A., G., Gounopoulos, Dimitrios, Nounis, Christos, 2009. Global shipping IPOs performance. Maritime Policy and Management 36, 481–505.</p> <p>5) Syriopoulos, Theodore C., 2010. Shipping finance and international capital markets. In: Grammenos, Christos Th. (Ed.), The Handbook of Maritime Economics and Business. Informa Law, London.</p>
Αξιολόγηση	The module is assessed by two course works (accounting for 30% of the total mark) and a final examination (accounting for 70% of the total mark).
Γλώσσα	ENGLISH

Τίτλος Μαθήματος	Quantitative Methods in Shipping
Κωδικός Μαθήματος	SHIP530
Τύπος μαθήματος	Core/Required
Επίπεδο	Postgraduate

Έτος / Εξάμηνο φοίτησης	Semester 2				
Όνομα Διδάσκοντα	Eleftherios I. Thalassinos				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	To teach how quantitative and research methods are applicable in Shipping.				
Μαθησιακά Αποτελέσματα	<p>Students will be able to develop, analyze and implement quantitative techniques in shipping using statistical software packages such as E-Views, Statgraph etc:</p> <ul style="list-style-type: none">• Statistical tools, quantitative techniques and other methodology in shipping.• Multiple Regression and forecasting time-series techniques.• Analytical techniques and models to transportation and logistics problems.• Empirical techniques employed to actual maritime-related market data with emphasis on shipping indices.• Technical analysis of shipping markets,• Computer based statistical analysis with shipping data.				
Προαπαιτούμενα	None		Συναπαιτούμενα	None	
Περιεχόμενο Μαθήματος	<ul style="list-style-type: none">• Introduction to modelling shipping economics and transport.• Freight rate analysis and determination using time series analysis.• Modelling shipping risk factors and stock returns.• The efficiency problem in shipping markets.• Modelling vessel prices, scrap value and performance indices.• Forecasts, projections, data and shipping rates.• Cross-effects between freight, world economics and commodity markets.				
Μεθοδολογία Διδασκαλίας	A combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.				
Βιβλιογραφία	<ul style="list-style-type: none">• Professor's lecture notes in English from the book "Quantitative Methods", E. Thalassinos, (in Greek) Stamoulis Publications, Greece 2012.•				
Αξιολόγηση	The module is assessed by two course works (accounting for 30% of the total mark) and a final examination (accounting for 70% of the total mark).				

Γλώσσα	ENGLISH
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Τίτλος Μαθήματος	Shipping Management and Marine Safety				
Κωδικός Μαθήματος	SHIP540				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 1				
Όνομα Διδάσκοντα	C. Christodoulou-Volos				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	In this course students will learn the organization and administration of maritime operations and be aware of the complexities faced in an international market. This will be achieved by introducing participants to the functions and departments of the shipping companies, their structure and employed human resources. The course highlights fundamental concepts of Management and presents real cases from the shipping industry.				
Μαθησιακά Αποτελέσματα	<div>At the end of the course the students should be able to:</div> <div><div><div>• Analyze ways of organization and management of shipping companies;</div><div>• Know the characteristics of shipping companies;</div><div>• Identify the basics of shipping operations;</div></div><div><div>• Be aware of concepts such as functional deployment of shipping operations, human resources practice in shipping and finally safety and quality issues.</div></div></div>				
Προαπαιτούμενα	None	Συναπαιτούμενα		None	
Περιεχόμενο Μαθήματος	<div>1. Introduction to Shipping Markets' Analysis & Policy</div> <div><div>a. The globalize nature of markets</div><div>b. Shipping and derivative demand</div><div>c. Owners, ship owners and ship managers</div><div>d. Ship types</div><div>e. Registration and Classification</div></div>				

	<ol style="list-style-type: none"> 2. The operations of a shipping company <ol style="list-style-type: none"> a. Structure of ship owning and Management Organizations b. The various departments within c. Operations and Technical d. Chartering and Commercial e. Insurance and Risk management f. Hull and Machinery Insurance g. P and I Clubs 3. The organization of a shipping company <ol style="list-style-type: none"> a. The importance of the organization b. The systemic nature of organizations c. Organizational structure d. Structural dimensions of organizational structure 4. Factors affecting organizational structure <ol style="list-style-type: none"> a. Technology level - Expertise fleet b. The environmental factor operating c. The agent strategy d. The organizational culture 5. Segmentation of shipping companies <ol style="list-style-type: none"> a. Segmentation by function b. Segmentation by operation c. Spoken organizational form d. The use of task forces e. Geographical segmentation f. Modular or network segmentation 6. Human resources management in maritime operations <ol style="list-style-type: none"> a. Strategic human resource management (SDAD) b. The operation of IHL 7. HRM ship <ol style="list-style-type: none"> a. The crewing department of a shipping company b. Crew management and competitive advantage c. Applying HRM techniques in shipping c. Global Labor market, multiculturalism and IHL ship 8. Safety in shipping operations <ol style="list-style-type: none"> a. Maritime industry, quality and safety b. The ISM Code. Approaches to implementing the ISM Code c. ISM audit and objectives d. The ISPS Code 9. Outsourcing functions and activities of shipping companies <ol style="list-style-type: none"> a. The outsourcing as a strategic option b. Advantages and disadvantages of delegation to independent managers c. The independent ship management companies 10. Corporate social responsibility and management of shipping companies <ol style="list-style-type: none"> a. Corporate Social Responsibility (CSR) b. CSR practices in the shipping industry
Μεθοδολογία Διδασκαλίας	<p>Tuition will be a combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.</p>

Βιβλιογραφία	Notes from the book by Theotokas Ioannis, "Shipping Management", Athens 2012.
Αξιολόγηση	The module is assessed by two course works (accounting for 30% of the total mark) and a final examination (accounting for 70% of the total mark).
Γλώσσα	ENGLISH

Τίτλος Μαθήματος	TRANSPORT ECONOMICS				
Κωδικός Μαθήματος	SHIP550				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 2				
Όνομα Διδάσκοντα	Eleftherios I. Thalassinos				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	<ul style="list-style-type: none">- describe the underlying principles of transportation economics through analytic models;- implement Transport economics elements in real life cases;- understand the policy framework that EU has adopted;- study of the impact of the transport efficiencies in modern Businesses.				
Μαθησιακά Αποτελέσματα	<ul style="list-style-type: none">- understand and use analytic models- identify transportation and logistics problems- identify solutions that increase transport and logistics efficiency- forecast demand and prepare capacity				
Προαπαιτούμενα	None		Συναπαιτούμενα	None	
Περιεχόμενο Μαθήματος	<ul style="list-style-type: none">- Fundamentals of Transport Economics;- Analysis of the EU Transport policies;- International transportation systems.- Modern requirements of companies and transportation strategies;- Operational strategies;- Selection of transportation means, modes and routes;- Intermodal transport				

	<ul style="list-style-type: none"> - Pricing, Cost and Production Theory - Cost and Productivity Efficiency Measurement <p>User Costs: Waiting Time, Boarding and Alighting Time, Capacity Constraints, Route Structure, Vehicle Size</p>
Μεθοδολογία Διδασκαλίας	Tuition will be a combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.
Βιβλιογραφία	<ul style="list-style-type: none"> • Button, K.J., Transport Economics, Third edition, Edward Elgar, Cheltenham, UD, Northampton, Mass. 2010. • Quinet, E. and R. Vickerman (2004), Principles of Transport Economics, Cheltenham and Northampton, Mass: Edward Elgar • Small, K.A. and E.T. Verhoef (2007), The Economics of Urban Transportation, Second Edition, London and New York: Routledge. • Hensher, D.A. and K.J. Button, eds., Handbook of Transport Modelling, Oxford: Elsevier Science, New York: Pergamon 2000 • Silver, Edward, David Pyke, and Rein Peterson. Inventory Management and Production Planning and Scheduling. 3rd ed. New York, NY: John Wiley & Sons, 1998. • Ballou, Ronald. Business Logistics Management. 5th ed. Upper Saddle River, NJ: Prentice Hall, 2003. • Cachon, Gerard, and Christian Terwiesch. Matching Supply with Demand: An Introduction to Operations Management. New York, NY: McGraw-Hill, 2005.
Αξιολόγηση	The module is assessed by two course works (accounting for 30% of the total mark) and a final examination (accounting for 70% of the total mark).
Γλώσσα	ENGLISH

Chartering and Insurance (SHIP560)

NEW MODULE TO REPLACE Marketing Management and Business Communication (MBA560)

Learning Objectives:

To teach and to familiarize students with Chartering techniques in all shipping markets including the freight market and cargo markets. They will know how the freight rates are set and the factors on which world trade relies and they will be able to perform freight

calculations and use different charter parties. In addition, they will be able to understand the insurance terminology used on each shipping activity.

Course Content:

- ✓ Management and Operation of freight markets and chartering in ocean shipping.
- ✓ Basic types of freight markets (dry cargo – tankers).
- ✓ The Economic and business function of the markets.
- ✓ Factors determining the freight rate and other unforeseen conditions.
- ✓ Charter parties and different types of chartering.
- ✓ Freight calculations and special calculations for mixed time and voyage charter and marginal calculations.
- ✓ Marginal calculations in the liner market.
- ✓ Time charter calculations and tanker calculations.
- ✓ The World-scale index establishment and its use for the estimation of freights.
- ✓ The connection of freight to the cost and supply of shipping services.
- ✓ Distribution of risk in freight fluctuations.
- ✓ Use of future charter parties.
- ✓ Rate of shipping return.
- ✓ Insurance coverage.
- ✓ Marine insurance and claims

Course Outline:

- ✓ INCOTERMS 2000; Trade payment methods and shipping terms.
- ✓ Shipping Costs and types of Charters: Estimation of Cost
- ✓ Freight Calculations and the Discounted Cashflow Method
- ✓ Profitability Analysis and Capital Budgeting Methods
- ✓ Choice of Ship Type, Market Segmentation, Market Participants, Market Competition
- ✓ Freight Indices and how to be used.
- ✓ Type and assessment of routes; Specific voyage estimation.
- ✓ Specific voyage estimation for Liner trade.
- ✓ Specific voyage estimation for Bulk trade.
- ✓ Components of a voyage charter.
- ✓ Technicalities in Charter Parties, emphasis in lay-time and demurrage calculation.
- ✓ Types and purpose of contracts.
- ✓ To understand claims and insurance issues.
- ✓ To understand the legal aspects of Charter parties.
- ✓ To understand the concept of time barring of claims and litigation.
- ✓ Principles of Maritime Security.
- ✓ Special Shipping Insurance Coverage.
- ✓ P&I Clubs and Mutual Insurance.
- ✓ Maritime claims: management of claims and disputes.

Learning Outcome:

Upon completion of the course, students should be able to analyze the freight markets and understand the implications of politics and world trade. They will be able to understand the complex structure of world trade and the factors determining the ups and downs of particular trades.

Bibliography:

1. Stopford, M. 2009, Maritime economics, 3rd edition, Routledge Publication.
2. Merkin, Robert, Marine Insurance Legislation 4th edition, 2010, Routledge Publ.
3. Susan Hodges, Law of Marine Insurance, 2013, Routledge Publ.
4. Christof F. Lüddeke, Graeme Bowles, 1996, Marine Claims: A Guide for Handling and Prevention of Marine Claims.

ANNEX 4

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01/09/2017

ΚΩΔΙΚΟΣ	ΤΙΤΛΟΣ	ΠΟΣΟΤΗΤΑ	ΤΙΜΗ / ΑΝΤΙΤΥΠΟ	ΑΞΙΑ (ΕΥΡΩ)
9781908833648	Ship Operations and Management	1	€ 115.00	€ 115.00
9780415870030	Principles of Port Management	1	€ 90.00	€ 90.00
9781138636118	Professional Ship Management: Marketing and Strategy (Routledge Revivals)	1	€ 114.00	€ 114.00
9781330946749	The Shipping-Laws of the British Empire: Consisting of Park on Marine Insurance and Abbott on Shipping (Classic Reprint)	1	€ 22.00	€ 22.00
9781138232808	Maritime Mobilities (Routledge Studies in Transport Analysis)	1	€ 136.50	€ 136.50
9783319623641	Shipping Operations Management (WMU Studies in Maritime Affairs)	1	€ 115.00	€ 115.00
9781349703005	Dynamic Shipping and Port Development in the Globalized Economy: Volume 1: Applying Theory to Practice in Maritime Logistics	1	€ 105.00	€ 105.00
9781138741362	Management Careers and Education in Shipping and Logistics (Routledge Revivals)	1	€ 129.00	€ 129.00
9781137475763	Port Management (Palgrave Readers in Economics)	1	€ 97.00	€ 97.00
9787313124395	Shipping Derivatives and Risk Management(Chinese Edition)	1	€ 69.00	€ 69.00
			ΣΥΝΟΛΟ:	€ 992.50

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10	The Routledge Handbook of Transport Economics	9781138847491		140,00 €
11	Port Business: Market Challenges and Management Actions	9789057181795		61,90 €
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13	Freight Transport and the Modern Economy (Routledge Studies in the Modern World Economy)	9781138901155		47,00 €
14	Introduction to Marine Cargo Management (Lloyd's Practical Shipping Guides)	9780415732413		204,76 €
15	Container Logistics: The Role of the Container in the Supply Chain	9780749481247		71,44 €
16	Ports and the Environment: Maritime Policy and Management	9781138295285		44,00 €
17	Guide to Maritime Security and the ISPS Code	9789280115444		70,00 €
				1.694,48 €
		ΦΠΑ 5%		84,72 €
		ΣΥΝΟΛΟ		1.779,20 €