University of Ljubljana, Kongresni trg 12, 1000 Ljubljana, Slovenia

Flensburg University of Applied Sciences, Kanzleistr. 91-93, 24943 Flensburg, Germany

University of Zadar, Mihovila Pavlinovića 1, 23000 Zadar, Croatia

Joint International Master Programme in Maritime Management

Guide for Students

Content

Introduction 3
Practical information 4
Institutional Organization of the Programme 6
Content of the Programme 7
Curriculum and the ECTS points 11
Admissions 12
Progress Through the Programme 14
Learning Outcomes and Career Tracks 15
Students' Rights and Responsibilities 18
Quality Assurance 19
Contacts 20

Introduction

This guide contains key information about our international joint master programme in Maritime Management. This includes information on its structure and content, the supervision system, students' rights and responsibilities, quality assurance procedures as well as information on programme learning outcomes and enrolment requirements. We have tried to answer the questions you may have about the programme, but if you have a question we have not answered here, please contact the programme secretary or any of the local coordinators. Their contact information can be found at the end of this guide.

The joint international programme in Maritime Management exposes you to a vibrant international academic community through which you can acquire knowledge, skills and other competencies necessary to improve your position on the job market related to maritime industry. The programme encourages you to critically engage with up-to-date research data and the latest scientific and practical knowledge that deals with issues related to maritime management. The content of the study programme and knowledge learned during study will enable you to closely cooperate with institutions and staff in the maritime industry whose research interests you share.

The master programme is jointly organised by the University of Zadar in Croatia, the University of Ljubljana in Slovenia and the Flensburg University of Applied sciences in Germany. It was set up and accredited in all three countries using the European Approach for Quality Assurance of Joint Programmes. It is the first international joint master programme in these three counties on the topic of the maritime management which, we hope, will enrol its first generation of students in the academic year 2022/2023.

After completing this programme, the students will obtain a joint degree, issued by all three partner institutions.

We are looking forward to meeting you in Flensburg, Portorož and Zadar.

PROGRAMME COORDINATORS

Sander Limant, Flensburg University of Applied Sciences
Elen Twrdy, University of Ljubljana
Leonardo Marušić, University of Zadar

Practical information

General practical information for the students arriving to any of the partner institutions can be found on their respective web sites, and the links are also available on the joint programme web site. The links are:

- Faculty of Maritime studies and Transport in Portorož: www.fpp.uni-lj.si/en/erasmus/incoming-students
- Flensburg University of Applied Sciences: hs-flensburg.de/en/about-us/university-organisation/admin/international-office
- University of Zadar: www.unizd.hr/eng/international-relations/student-mobility/practical-information

In addition to that, more specific information is available regarding the accommodation and the visas.

Further assistance on all these issues can be obtained from the foreign relationship offices of the partner institutions.

Accommodation

All three partner institutions offer accommodation in their student dormitories. Unfortunately, the capacities are limited, but there is also possibility for private accommodation. Traditionally, typical period for renting the accommodation for the students was the academic year, and finding accommodation for just one semester would have been a problem. However, that changed with the Erasmus program, and renting for just one semester is becoming a common practice.

In Flensburg accommodation: is organised by International office which will do the booking in advance at „students union“, in Germany a legal entity responsible for students need („Studentenwerk“).
For the other two partner institutions more information about accommodation can be found on the following links:

- Faculty of Maritime studies and Transport in Portorož: www.fpp.uni-lj.si/en/erasmus/incoming-students/before-arrival/accommodation/
- University of Zadar: www.unizd.hr/eng/international-relations/student-mobility/accommodation

As before, these links can be found on the joint programme web site as well.

In addition to that, a new student dormitory was recently built in Zadar, and it is being furnished, so it is not available yet and therefore there are no information about it on the web. However, it should be available before the first students are enrolled in this programme, and the relevant information will be updated and available on the web.

Visas

For the students coming from the EU countries there is no need for visas, and for the students coming from other countries the information can be found on the following links:

- Croatia: mvep.gov.hr/services-for-citizens/consular-information-22802/visas-22807/22807
- Slovenia: www.uni-lj.si/study/information/temporary-residence-permit-in-the-republic-of-slovenia/
- Germany: https://www.auswaertiges-amt.de/en/visa-service/-/215870

As before, all these links can be found on the joint programme web site as well.

Institutional Organization of the Programme

The institutions involved in the organization and delivery of this master programme are very different, not only because they are in different countries, but also because of the differences in their organization and size. The University of Ljubljana is the largest university in Slovenia, with around 45 000 students and 26 organizational units (faculties and art academies). However, the university is not integrated, which means that the faculties are legal entities with high level of autonomy, which means that the Faculty of Maritime Studies and Transport can be seen as an independent institution in some regards. Also, the faculty is the only dislocated unit of the University of Ljubljana, located in Portorož, and has its own administration and student services. The University of Zadar, with around 5 500 students, is much smaller, but it is fully integrated, consisting of departments. The administration, student services, quality assurance etc. are organized at the university level. These universities are both research oriented and organize doctoral studies. The Flensburg University of Applied Sciences is even smaller (3 500 students) and integrated, and it is oriented more towards applications so it does not organize doctoral studies. However, it has very strong research and even stronger relations with industry. Also, its teaching and research equipment in the maritime area (simulators and workshops) is more advanced compared to the other two partner institutions.

It is important to point out that even though one of the partner institutions is a university of applied sciences, which organizes professional studies, this particular study program is academic and the graduates can be enrolled in doctoral studies, which is substantiated by two facts. One is that two out of three partner institutions are universities which organize academic programmes (including the doctoral studies), and the other is that all the course leaders involved in the programme (including the teachers from the Flensburg University of Applied Sciences) are professors with strong research background and publication record.

We believe that this diversity, including the geographical and cultural diversity resulting from the locations of the partner institutions, will give the students an exceptional experience which could never be achieved by just one institution, and that is the most important advantage of this programme.

The program is organized in the way that each of the partner institutions organizes one semester, while the fourth semester is reserved for the preparation of the master thesis. The first semester will be organized in Zadar, the second in Portorož, and the third in Flensburg, while the students will have the possibility to choose where they are going to work on their master thesis. We realize that this approach presents some logistical difficulties for the students, but we believe that the students will benefit from the exposure to different cultures, traditions, languages and organizations. We are convinced that these benefits outweigh the difficulties, especially considering that we aim to prepare the students for a very diverse and international job market.

Content of the Programme

This programme is designed to be a continuation of the undergraduate Nautical, Marine engineering and Maritime Transport Technology programmes. After completing one of these programmes (and possibly some other, similar, undergraduate programme) students would have an opportunity to continue their education at graduate level.

The objective is to educate the experts employable in the field of managing and organisation, planning of the operational loads and researching of the maritime transport process, including the organisation of activities at port terminals and application of state of art technologies in the marine transport. Therefore, the students should obtain knowledge in the fields of technology, organisation and utilization of maritime transport, marketing, mathematical modelling, operational researches, organisation, economics, engineering, automatics, law, information technologies, environmental protection and human resources management.

The content of the program would be based on the following topics/courses:

Maritime contracting:
Basic principles of contractual relations and obligatory law. Definition and types of obligation. Types of maritime contracts. Shipbuilding contract. Contracts for the carriage of goods by sea. Shipping charters (time charter, voyage contract, sub-contract). Bill of lading issues. Contract for the carriage of passengers and baggage by sea. Towing contract. Bareboat and demise charter contract. Direct and multimodal carriage. Maritime agency contract. Maritime insurance contract. Salvage contract. Yacht and boat charter agreement. Storage contract (in port warehouses). Piloting contract.

Ship energy efficiency and optimization:
Energy balance of ship propulsion plants. Efficiency at different loads of different propulsion plants. Influence analysis of certain parameters at efficiency and total costs of ship plant. Weather routing, slow steaming, usage of different fuels, load distribution, hull and propeller fouling and similar. Simulation of different conditions at ship engine room simulators. Ship propulsion plant and engine room process optimization. Ship energy efficiency Management plant (SEEMP). Ship inspection and classification. Planned maintenance systems and Purchasing. Advanced diagnostics: simulation and analysis of different conditions in the engine rooms of different propulsion plants.

Management of shipping companies:
Framework for the analysis of the organization and management of shipping companies. Socio-technics systems theory. External environment of the shipping companies. Analysis of the processes and systems of shipping companies. The shipping company organization. Factors that influence the shipping company organization. Design of jobs and ways of organizing work. Human resource management based on socio-technics systems principles. Teamwork culture. Managing cultural diversity. Human resource management of shore based staff. Management of seagoing personnel. Safety management in shipping companies - ISM

Code. Accident analysis and development of the SMS. Outsourcing of ship management.

Management information systems:
The Information Age: Business Information Systems, Strategic Uses of Information Systems, Business Functions and Supply Chains. Information Technology: Business Hardware and Software, Business Networks and Telecommunications, Databases and Data Warehouses. Web-Enabled Commerce: The Web-Enabled Enterprise, Challenges of Global Information Systems. Decision Support and Business Intelligence: Decision Support and Expert Systems, Business Intelligence and Knowledge Management. Planning, Acquisition and Controls: Systems Planning and Development, Choices in Systems Acquisition. Risks, Security and Disaster Recovery.

Data science and machine learning applications in management:
Data science, machine learning and deep learning. Scoping and managing machine learning initiatives and projects. Building and developing machine learning projects in industry. Digitization and digitalization. Artificial intelligence (AI) and Industry 4.0. The Internet of Things (IoT). Cyber-physical systems and emerging technologies. Advanced data analytics. Industry 4.0 and associated concepts. From data to decisions: descriptive, diagnostic, predictive and prescriptive approaches. Data analytics workflow. Data preparation. Machine learning methods. Supervised and unsupervised learning. Regression and classification. Clustering. From linear and logistic regression to neural networks. Programming languages and software environments for data science and machine learning. Building the machine learning model. Machine learning vs. deep learning. Reinforcement learning. Sensitivity and uncertainty analysis of machine and deep learning models. Risk analysis.

Crisis management in shipping:
Cargo Damage, Loss and Shortage. Insurance cover and damage or failure of ship's own equipment. Underperformance and over-consumption claims. Unsafe ports and berths. Damage to fixed and floating objects. Oil Pollution. General Average. Salvage. Collisions. Labour disputes and disciplinary procedures. Personal Injury. Stowaways. Refugees.

Introduction to confined water safety of navigation:
Criteria for determining fairway and manoeuvring areas dimensions. Risk assessment involved with fairway width. Ship - fairway interaction forces. Determining fairway depth - Water level, Static draft, Dynamic draft, Dynamic draft, Probability. Determining fairway width methods - One and two way fairway – PIANC, ROM, MLIT.

Mathematical modelling and simulations:
What is mathematical modelling? Types of problems and their solution. Dimensional analysis and similitude modelling. Basic statistics. Approximation and Validating Models. Fitting curves to data. Monte Carlo simulation. Deterministic models. Stochastic models. Optimization. Preparation and evaluation of experiments. Exponential growth and decay. Traffic flow models. Modelling vibration. Modelling ship motion.

Maritime logistics:
Maritime transport - geography and maritime trade. Ports as members in the logistics chain. Planning and construction of ports. Processes in ports. Operations at the

container port. Container hubs, transhipment and feeder services. Connection with the hinterland and the Dry port concept. Cooperation and competition between ports. Short Sea Shipping. Trends in maritime logistics. Finances and accounting in maritime business. Coastal engineering. Maritime safety and risk management.

Finances and accounting in maritime business:
Introduction to accounting in maritime business: Accounting principles, Costs and revenues categorization, Assets categorization. Cost accounting tools and concepts: Cost allocation in maritime business, Costing methods. Financial Accounting: International financial reporting standards (IFRS), Financial Statements. Management accounting - Accounting for supporting decisions: Methods for financing projects/sources of funds and their cost, Time value of money (Present value of future economic benefits), Analysis and interpretation of financial and budgetary statements and key financial indicators, Budgeting process and control, Costing for decision making.

Coastal engineering:
Elements of coastal engineering, detection of current problems. Definition of the correlation between the requirements of navigation safety and marine protection and the principles of design. Safety conditions and limitations for manoeuvring by ship and at the time of berthing at the berth. Methods for determining the elements of the port and the waterways. Determination of the required depth and width of the waterway. Measures to upgrade the safety level during the berthing of the ship. Impacts of navigation and maritime security measures with regard to the economic aspect of designing or constructing ports and waterways. Calculation of the required number of tugs, influence of low water under the keel, impact of the added water mass on the speed of approaching the coast. Criteria for the safety of the ships for different types of ships.

Maritime safety and risk management:
Fundamentals of safety in maritime transport: technical, technological, economic, legal, sociological, cultural, medical and other traffic safety assumptions. Assessment of threats and risk analysis in maritime transport. Protection and preventive actions. Hazard identification and risk assessment methods. Definition of risk reduction measures. Efficiency of risk mitigation measures. The effectiveness of risk mitigation measures associated with the likelihood of emergencies. Evaluation of risk reduction measures in response to response time. Models supporting decision-making.

Legal Conflicts in Shipping:
Types of Marine Disputes, Claims and Approaches to Resolution. Procedures for Claims in Commercial Courts. Distinction between Litigation and Arbitration. Reasons for Arbitration. Designing an Arbitration Regime. Effect of Arbitration Clauses in Contracts and Trade Arbitration Rules. The Concept of Conciliation and Distinction to Arbitration. Arbitration Procedures. Methods of Enforcing Foreign Judgements and Arbitration Awards. Conflicts of Legal Rules in Maritime Disputes. Rome Convention. Brussels and Lugano Conventions. Advantages of Forum Shopping.

Marine engineering and environmental protection:
Energy-saving methods in engine room (theoretical and at ship engine room simulator). Propulsion plant element (propeller, engine, hybrid…) selection. Thermal

and electrical power distribution for different scenarios. Managing technical systems for different types of propulsion vessels. Selection of suitable measures to meet different environmental requirements. Environmental Protection. Regulations (MARPOL I, IV, V, VI, BWC). Fuels (conventional, gaseous, alternative Fuels). Miller-Cycle, Exhaust-Gas-Recirculation. Exhaust Gas After Treatment. Ballast Water Convention.

Water Management aboard Ships:
Overview of water cycle management on ships. Different water cycles, their regulatory background (law) and used treatment technologies on ships particularly in the following areas: Ballast Water Treatment, Scrubber Water Treatment, Drinking Water Treatment, Boiler Water Treatment, Sewage Water Treatment.

Research Project in Marketing:
Transfer Project or Research Project. Acquisition of projects in approaching relevant enterprises and configuring and agreeing on projects. Development and configuration of the agreed projects and electing and combining the relevant methods for implementation in the project. Solving the problems in the project using situational reasonable methods of problem solving. Application of relevant research methods and combination of these in a sensible way. Achievement of scientific verified findings and documentation of these in a scientific way. Preparative Lectures on Project and/or Research Methods. Ongoing Project and Research Support.

Simulation:
Terms, definitions and principles of simulations. Overview on the fundamental methods of simulation and the applicability in supply chain management. Application of the fundamental methods of simulation and derivation or testing of measures of improvement. Assessment of findings and effects and extrapolation on real systems.

Supply chain management fundamentals:
Theory on Operations & Supply Chain Management. Supply Chain Planning. Supply Chain Strategy. Supply Chain Design & Configuration. Supply Chain Processes. Supply Chain Management and Purchasing. Supply chain Performance Measurement and Management. Supply Chain Risk Management.

Advanced planning and control:
Controlling Concepts and Instruments: Creation of a Mind map for Controlling, Scenario Analysis, Strategy Map, Balanced Scorecard. Methods of System Analysis: Introduction to System Thinking, History of Foundations of System Dynamics, Causal Loop Diagramming. Simulation Models: Introduction to Vensim (Simulation Language), Modelling Use Case with Vensim, Project (model a real-life company and simulate different scenarios using a balanced scorecard approach).

Business Valuation:
Simulation game business valuation. Occasions and principles of business values. Prognosis and capitalization of future financial surpluses. Simplified valuation methods (multiples, market values, etc). Limits and problems of the existing valuation methods. Further development of business valuations by new approaches and methods. Fundamentals of rating.

Curriculum and the ECTS points

The programme is at the level 7 of the European Qualifications Framework (EQF), i.e. it is the second cycle in terms of the Qualifications framework of the European Higher Education Area (QF-EHEA). It is designed as a two-year programme with 120 ECTS points leading to the degree Master of Science in Maritime Management. To be awarded the master degree a student has to obtain 300 ECTS points in total, together with the previously completed bachelor programme.

The first three semesters are organized as taught courses, the first one is Zadar, the second one in Portorož and the third one in Flensburg, while the fourth semester is reserved for the research leading to the master thesis.

The curriculum, together with ECTS points awarded to each course, is presented in the table that follows, while more detailed information, including all the course syllabi, can be found in the Course Catalogue.

The language of instruction is English.

Semester 1 (University of Zadar)			
Course title	**Lecturer**	**Contact hours**	**ECTS**
Maritime contracting	Marija Pijaca	30+15	5
Ship energy efficiency and optimization	Josip Orović	30+15	5
Management of shipping companies	Toni Bielić	30+15	5
Management information systems	Dino Županović	30+15	5
Data science and machine learning applications in management	Marko Valčić	30+15	5
Optional courses			
Crisis management in shipping	Luka Grbić	30+15	5
Introduction to confined water safety of navigation	Mate Barić	30+15	5

Semester 2 (Maritime Faculty Portorož)			
Course title	**Lecturer**	**Contact hours**	**ECTS**
Mathematical modelling and simulations	Milan Batista	45+30	6
Maritime logistics	Elen Twrdy	45+30	6
Finances and accounting in maritime business	Marina Zanne	45+30	6
Coastal engineering	Marko Perković	45+30	6
Maritime safety and risk management	Peter Vidmar	45+30	6

Semester 3 (University of Applied Sciences Flensburg)			
Course title	**Lecturer**	**Contact hours**	**ECTS**
Legal conflicts in shipping	Sander Limant	60	6

Marine engineering and environmental protection		Rom Rabe	30+30	6
Water management aboard ships		Wiktoria Vieth	60	6
Optional courses				
MODULE 1	Research project in marketing	Nelly Oelze, Alexander Deseniss	120	12
MODULE 2	Simulation	Volker Looks	60	6
	Supply chain management fundamentals	Marcus Brandenburg	60	6
MODULE 3	Advanced planning and control	Thorsten Kümper	60	6
	Business valuation	Martin Klem	60	6

Semester 4	
Master thesis research project	**30 ECTS**

Admissions

Each year 25 students will be admitted into the programme, and the criteria for enrolment are:

1. A Bachelor degree in marine engineering or nautical sciences, or similar, such as:
   - transport technology
   - logistics
   - management
   - law
   - machine engineering
   - electrical engineering
   - information technology

2. Proficiency in English at CEFR level B2, proven by means of one of the following internationally recognized tests and corresponding test scores:

   - IELTS with an overall score of 5-6
   - TOEFL with an overall score of 87-109
   - Cambridge First Certificate

   TOEFL and IELTS tests cannot be older than two years.

   In principle, all applicants must submit said proof of proficiency in English. Applicants that meet either of the following requirements are exempt from proving proficiency in English:

   - Applicants that are a native English speaker and pursued and completed secondary education in any one of the following countries: Canada, USA, UK, Ireland, New Zealand, Australia.

- Applicants that have pursued and completed their undergraduate education in any one of the following countries: Canada, USA, UK, Ireland, New Zealand, Australia.

Applications must be made on-line via the programme joint website, in accordance with the instructions published thereon and before the deadlines as published on the website. Applications must include the following documents:

- Copy of a valid passport (only the main pages)
- Certified copy of Diploma or proof of enrolment with expected graduation date (if this document is not in English, please attach an official translation) and, if available, of the Diploma Supplement
- Certified copies of academic transcripts and, if applicable, list of courses and credits still to be completed (if this document is not in English, please attach an official translation)
- Curriculum Vitae in English
- Official proof of English language proficiency (as explained above).

Admission to the programme is at the discretion of the Partner Institutions, which have mandated the Admission Committee, under the supervision of the Management Committee.

Further details regarding the admission can be found in the Study Regulations.

Progress Through the Programme

The first semester is taught in Zadar and it consist of seven mandatory courses. It starts at the beginning of October each year, and ends at the end of February the following year. The courses are taught until the end of January, with a two-week Christmas break (the exact dates of the break are published in the academic calendar for each academic year), while February is reserved for the exams. The students are given two possibilities for taking each of the exams.

There are no formal requirements for the enrolment of the second semester, but the students are advised to pass all the courses, since they will move to Portorož for the second semester and then to Flensburg for the third semester, and they would have to return to Zadar at some point for the re-assessments of the courses they have failed.

The second semester is taught in Portorož and it consists of five mandatory courses. It starts at the beginning of March each year and it ends around July 15th the same year. The courses are taught until around June 15th, with one-week Easter break (the exact dates of the break are published in the academic calendar for each academic year), while the second half of June and the first half or July are reserved for the exams. The students are given two possibilities for taking each of the exams.

The students are required to obtain at least 40 out of 60 ECTS of the first year of the programme before being allowed to start the third semester. Further details, possible exemptions and relevant regulations can be found in the Study Regulations.

The third semester is taught in Flensburg and it consists of three mandatory courses plus one of the three optional modules offered to the students. It starts at the beginning of September each year and it ends around February 15th the following year. The courses are taught until around January 15th, with a two-week Christmas break (the exact dates of the break are published in the academic calendar for each academic year), the second half of January and the first half or February are reserved for the exams. The students are given two possibilities for taking each of the exams.

After the third semester has been completed, the possibilities for the resits or re-assessments will be provided for the students who have failed to obtain the required 90 ECTS points assigned to the taught courses. The rules regarding the resits and re-assessments can be found in the Study Regulations.

The fourth semester is reserved for the master thesis, and the venue depend on the choice of the research subject, the choice of the supervisor and the availability of the research equipment. These choices are made individually for each student, and the student will then be enrolled into the 4th semester at the chosen Partner institution. In addition of the thesis supervisor, a thesis co-supervisor will be appointed to each student, from one of the two remaining partner institutions, to ensure the joint supervision of the thesis.

Appointment of the thesis supervisor, supervision, assessment and defence of the thesis will be conducted in line with the master thesis regulations of the Partner Institution at which the student is enrolled in the 4th semester, as described in detail in the Study Regulations.

Learning Outcomes and Career Tracks

The learning outcomes of the programme are mainly at the level 7 of the European Qualifications Framework (EQF) (The European Qualifications Framework (EQF) | Europass) and at the corresponding levels of the relevant National Qualifications Frameworks (NQF). The corresponding level of the Croatian Qualifications Framework (CQF (kvalifikacije.hr)) is level 7.1, the corresponding level of the Slovenian Qualifications Framework (Slovensko ogrodje kvalifikacij | Enotni sistem kvalifikacij v Republiki Sloveniji (nok.si)) is level 8, and the corresponding level of the German Qualifications Framework (The DQR - Deutscher Qualifikationsrahmen) is level 7.

By completing the programme, the students will gain deep theoretical knowledge within the maritime area as well as in the area of management. With this knowledge the student should:

- be able to make informed and responsible decisions regarding environmental protection
- be able to understand and apply state of the art ship technology which can influence the development of a shipping company
- understand the factors that influence the management and selection of human resources
- be able to understand the ship energy systems and to optimize the ship propulsion operations
- be able to evaluate and use the maritime transport data as a fundament for decision making
- understand the IT elements and apply IT based solutions in management
- be able to analyse and synthesize the complexity of the port and transport systems in the light of contemporary technologies
- understand the implication of law in the maritime supply chain and in environmental aspects, and provide solutions
- be able to adjust shipping company organization structure to the surrounding conditions and the market requirements
- understand the economics of maritime business and interpret financial and budget statements to support managerial decisions
- be able to communicate effectively in a multi-cultural environment
- use acquired knowledge and technological skills to identify and solve problems, generating new ideas related to the field of study
- be able to critically discuss the mechanisms that underlie digital and industrial transformations and technical changes as well as their implications on development and society
- be able to evaluate theoretical and applicative concepts and current research from the field of data science and machine learning for dealing with industrial engineering and management problems
- be able to recognize the capabilities and challenges of data science and machine learning models and systems,

In addition to that the I3M students are expected to acquire the following core competences and skills:

- Mathematical competences in science and technology
- Digital competences
- Proficiency in English language
- Learning to learn
- Proficiency in English language with the focus on accounting terminology
- Sense of business and entrepreneurship
- Use of port and transport terminology
- An understanding of types of evidence
- It involves creativity, precision and thoroughness in archiving evidence
- communication in the mother tongue
- communication in foreign languages
- basic competence in mathematical modelling and computer simulations
- basic competence in scientific research
- effective learning;
- social and civic competences;
- sense of initiative and entrepreneurship;
- cultural awareness and expression.
- familiarization with basic fairway and ship elements
- An understanding ship motions during navigation in confined waters
- Sense of safety criteria for ship during navigation in fairway limited with depth and width.
- Communication, which involves foreign (English) language, mediation skill and intercultural understanding.
- An understanding of the changes caused by human activity.
- Sense of initiative and entrepreneurship as ability to turn ideas into action. It involves creativity, innovation and risk-taking, as well as the ability to plan and manage projects in order to achieve objectives.
- Communication between contracting parties, which involves knowledge of law.
- Negotiation skills and the ability to turn ideas/decisions into a contractual relationship.

More detailed description of the knowledge, skills and other competences the students will obtain in the programme can be found in the course syllabi presented in the Course Catalogue.

After the completion of study programme students could be employed in the field of managing and organisation of companies, planning and optimization of the maritime transport processes, including the organisation of activities at port terminals and on board ships. They should be also ready to apply or utilize the state of the art technologies/methods in the maritime transport/industry. Institutions which could hire such experts are shipping companies, maritime administration, classification

societies, maritime agencies, ports, maritime education institutions and other organisations which are directly or indirectly connected with maritime business.

Students' Rights and Responsibilities

Students have the right to:

- consult regularly with academic staff members
- access all institutional resources in the same manner as students enrolled at other programmes at the partner institutions
- quality guidance from a supervisor for their master thesis
- support with organising mobility activities
- express their opinions about the doctoral programme and provide suggestions for improving it.

Throughout their studies, students are expected to:

- attend classes regularly and actively participate in them, fulfilling the responsibilities assigned by their teachers and supervisors
- submit written statements to the supervisor about their fulfilment of various activities that are a part of the programme
- abide by the rules of the Code of Ethics of the all three partner institutions
- cover the costs of their study.

Quality Assurance

The Flensburg University of Applied Sciences, the University of Ljubljana and the University of Zadar agree on common academic values and work together to develop an inter-institutional culture of quality. All three institutions agree that quality assurance and joint responsibility are key elements for the successful organization of a joint study program

Each partner institution carries out quality assurance procedures for the joint master programme, according to the quality assurance system already in place.

The quality and efficiency of performance in the teaching part of the program is monitored through students' evaluations and during the presentation of their work produced during the semester.

In the research part of the programme, the main forms of monitoring the quality and efficiency of performance of the programme are public defences of master thesis and the evaluation of results of scientific research.

The quality and efficiency of the programme is monitored by evaluating examination results, student surveys and by means of feedback from former students. When the results of examinations are evaluated, it is established whether the students have acquired the necessary knowledge, skills and abilities. Furthermore, after the end of the programme students are interviewed about the quality of the teaching and supervision. The results of student feedback are taken into account in curriculum changes and teaching and supervision practices.

Contacts

Local coordinator, Flensburg University of Applied Sciences
Prof. Sander Limant
sander.limant@hs-flensburg.de

Local coordinator, University of Ljubljana, Faculty of Maritime Studies and Transport
Prof. Elen Twrdy
elen.twrdy@fpp.uni-lj.si

Local coordinator, University of Zadar
Prof. Leonardo Marušić
lmarusic@unizd.hr