

Programme specification

(Notes on how to complete this template are provide in Annexe 3)

1. Overview/ factual information

Programme/award title(s)	a. BSc (Hons) in Shipping Management b. BSc in Shipping Management c. Diploma in Higher Education in Shipping Management d. Certificate in Higher Education in Shipping Management
Teaching Institution	Deree - The American College of Greece
Awarding Institution	The Open University (OU)
Date of first OU validation	May 2015
Date of latest OU (re)validation	May 2015
Next revalidation	
Credit points for the award	360
UCAS Code	
HECoS Code	
LDCS Code (FE Colleges)	
Programme start date and cycle of starts if appropriate.	September 2021
Underpinning QAA subject benchmark(s)	Business and Management, February 2015
Other external and internal reference points used to inform programme outcomes. For apprenticeships, the standard or framework against which it will be delivered.	
Professional/statutory recognition	
For apprenticeships fully or partially integrated Assessment.	
Mode(s) of Study (PT, FT, DL, Mix of DL & Face-to-Face) Apprenticeship	
Duration of the programme for each mode of study	FT-3 years

Dual accreditation (if applicable)	NECHE Accredited
Date of production/revision of this specification	April 2021

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided.

More detailed information on the learning outcomes, content, and teaching, learning and assessment methods of each module can be found in student module guide(s) and the students handbook.

The accuracy of the information contained in this document is reviewed by the University and may be verified by the Quality Assurance Agency for Higher Education.

2.1 Educational aims and objectives

The Shipping Management programme is designed, administered and delivered in line with the College's and School's overall principles and mission, as shown below.

The American College of Greece mission

To add distinctive and sustainable value to our students as well as Greece, American education, Hellenic heritage, and the global community through transformative teaching, scholarship and service SBE mission.

School of Business and Economics mission

The School of Business and Economics is committed to providing academically rigorous economics and business and programs that equip students with knowledge and thinking skills grounded on liberal education, economics foundations, business functions and sound specialization components.

Shipping Management Programme mission

In congruence with the mission statements of the College and the School of Business and Economics, the Shipping Management Programme aims at developing high-calibre and ethically responsible professionals who will be equipped with in-depth academic knowledge and skills in the shipping sector. This will enable them to embark on a successful career in various business areas across the maritime industry or pursue post-graduate studies.

The overall **goals** of the Shipping Management programme are:

1. Provide students with in-depth knowledge of maritime business, the management of shipping companies, and the changing global environment in which they operate.
2. Prepare students for postgraduate education in shipping and other related fields.
3. Develop students' personal and professional competences and skills in order to prepare them for a career in maritime business and other related fields.
4. Develop students' understanding of ethical issues and sustainability practices in the shipping industry in order to help them become socially aware and responsible professionals.
5. Prepare students for lives of reflection and lifelong learning.

More specifically, the Shipping Management programme aims to produce students with the

following **competencies**:

1. Demonstrate knowledge and understanding of the changing global business environment and its impact on maritime business and seaborne trade.
2. Demonstrate in-depth knowledge and understanding of the internal environment, functions, and practices of maritime businesses.
3. Demonstrate awareness of ethical challenges faced by shipping businesses operating in international markets.
4. In a world of increasing complexity and uncertainty, demonstrate the ability to make sound operational and strategic decisions across a broad range of functions and activities related to shipping management.
5. Demonstrate the ability to think critically, analytically and creatively as business professionals and citizens.
6. Demonstrate the acquisition of professional skills and competences required to engage effectively in business across national and cultural boundaries.
7. Demonstrate the acquisition of personal and interpersonal skills and competences supporting professional development and employability in diverse professional settings.

The programme satisfies 2019 QAA Subject Benchmark Statement (Business and Management) for subject-specific and generic skills. The programme's **learning outcomes** specify that upon completion of the programme, students will be able to:

A. Knowledge and Understanding

A.1: Demonstrate knowledge and understanding of the external environment and its impact on business.

A.2: Analyze and assess an organization's internal environment, with particular reference to individual behavior and processes, team processes and organizational processes, and the interaction with the external environment; develop an in-depth understanding of principles, concepts, processes, policies and practices in human resource management.

A.3: Demonstrate knowledge and understanding of the functions and processes of business and their relationship with the external environment.

A.4: Develop appropriate policies and strategies within a changing internal and external environment to meet stakeholders' interests.

A.5: Demonstrate knowledge and ability to use ethical principles and practices related to social responsibility and sustainable development when making decisions.

A.6: Demonstrate basic knowledge and understanding of quantitative and qualitative methods and tools used to conduct research in business.

A.7: Demonstrate knowledge in the concepts, practices and principles related to shipping management and shipping operations.

B. Cognitive Skills (reasoning, perception, intuition)

B.1: Articulate and explain terms, concepts and theories in a relevant knowledge area effectively.

B.2: Locate, extract, evaluate and analyse data from academic and non-academic resources, and acknowledge source material in the appropriate academic convention.

B.3: Assess the moral and ethical dimensions of actions, persons, and business practices and develop an awareness of, and framework for, ethical decision-making.

B.4: Critically analyse, evaluate and apply a range of options for resolving complex issues or problems.

C. Practical and Professional Skills

C.1: Apply numeric skills in solving problems of increasing complexity and with increasing autonomy as students progress through the curriculum.

C.2: Make use of Information Technology effectively to retrieve, process, analyze and communicate information.

C.3: Apply qualitative and/or quantitative methods and tools in analyzing and solving financial and managerial problems.

C.4: Demonstrate ability to reflect on the key drivers of business success and the causes underlying business failure.

C.5: Develop entrepreneurial skills, such as the ability to identify business opportunities, devise appropriate business plans, and communicate these plans effectively to gain support and generate resources.

D. Key/Transferable Skills

D.1: Communicate ideas effectively orally and/or in writing in a professional context.

D.2: Demonstrate interpersonal, teamwork and/or leadership skills and the ability to work effectively with others including in cross-cultural settings.

D.3: Apply self-management skills including a capacity to plan, organize and manage time.

D.4: Take responsibility for own actions in an academic and professional context.

D.5: Reflect on the broader scope and value of learning and become an independent lifelong learner.

2.2 Relationship to other programmes and awards

(Where the award is part of a hierarchy of awards/programmes, this section describes the articulation between them, opportunities for progression upon completion of the programme, and arrangements for bridging modules or induction)

This program specification is part of a US Bachelor's degree program, awarded with a total of 121 US credits and consisting of:

- The Liberal Education curriculum (43 US credits)
- Concentration – Open University-validated curriculum (72 US or 360 UK credits)
- General electives (6 US or 30 UK credits)

Liberal Education (distributive requirements).....	43
Academic Writing and Research	9
Mathematics	3
Professional Communication	3
Information Systems	3
Natural Sciences	7
(students are required to complete any two courses in natural science, one of which must have a lab component)	
Social and Behavioural Sciences	9
Humanities	3
Ethics	3
Fine and Performing Arts.....	3

Liberal Education Mission

A vital component of the undergraduate experience, the Liberal Education programme prepares students to become globally engaged twenty-first century citizens with the knowledge, intellectual habits, practical skills, and socio-cultural sensibilities needed in a rapidly changing world. Liberal Education helps students develop essential competencies for success across disciplines and in life beyond college by cultivating open mindedness, tolerance, problem-solving ability, intellectual curiosity and creativity. It also promotes thoughtful self-expression, an ethical compass, and responsibility to the local and global communities.

LIBERAL EDUCATION COMPETENCIES AND LEARNING OUTCOMES

1. Communication and Information Literacy

- a) Demonstrate effective verbal (writing, speaking and listening) and nonverbal communication skills.
- b) Retrieve, critically evaluate and synthesize information adhering to legal and ethical practices.
- c) Show knowledge of the stages needed from draft to final text or presentation using proper documentation and citation.
- d) Demonstrate a mastery of the basic skills in information technology.

2. Social Responsibility and Civic Engagement

- a) Discuss issues of identity and inclusion.
- b) Explain different dimensions of sustainability and how it relates to one's discipline.
- c) Discuss ways of responsible civic engagement.
- d) Engage in activities that serve the needs of the local and global community.

- e) Evaluate elements of Greek society that reflect Greek cultural values and the desirability to maintain or change such values so that Greek society can succeed in a new interdependent environment without losing its identity.

3. Cultural and Global Perspectives

- a) Discuss world history or sociocultural traditions from different perspectives.
- b) Describe diverse worldviews, ideas, institutions or artistic expressions manifest in varied contexts globally.
- c) Demonstrate understanding of the workings of Greek, American and European social, political and economic systems and trace the geographical and historical factors that shape these systems.
- d) Evaluate perspectives on cultural diversity.

4. Ethics and Values

- a) Explain the importance of values in our venture to understand the world.
- b) Identify ethical issues in different contexts, especially in one's major course of study.
- c) Discuss ideologies and ethical principles upheld by different cultures and cocultures.
- d) Describe different approaches through which ethical dilemmas may be examined and resolved.

5. Aesthetic Expression

- a) Discuss the main themes, symbols, and means of expression in various art forms.
- b) Demonstrate ability to create or recreate aesthetic works that reflect knowledge of the artistic process and awareness of self, social and stylistic contexts.
- c) Reflect on the outcomes of an artistic work.
- d) Discuss the value of diversity in creative approaches in the visual, verbal and performing arts.

6. Scientific and Quantitative Literacy

- a) Describe major concepts, principles, laws and theories in mathematics and the natural sciences.
- b) Discuss the impact of science and technology on the individual, society, and the physical environment. Apply scientific and mathematical methods and principles in making informed decisions in various disciplines.
- c) Demonstrate practical and processing skills associated with natural sciences, mathematics and technology.

7. Integration

- a) Synthesize concepts learned in the Liberal Education programme with major concepts in one's academic major.
- b) Evaluate theoretical and practical knowledge included in Liberal Education competencies in the context of academic and professional enhancement.

2.3 For Foundation Degrees, please list where the 60 credit work-related learning takes place. For apprenticeships an articulation of how the work based learning and academic content are organised with the award.

N/A

2.4 List of all exit awards

- a. BSc (Honours) in Shipping Management
- b. BSc in Shipping Management
- c. Diploma in Higher Education in Shipping Management
- d. Certificate in Higher Education in Shipping Management

3. Programme structure and learning outcomes

(The structure for any part-time delivery should be presented separately in this section.)

Programme Structure - LEVEL 4					
Compulsory modules	Credit points	Optional modules	Credit points	Is module compensatable?	Semester runs in
		None			
AF 2007 Financial Accounting	15				
EC 1000 Principles of Microeconomics	15				
EC 1101 Principles of Macroeconomics	15				
LM 2020 Introduction to Logistics and Supply Chain Management	15				
MA 2021 Applied Statistics	15				
MG 2003 Management Principles	15				
MG 2010 Introduction to Shipping	15				
MG 2061 Ship Operations and Technical Management	15				
TOTAL LEVEL 4	120				

Intended learning outcomes at Level 4 are listed below:

<u>Learning Outcomes – LEVEL 4</u>	
3A. Knowledge and understanding	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>A.1: Demonstrate knowledge and understanding of the external environment and its impact on business.</p> <p>A.3: Demonstrate knowledge and understanding of the functions and processes of business and their relationship with the external environment.</p> <p>A.6: Demonstrate basic knowledge and understanding of quantitative and qualitative methods and tools used to conduct research in business.</p> <p>A.7: Demonstrate knowledge in the concepts, practices and principles related to shipping management and shipping operations</p>	<p><u>Learning and Teaching Strategy:</u></p> <p>In congruence with the teaching and learning strategy of the college, the following methods are used at Level 4:</p> <p>Classes consist of lectures, discussions, collaborative in-class small projects or case studies and specialized video presentations as appropriate. Throughout the lectures students develop knowledge and understanding related to the subject content. Discussions and collaborative in-class small projects reinforce students' cognitive and key transferable skills. Specialized video presentations familiarize students with industry and professional practices and help them connect abstract concepts to the 'real world'.</p> <p>Classes at Level 4 are interactive and student engagement in the learning process is mainly pursued through their active participation in class. Through individual project work students are required to make use of the library and become familiar with library resources, hence making a first step towards independent learning.</p> <p>Office Hours (one hour per course per week): Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content.</p> <p>Use of blackboard site (online learning platform), where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources.</p>

<u>Learning Outcomes – LEVEL 4</u>	
3A. Knowledge and understanding	
	<p><u>Assessment Methods:</u></p> <p>Assessment of student performance at Level 4 involves a reasonable mix of methods and incorporates both “formative” (“diagnostic” evaluation that provides feedback in order to improve learning) along with “summative” (evaluation that tests whether students have mastered the learning outcomes of a programme) evaluation tools.</p> <p>Formative assessment may take the form of in-class “diagnostic” exams, take-home assignments, case analyses, tutorial tasks, etc., though it does not contribute to the student’s grade.</p> <p>Summative assessments assess learning outcomes oriented towards knowledge and understanding and include a mix of assessments such as individual projects, business cases, midterm and final examinations. The exact nature of summative assessments and assessment weights vary by module. Examinations consist of open essay-type questions and/or problem-solving exercises. The midterm examination takes place half-way through the module, whereas the final examination takes place at the end of the module. Instructors typically provide feedback on the first assessment to students in class. Such feedback informs students to what extent they have met learning outcomes and provide guidance on how to improve their future work. At their own initiative, students also have the opportunity to receive feedback on their final assessment.</p> <p><u>Where it is taught and assessed:</u></p>

<u>Learning Outcomes – LEVEL 4</u>	
3A. Knowledge and understanding	
	<p>A.1 EC 1000 Principles of Microeconomics (15 UK Credits–Compulsory) Introduction to economics and the economy. Product markets, elasticity, and consumer theory. Costs, production and the theory of the firm. Pricing and output determination in various market structures.</p> <p>EC 1101 Principles of Macroeconomics (15 UK Credits–Compulsory) National income accounting, economic growth, taxation, business cycles, unemployment, inflation, deficit and debt. Aggregate expenditures and the Aggregate Supply/Aggregate Demand model. Countercyclical fiscal and monetary policy. The banking system and the money supply.</p> <p>LM 2020 Introduction to Logistics and Supply Chain Management (15 UK Credits-Compulsory) Overview of the logistics and supply chain industry. The logistics and supply chain context, importance of logistics and supply chain management to value offered, economic impact of logistics and supply chain industry, functions and operations, basic principles.</p> <p>A.3 MG 2003 Management Principles (15 UK Credits – Compulsory)</p>

<u>Learning Outcomes – LEVEL 4</u>	
3A. Knowledge and understanding	
	<p>Nature, functions and responsibilities in the management of organizations. History of management thought, theories, concepts and practices. The managerial functions of planning and decision making, organizing, leading and controlling.</p> <p>AF 2007 Financial Accounting (15 UK Credits – Compulsory) Introduction to principles, concepts and procedures of the financial accounting cycle of services and merchandising businesses. Preparation and interpretation of financial statements as a source of financial information required in a business context.</p> <p>A.6 MA 2021 Applied Statistics (15 UK Credits – Compulsory) A comprehensive introduction of statistics for business and economics. Descriptive and inferential statistics, regression analysis and analysis of variance (ANOVA).</p> <p>A.7 MG 2010 Introduction to Shipping (15 UK Credits - Compulsory) Reasons for sea transport, the interactions with international trade, and fundamental concepts concerning the physical, economic and regulatory environment in which shipping operates.</p>

<u>Learning Outcomes – LEVEL 4</u>	
3A. Knowledge and understanding	
	<p>MG 2061 Ship Operations and Technical Management (15 UK Credits - Compulsory)</p> <p>The ship as the production unit of a shipping firm. Principal ship types and corresponding cargoes, ship's equipment and machinery, ship and cargo operations, technical aspects of ship management.</p>
3B. Cognitive skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>B.1: Articulate and explain terms, concepts and theories in a relevant knowledge area effectively.</p> <p>B.2: Locate, extract, evaluate and analyse data from academic and non-academic resources, and acknowledge source material in the appropriate academic convention.</p> <p>B.3: Assess the moral and ethical dimensions of actions, persons, and business practices and develop an awareness of, and framework for, ethical decision-making.</p>	<p><u>Where it is taught and assessed:</u></p> <p>B.1 AF 2007 Financial Accounting EC 1000 Principles of Microeconomics EC 1101 Principles of Macroeconomics LM 2020 Introduction to Logistics and Supply Chain Management MA 2021 Applied Statistics MG 2003 Management Principles MG 2010 Introduction to Shipping MG 2061 Ship Operations and Technical Management</p>

3B. Cognitive skills	
	<p>B.2 MG 2010 Introduction to Shipping MG 2061 Ship Operations and Technical Management</p> <p>B.3 LM 2020 Introduction to Logistics and Supply Chain Management MG 2003 Management Principles MG 2010 Introduction to Shipping MG 2061 Ship Operations and Technical Management</p> <p>Discussion of ethical choices is embedded in almost all courses.</p>
3C. Practical and professional skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>C.1: Apply numeric skills in solving problems of increasing complexity and with increasing autonomy as students progress through the curriculum.</p> <p>C.2: Make use of Information Technology effectively to retrieve, process, analyze and communicate information.</p>	<p><u>Where it is taught and assessed:</u></p> <p>C.1 AF 2007 Financial Accounting MA 2021 Applied Statistics MG 2061 Ship Operations and Technical Management</p>

3C. Practical and professional skills	
<p>C.3: Apply qualitative and/or quantitative methods and tools in analyzing and solving financial and managerial problems.</p> <p>C.4: Demonstrate ability to reflect on the key drivers of business success and the causes underlying business failure.</p>	<p>C.2 AF 2007 Financial Accounting MA 2021 Applied Statistics</p> <p>Use of information technology is embedded in almost all business modules.</p> <p>C.3 AF 2007 Financial Accounting MA 2021 Applied Statistics</p> <p>C.4 LM 2020 Introduction to Logistics and Supply Chain Management MG 2010 Introduction to Shipping MG 2061 Ship Operations and Technical Management</p>
3D. Key/transferable skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>D.1: Communicate ideas effectively orally and/or in writing in a professional context.</p>	<p><u>Where it is taught and assessed:</u></p> <p>D.1</p>

3D. Key/transferable skills	
D.3: Apply self-management skills including a capacity to plan, organize and manage time.	LM 2020 Introduction to Logistics and Supply Chain Management MG 2010 Introduction to Shipping MG 2061 Ship Operations and Technical Management D.3 Developed and reinforced throughout the curriculum. D.4 Developed and reinforced throughout the curriculum. D.5 Developed and reinforced throughout the curriculum.
D.4: Take responsibility for own actions in an academic and professional context.	
D.5: Reflect on the broader scope and value of learning and become an independent lifelong learner.	

Exit award available at this point: Certificate of Higher Education in Shipping / 120 minimum UK credits

1. Certificate of Higher Education in Shipping Management

In accordance with the framework for higher education qualifications, the holder of a Certificate of Higher Education in Shipping Management will have a sound knowledge of the basic concepts of Shipping Management and will have learned how to apply different business functions to solving problems. He or she will be able to communicate accurately and will have the qualities needed for employment requiring the exercise of some personal responsibility.

Certificates of Higher Education in Shipping Management are awarded to students who have demonstrated:

- i) Knowledge of the underlying concepts and principles associated with all Shipping Management functions, and an ability to evaluate and interpret these within internal and external business contexts;

ii) An ability to retrieve, analyse, interpret, and present qualitative and quantitative data, to develop lines of argument and make sound judgments in accordance with basic theories and concepts of Shipping Management.

Typically, holders of the qualification will be able to:

- a) apply a wide variety of Shipping Management functions to solving basic business-related problems;
 - b) communicate the results of their study/work accurately and reliably, with coherent arguments, orally and in writing;
 - c) undertake further training and develop new skills within a structured and managed environment;
- and will have:
- d) qualities and transferable skills necessary for employment requiring the exercise of some personal responsibility.

Upon completion of level 4 (120 credits or 8 modules), students will be able to i) recognize and be familiar with key Shipping Management functions and the impact of the external environment on business, and ii) apply basic statistical techniques to Shipping Management.

Specifically, holders of the Certificate of Higher Education in Shipping Management will be able to demonstrate knowledge and understanding of:

- Basic tools in statistics (MA 2021)
- Core economic concepts and principles (EC 1000, EC 1101)
- Management theories, concepts, principles and practices (MG 2003)
- Accounting transactions and non-complex financial statements (AF 2007)
- The fundamentals of shipping management, ship operations, ship technical management and the concepts concerning the physical, economic and regulatory environment in which shipping operates (MG 1010, MG 2061)
- Basic principles, functions, context, importance and impact of logistics and supply chain management (LM 2020)

In addition, they will have the following cognitive, practical/professional and key/transferable skills:

- Articulate and explain terms, concepts and theories in a relevant knowledge area effectively. (AF 2007, EC 1000, EC 1101, LM 2020, MA 2021, MG 2003, MG 2010, MG 2061)
- Locate, extract, evaluate and analyse data from academic and non-academic resources, and acknowledge source material in the appropriate academic convention. (MG 2010, MG 2061)
- Assess the moral and ethical dimensions of actions, persons, and business practices and develop an awareness of, and framework for, ethical decision-making. (LM 2020, MG 2003, MG 2010, MG 2061)

- Apply numeric skills in solving problems of increasing complexity and with increasing autonomy as students progress through the curriculum. (AF 2007, LM 2020, MA 2021, MG 2061)
- Make use of Information Technology effectively to retrieve, process, analyze and communicate information. (AF 2007, MA 2021)
- Apply qualitative and/or quantitative methods and tools in analyzing and solving financial and managerial problems. (AF 2007, MA 2021)
- Demonstrate ability to reflect on the key drivers of business success and the causes underlying business failure (MG 2010, MG 2061)
- Communicate ideas effectively orally and/or in writing in a professional context. (LM 2020, MG 2010, MG 2061)
- Apply self-management skills including a capacity to plan, organize and manage time. (All modules)
- Take responsibility for own actions in an academic and professional context. (All modules)
- Reflect on the broader scope and value of learning and become an independent lifelong learner. (All modules)

CERTIFICATE OF HIGHER EDUCATION IN SHIPPING MANAGEMENT (120 CREDITS)

Compulsory Modules:

Level 4

AF 2007 FINANCIAL ACCOUNTING (LEVEL 4) – 15 CREDITS

EC 1000 PRINCIPLES OF MICROECONOMICS (LEVEL 4) – 15 CREDITS

EC 1101 PRINCIPLES OF MACROECONOMICS (LEVEL 4) – 15 CREDITS

LM 2020 INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LEVEL 4) – 15 CREDITS

MA 2021 APPLIED STATISTICS (LEVEL 4) – 15 CREDITS

MG 2061 SHIP OPERATIONS AND TECHNICAL MANAGEMENT (LEVEL 4) – 15 CREDITS

MG 2010 INTRODUCTION TO SHIPPING (LEVEL 4) – 15 CREDITS

MG 2003 MANAGEMENT PRINCIPLES (LEVEL 4) – 15 CREDITS

Optional Modules:

None

<u>Programme Structure - LEVEL 5</u>					
Compulsory modules	Credit points	Optional modules	Credit points	Is module compensatable?	Semester runs in
BU 3233 Business Research Methods	15				
CS 3051 Business Driven Technology	15				
EC 3227 Maritime Economics	15				
FN 3105 Financial Management	15				
LM 3030 Transportation and Intermodal Systems	15				
MG 3034 Managing People and Organizations	15				
MG 3058 International Shipping Policy	15				
MG 3159 Port Management	15				
TOTAL LEVEL 5	120				

Intended learning outcomes at Level 5 are listed below:

<u>Learning Outcomes – LEVEL 5</u>	
3A. Knowledge and understanding	
Learning outcomes:	Learning and teaching strategy/ assessment methods
A.2: Analyze and assess an organization's internal environment, with particular reference to individual behavior and processes, team processes and organizational processes, and the interaction with the external environment; develop an in-depth understanding of principles, concepts, processes, policies and practices in human resource management.	<u>Learning and Teaching Strategy:</u> In congruence with the teaching and learning strategy of the college, the following methods are used at Level 5:

Learning Outcomes – LEVEL 5

3A. Knowledge and understanding

A.3: Demonstrate knowledge and understanding of the functions and processes of business and their relationship with the external environment.

A.6: Demonstrate basic knowledge and understanding of quantitative and qualitative methods and tools used to conduct research in business.

A.7: Demonstrate knowledge in the concepts, practices and principles related to shipping management and shipping operations

Classes consist of lectures, tutorials on project work, discussions, collaborative in-class and take-home projects or case studies of more complex nature and specialized video presentations as appropriate. Throughout the lectures students have the opportunity to learn and apply concepts and theories in the subject area. Discussions and collaborative in-class small projects reinforce students' cognitive, practical, professional and key transferable skills. Specialized video presentations familiarize students with industry and professional practices and help them connect abstract concepts to the 'real world'. Invited lectures, as opportunities arise, offer students the opportunity to establish connections with the professional world.

Classes at Level 5 are very interactive and student engagement in the learning process is pursued through their active participation in class, as well as through individual and group project work. Through project work students are required to make use of the library and study academic resources on their own, hence taking responsibility for their own learning.

Office Hours (one hour per course per week): Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content. During office hours students also have the opportunity to receive feedback on draft project work.

Use of blackboard site (online learning platform), where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources.

Assessment Methods:

Learning Outcomes – LEVEL 5

3A. Knowledge and understanding

At Level 5, assessment of student performance involves more varied and creative forms and incorporates both “formative” (“diagnostic” evaluation that provides feedback in order to improve learning) along with “summative” (evaluation that tests whether students have mastered the learning outcomes of a programme) evaluation tools.

Formative assessment may take the form of in-class “diagnostic” exams, take-home assignments, case analyses of more complex nature, tutorial tasks, etc., though it does not contribute to the student’s grade. Students typically receive feedback on draft project work.

Summative assessments assess learning outcomes oriented towards application and analysis and require a degree of critical thinking capacity. They include assessments such as individual and group projects and presentations, complex business cases, as well as midterm and final examinations. Peer assessment is also used in some modules including group project work (LM 3030, MG 3058). The exact nature of summative assessments and assessment weights vary by module. Examinations consist of open essay-type questions or problem-solving exercises of an increased level of challenge. In term projects students demonstrate their written and oral communication competence using appropriate terminology. Term projects typically require discussion, identification and use of academic sources (e.g. academic journal articles). Also, they assess the students’ ability to analyse and apply concepts and to demonstrate some degree of critical reasoning. The midterm examination takes place half-way through the module, whereas the final examination takes place at the end of the module.

<u>Learning Outcomes – LEVEL 5</u>	
3A. Knowledge and understanding	
	<p>Instructors typically provide feedback on the first assessment to students in class. Such feedback informs students to what extent they have met learning outcomes and provide guidance on how to improve their future work. At their own initiative, students also have the opportunity to receive feedback on their final assessment.</p> <p><u>Where it is taught and assessed:</u></p> <p>A.2 MG 3034 Managing People and Organizations (15 UK Credits - Compulsory) Major theories of organizational behavior and the emergence of strategic human resource management as a mechanism for managing people at work. Implications for managers in enacting work and people management activities.</p> <p>A.3 CS 3051 Business Driven Technology (15 UK Credits – Compulsory) Theories and practices on the role and use of information systems and technology in transforming organizations through streamlining business operations and optimizing business processes. Effective decision-making in implementing sustainable business/IS solutions.</p> <p>FN 3105 Financial Management (15 UK Credits - Compulsory)</p>

<u>Learning Outcomes – LEVEL 5</u>	
3A. Knowledge and understanding	
	<p>The course provides the basic knowledge and skills required to examine the role of financial management within companies, the nature of financial decisions companies make, the implementation of investment appraisal techniques, and the importance of capital structure and its implications for the company.</p> <p>A.6 BU 3233 Business Research Methods (15 UK Credits – Compulsory) The Business Research process, the Research Report and the Proposal. The Research problem, the Literature Review and Research Questions. Research Design and Methodology. Data Collection methods. Quantitative and Qualitative Data Analysis.</p> <p>A.7 EC 3227 Maritime Economics (15 UK Credits - Compulsory). The economics of sea transport and related markets. Shipping & ship demand & supply, economies of scale, shipping cycles, ship & shipyard productivity, shipyard subsidisation, return on shipping investment, evolution of fleet costs as more ships are activated, shipping risk & FFAs, bulk carriers vs. specialised ships, marginal cost pricing, fast vs. slow steaming.</p> <p>MG 3159 Port Management (15 UK Credits - Compulsory)</p>

<u>Learning Outcomes – LEVEL 5</u>	
3A. Knowledge and understanding	
	<p>Port organization, functions, planning, operations, and management. Port competition and pricing. Modern port management practices with an emphasis on the position of ports in the logistics and supply chains. Port sustainability and environmental impacts.</p> <p>MG 3058 International Shipping Policy (15 UK Credits - Optional)</p> <p>International and European Union policies and regulatory frameworks that influence the developments in the shipping industry. Protection of human life, the marine environment, and property at sea. Responsibilities of states and private operators. Elements of risk management in shipping. The roles of international organizations and relevant conventions.</p> <p>LM 3030 Transportation and Intermodal Systems (15 UK Credits-Compulsory)</p> <p>Transportation systems and intermodal shipping networks; key principles governing transportation planning; transportation and logistics concepts.</p>

3B. Cognitive skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>B.1: Articulate and explain terms, concepts and theories in a relevant knowledge area effectively.</p> <p>B.2: Locate, extract, evaluate and analyse data from academic and non-academic resources, and acknowledge source material in the appropriate academic convention.</p> <p>B.3: Assess the moral and ethical dimensions of actions, persons, and business practices and develop an awareness of, and framework for, ethical decision-making.</p> <p>B.4: Critically analyse, evaluate and apply a range of options for resolving complex issues or problems.</p>	<p><u>Where it is taught and assessed:</u></p> <p>B.1 BU 3233 Business Research Methods CS 3051 Business Driven Technology EC 3227 Maritime Economics FN 3105 Financial Management LM 3030 Transportation and Intermodal Systems MG 3034 Managing People and Organizations MG 3058 International Shipping Policy MG 3159 Port Management</p> <p>B.2 BU 3233 Business Research Methods CS 3051 Business Driven Technology LM 3030 Transportation and Intermodal Systems MG 3034 Managing People and Organizations MG 3058 International Shipping Policy MG 3159 Port Management</p> <p>B.3 MG 3034 Managing People and Organizations MG 3058 International Shipping Policy</p>

3B. Cognitive skills	
	<p>MG 3159 Port Management</p> <p>Discussion of ethical choices is embedded in almost all courses.</p> <p>B.4 BU 3233 Business Research Methods CS 3051 Business Driven Technology LM 3030 Transportation and Intermodal Systems</p>
3C. Practical and professional skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>C.1: Apply numeric skills in solving problems of increasing complexity and with increasing autonomy as students progress through the curriculum.</p> <p>C.2: Make use of Information Technology effectively to retrieve, process, analyze and communicate information.</p> <p>C.3: Apply qualitative and/or quantitative methods and tools in analyzing and solving financial and managerial problems.</p> <p>C.4: Demonstrate ability to reflect on the key drivers of business success and the causes underlying business failure.</p>	<p><u>Where it is taught and assessed:</u></p> <p>C.1 BU 3233 Business Research Methods FN 3105 Financial Management</p> <p>C.2 BU 3233 Business Research Methods CS 3051 Business Driven Technology</p> <p>Use of information technology is embedded in almost all business modules.</p>

3C. Practical and professional skills	
	<p>C.3 BU 3233 Business Research Methods CS 3051 Business Driven Technology</p> <p>C.4 CS 3051 Business Driven Technology EC 3227 Maritime Economics LM 3030 Transportation and Intermodal Systems MG 3034 Managing People and Organizations MG 3159 Port Management</p>
3D. Key/transferable skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>D.1: Communicate ideas effectively orally and/or in writing in a professional context.</p> <p>D.2: Demonstrate interpersonal, teamwork and/or leadership skills and the ability to work effectively with others including in cross-cultural settings.</p> <p>D.3: Apply self-management skills including a capacity to plan, organize and manage time.</p>	<p><u>Where it is taught and assessed:</u></p> <p>D.1 BU 3233 Business Research Methods CS 3051 Business Driven Technology LM 3030 Transportation and Intermodal Systems MG 3034 Managing People and Organizations MG 3058 International Shipping Policy</p>

3D. Key/transferable skills	
<p>D.4: Take responsibility for own actions in an academic and professional context.</p> <p>D.5: Reflect on the broader scope and value of learning and become an independent lifelong learner.</p>	<p>MG 3159 Port Management</p> <p>D.2 BU 3233 Business Research Methods LM 3030 Transportation and Intermodal Systems MG 3159 Port Management</p> <p>D.3 Developed and reinforced throughout the curriculum.</p> <p>D.4 Developed and reinforced throughout the curriculum.</p> <p>D.5 Developed and reinforced throughout the curriculum.</p>

Exit award available at this point: Diploma of Higher Education in Shipping / 240 minimum UK credits

Diploma of Higher Education in Shipping Management

Upon completion of levels 4 and 5 (240 credits or 16 modules), students will be able to i) recognize and be familiar with key Shipping Management functions and the impact of the external environment on business, ii) apply basic statistical techniques to Shipping Management, iii) demonstrate detailed knowledge of theories, models, tools, and practices in management, professional communication, new business planning, finance, and accounting, iv) analyse and synthesize issues related to maritime economics, transportation systems and port management, and v) apply their knowledge of business functions, business ethics, and professional communication to solving complex problems in shipping management.

Holders of the Diploma of Higher Education in Shipping Management will be able to demonstrate knowledge and understanding of diverse shipping management functions and environments as well as detailed knowledge and critical understanding of specific fields.

Holders of this Diploma will demonstrate knowledge and understanding of:

- Basic tools in statistics (MA 2021 Applied Statistics)
- Core economic concepts and principles (EC 1000, EC 1101)
- Management theories, concepts, principles, practices and the various environmental contexts in which management operates (MG 2003)
- The fundamentals of shipping management, maritime operations, ship technology and the concepts concerning the physical, economic and regulatory environment in which shipping operates (MG 1010, MG 2061)
- Accounting transactions and non-complex financial statements (AF 2007)
- Basic principles, functions, context, importance and impact of logistics and supply chain management. (LM 2020)

Additionally, holders of the Diploma of in Shipping Management will be able to demonstrate detailed knowledge and critical understanding of:

- Organizational behavior and human resource management theories, concepts, principles and practices and the various environmental contexts (MG 3034)
- Financial management tools and their applications to practical problems (FN 3105)
- Business functional and cross-functional Information Systems to support shipping management operations and processes with customers, suppliers, partners and employees (CS 3051)
- Business research methods (BU 3233)
- Issues related to maritime economics (EC 3227)
- Theories, concepts, practices and principles related to shipping management (LM 3030, MG 3058, MG 3159)

In addition, holders of the Diploma of Higher Education in Shipping Management will have the following cognitive, practical/professional and key/transferable skills:

- Articulate and explain terms, concepts and theories in a relevant knowledge area effectively. (All modules)
- Locate, extract, evaluate and analyse data from academic and non-academic resources, and acknowledge source material in the appropriate academic convention. (MG 2010, MG 2061, BU 3233, CS 3051, LM 3030, MG 3034, MG 3058, MG 3159)
- Assess the moral and ethical dimensions of actions, persons, and business practices and develop an awareness of, and framework for, ethical decision-making. (LM 2020, MG 2003, MG 2010, MG 2061, LM 3030, MG 3058, MG 3159, MG 3034)
- Critically analyse, evaluate and apply a range of options for resolving complex issues or problems. (BU 3233, CS 3051, LM 3030, MG 3034)
- Apply numeric skills in solving problems of increasing complexity and with increasing autonomy as students progress through the curriculum. (AF 2007, LM 2020, MA 2021, MG 2061, BU 3233, FN 3105)
- Make use of Information Technology effectively to retrieve, process, analyze and communicate information. (AF 2007, MA 2021, BU 3233, CS 3051)
- Apply qualitative and/or quantitative methods and tools in analyzing and solving financial and managerial problems. (AF 2007, MA 2021, BU 3233, CS 3051)
- Demonstrate ability to reflect on the key drivers of business success and the causes underlying business failure. (MG 2010, MG 2061, CS 3051, EC 3227, LM 3030, MG 3159)
- Communicate ideas effectively orally and/or in writing in a professional context. (LM 2020, MG 2010, MG 2061, BU 3233, CS 3051, LM 3030, MG 3034, MG 3058, MG 3159)
- Demonstrate interpersonal, teamwork and/or leadership skills and the ability to work effectively with others including in cross-cultural settings. (BU 3233, LM 3030, MG 3159)
- Apply self-management skills including a capacity to plan, organize and manage time. (All modules)
- Take responsibility for own actions in an academic and professional context. (All modules)
- Reflect on the broader scope and value of learning and become an independent lifelong learner. (All modules)

DIPLOMA OF HIGHER EDUCATION IN SHIPPING MANAGEMENT (240 CREDITS)

Compulsory Modules:

Level 4

AF 2007 FINANCIAL ACCOUNTING (LEVEL 4) – 15 CREDITS
EC 1000 PRINCIPLES OF MICROECONOMICS (LEVEL 4) – 15 CREDITS
EC 1101 PRINCIPLES OF MACROECONOMICS (LEVEL 4) – 15 CREDITS
LM 2020 INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LEVEL 4) – 15 CREDITS
MA 2021 APPLIED STATISTICS (LEVEL 4) – 15 CREDITS
MG 2010 INTRODUCTION TO SHIPPING (LEVEL 4) – 15 CREDITS
MG 2061 SHIP OPERATIONS AND TECHNICAL MANAGEMENT (LEVEL 4) – 15 CREDITS
MG 2003 MANAGEMENT PRINCIPLES (LEVEL 4) – 15 CREDITS

Level 5

BU 3233 BUSINESS RESEARCH METHODS (LEVEL 5) – 15 CREDITS
CS 3051 BUSINESS DRIVEN TECHNOLOGY (LEVEL 5) – 15 CREDITS
EC 3227 MARITIME ECONOMICS (LEVEL 5) – 15 CREDITS
FN 3105 FINANCIAL MANAGEMENT (LEVEL 5) – 15 CREDITS
LM 3030 TRANSPORTATION AND INTERMODAL SYSTEMS (LEVEL 5) – 15 CREDITS
MG 3034 MANAGING PEOPLE AND ORGANIZATIONS – 15 CREDITS
MG 3058 INTERNATIONAL SHIPPING POLICY (LEVEL 5) – 15 CREDITS
MG 3159 PORT MANAGEMENT (LEVEL 5) – 15 CREDITS

Optional modules:

None

Programme Structure - LEVEL 6					
Compulsory modules	Credit points	Optional modules	Credit points	Is module compensatable?	Semester runs in
MG 4112 Carriage of Goods by Sea	15	<u>TWO OF THE FOLLOWING:</u> CS 4267 Applied Business Analytics	15		
MG 4169 Shipbroking and Chartering	15	IB 4168 Cross Cultural Management	15		
MG 4292 Shipping Law and Marine Insurance	15	LM 4242 Supply Chain Management	15		
MG 4316 Maritime Financial Management	15	MG 4023 Business Negotiation	15		
MG 4415 Strategic Management	15	MG 4071 Cruise Shipping	15		
MG 45xx Capstone Project in Shipping Management	15	MG 4087 Short Sea Shipping	15		
		MG 4028 Corporate Social Responsibility	15		
		MG 4129 Decision Making: A Qualitative Approach	15		
		MG 41xx Maritime Accounting and Reporting	15		
		MG 4270 Maritime Human Resource Management	15		
Total compulsory Level 6	90		30		
TOTAL LEVEL 6	120	Total optional credits			

Intended learning outcomes at Level 6 are listed below:

<u>Learning Outcomes – LEVEL 6</u>	
3A. Knowledge and understanding	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>A.1: Demonstrate knowledge and understanding of the external environment and its impact on business.</p> <p>A.3: Demonstrate knowledge and understanding of the functions and processes of business and their relationship with the external environment.</p> <p>A.4: Develop appropriate policies and strategies within a changing internal and external environment to meet stakeholders' interests.</p> <p>A.5: Demonstrate knowledge and ability to use ethical principles and practices related to social responsibility and sustainable development when making decisions.</p> <p>A.6: Demonstrate basic knowledge and understanding of quantitative and qualitative methods and tools used to conduct research in business.</p> <p>A.7: Demonstrate knowledge in the concepts, practices and principles related to shipping management and shipping operations</p>	<p><u>Learning and Teaching Strategy:</u></p> <p>In congruence with the teaching and learning strategy of the college, the following methods are used at Level 6:</p> <p>Classes consist of lectures, workshops, discussions, collaborative in-class and take-home projects or complex case studies and specialized video presentations as appropriate. Classes in the capstone module are usually small (up to 15 students), highly interactive and follow a seminar-style format intended to support students in conducting their research project. Lectures at this level are intentionally designed to prepare students for the workplace and/or postgraduate studies. Increased emphasis is placed on higher-level cognitive skills, such as research skills, and on employability skills. There is systematic effort to organize invited lectures, site visits, etc. as opportunities arise, aiming at bringing students closer to the professional practice and helping them establish connections with the professional world.</p> <p>Classes at Level 6 are highly interactive and characterized by high student engagement in the learning process through their active participation in class, as well as through written projects which constitute a significant part of their learning. Students are required to make extensive use of the library and academic resources on their own, hence shaping their own learning.</p> <p>Office Hours (one hour per course per week): Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content. During office hours students also have the opportunity to receive feedback on draft project work.</p>

Learning Outcomes – LEVEL 6

3A. Knowledge and understanding

Use of blackboard site (online learning platform), where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources.

Assessment Methods:

At Level 6, assessment of student performance involves varied and creative forms and incorporates both “formative” (“diagnostic” evaluation that provides feedback in order to improve learning) along with “summative” (evaluation that tests whether students have mastered the learning outcomes of a programme) evaluation tools.

Formative assessment may take the form of take-home assignments, complex case analyses, etc., though it does not contribute to the student’s grade. Students typically receive feedback and guidance on draft project work.

Summative assessments assess learning outcomes oriented towards synthesis and evaluation and require a high level of critical thinking skills. They include assessments such as extended individual projects and complex business cases, as well as written examinations which in most cases carry a smaller weight.

Projects at Level 6 may include an individual or group project, complex problem analysis, a literature review paper or a research project and assess the students’ ability to critically review, synthesize and evaluate diverse theoretical perspectives using an extensive range of academic sources. The exact nature of summative assessments and assessment weights vary by module.

Examinations consist of open essay-type questions or problem solving exercises which are designed to challenge learners. Students receive extensive feedback on their performance during and after the end of the module.

<u>Learning Outcomes – LEVEL 6</u>	
3A. Knowledge and understanding	
	<p><u>Where it is taught and assessed:</u></p> <p>A.1 LM 4242 Supply Chain Management (15 UK Credits - Optional) Design and management of complex supply chain systems. A systems approach to the management of the activities involved in physically moving raw materials, in-process and finished-goods inventories from point of origin to point of use or consumption. Emerging information technologies.</p> <p>A.3 IB 4168 Cross Cultural Management (15 UK Credits - Optional) Cross cultural management principles and the impact of national cultures on management practice. Managerial perspective of cross-cultural interaction, communication, conflict resolution, leadership and culturally diverse teams.</p> <p>MG 4023 Business Negotiation (15 UK Credits-Optional) The negotiation process, negotiation and management, and the concepts of power and influence at work and in other settings. Business agreements, corporate diplomacy, inter-state and international agreements, and the dynamics of bargaining in national and international contexts.</p>

Learning Outcomes – LEVEL 6

3A. Knowledge and understanding

A.4

MG 4415 Strategic Management (15 UK Credits – Compulsory)

Sources of competitive advantage, competitive advantage, superior performance. Steps of strategic planning process, analysis of external environment, analysis of internal environment, business-level strategies, corporate-level strategies, corporate governance, business ethics.

A.5

MG 4028 Corporate Social Responsibility (15 UK Credits – Optional)

Total systems approach to integrating factors related to the workplace, human rights, the community, the environment and the marketplace into core business strategies. Examination of the economic, environmental and social dimensions necessary for sustainable business success.

A.6

MG 4129 Decision-Making: A Qualitative Approach (15 UK Credits – Optional)

Rational decision making, in a multi-disciplinary context and in an uncertain, complex environment. The role of decision making in management. Foundations of managerial and strategic decision-making. Interdisciplinary aspects of managerial decision-making. Implementing strategic decisions. Gap analysis and the use of scenarios.

Learning Outcomes – LEVEL 6

3A. Knowledge and understanding

CS 4267 Applied Business Analytics (15 UK Credits – Optional)

Data exploitation for decision making purposes: Data Management for Decision Support, Business Intelligence, Business Analytics, Data Mining/Machine Learning, Reporting, Forecasting.

A.7

MG 4071 Cruise Shipping (15 UK Credits - Optional)

Overview of the cruise industry and its history. Demand and supply dynamics. Cruise tourism. Economic, social, legal, and environmental contexts. Security and risk assessment of cruise ships.

MG 4087 Short Sea Shipping (15 UK Credits - Optional)

Characteristics of short sea shipping, and fundamental concepts regarding its internal and external environment. Ship types and major trade routes. Comparison with land-based transport, policy background, regulations affecting short sea shipping and economic factors associated with Motorways of the Sea.

MG 4112 Carriage of Goods by Sea (15 UK Credits – Compulsory)

The framework of carriage of goods by sea pursuant to an international sale of goods contract and the fundamental concepts concerning rights and liabilities of parties in the procedure of transportation of those goods.

<u>Learning Outcomes – LEVEL 6</u>	
3A. Knowledge and understanding	
	<p>MG 4169 Chartering and Shipbroking (15 UK Credits – Compulsory)</p> <p>Chartering of vessels and ship sale-and-purchase in theory and practice. Charter-party types, negotiations and documentation. Fixture and post fixture activities. Chartering decisions and shipbrokers' contribution to chartering and sale-and-purchase transactions.</p> <p>MG 41XX Maritime Accounting and Reporting (15 UK Credits - Optional)</p> <p>Overview of the main types of maritime shipping companies. Chart of accounts and form of financial statements of maritime shipping companies. Accounting treatment of vessels. Revenue and operating expenses recognition. Accounting treatment of various financing transactions. Disclosures in financial statements. Financial statements analysis for decision making.</p> <p>MG 4270 Maritime Human Resource Management (15 UK Credits - Optional)</p> <p>Managing maritime human resources for the sustainable competitive advantage of shipping companies. Characteristics of the seagoing and shore-based workforce. Special emphasis on analyzing the importance of a unified and coherent maritime human resource management system.</p> <p>MG 4292 Shipping Law and Marine Insurance (15 UK Credits - Compulsory)</p>

Learning Outcomes – LEVEL 6

3A. Knowledge and understanding

Legal aspects of national and international shipping. Historical dimension of global shipping and the development of the modern Greek and Greek-owned fleet since the last quarter of the 20th century. Legal structure of shipping companies, shipping contracts, legal aspects of ship finance, national, EU and International regulatory framework of shipping, marine insurance, collisions, pilotage, towage, salvage, general average, marine pollution, limitation of liability of the ship-owner.

MG 4316 Maritime Financial Management (15 UK Credits - Compulsory)

Overview of the maritime shipping industry. Sources of capital in the maritime shipping industry. Capital budgeting and valuation of maritime shipping assets. Traditional, contemporary and alternative debt financing for ship-owning companies. Equity and debt capital markets available to maritime shipping companies. Maritime shipping equities valuation. Sources of risk in maritime shipping companies and risk mitigation strategies.

MG 45xx Capstone Project in Shipping Management (15 UK Credits – Compulsory)

Qualitative or quantitative research into a topic related to shipping management. Special and unique aspects of the shipping companies operating in the global shipping industry, organizational systems of the shipping firm, strategic decisions concerning the fleet, trade, cargo, labour and other aspects of ship's operation and management. Field research principally includes interviews with managers and/or maritime professionals in Greece.

3B. Cognitive skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>B.1: Articulate and explain terms, concepts and theories in a relevant knowledge area effectively.</p> <p>B.2: Locate, extract, evaluate and analyse data from academic and non-academic resources, and acknowledge source material in the appropriate academic convention.</p> <p>B.3: Assess the moral and ethical dimensions of actions, persons, and business practices and develop an awareness of, and framework for, ethical decision-making.</p> <p>B.4: Critically analyse, evaluate and apply a range of options for resolving complex issues or problems.</p> <p>B.5: Evaluate the connections and interrelationships that exist across different subject areas.</p> <p>B.6: Judiciously employ qualitative and/or quantitative reasoning in supporting evidence-based decision-making.</p>	<p><u>Where it is taught and assessed:</u></p> <p>B.1 CS 4267 Applied Business Analytics IB 4168 Cross Cultural Management LM 4242 Supply Chain Management MG 4023 Business Negotiation MG 4028 Corporate Social Responsibility MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4112 Carriage of Goods by Sea MG 4129 Decision-Making: A Qualitative Approach MG 4169 Chartering and Shipbroking MG 41XX Maritime Accounting and Reporting MG 4270 Maritime Human Resource Management MG 4292 Shipping Law and Marine Insurance MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p> <p>B.2 CS 4267 Applied Business Analytics LM 4242 Supply Chain Management</p>

3B. Cognitive skills	
	<p>MG 4023 Business Negotiation MG 4028 Corporate Social Responsibility MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4112 Carriage of Goods by Sea MG 4129 Decision-Making: A Qualitative Approach MG 4169 Chartering and Shipbroking MG 41XX Maritime Accounting and Reporting MG 4292 Shipping Law and Marine Insurance MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p> <p>B.3</p> <p>LM 4242 Supply Chain Management MG 4023 Business Negotiation MG 4028 Corporate Social Responsibility MG 4112 Carriage of Goods by Sea MG 4129 Decision-Making: A Qualitative Approach MG 4292 Shipping Law and Marine Insurance MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p> <p>Discussion of ethical choices is embedded in almost all courses.</p>

3B. Cognitive skills	
	<p>B.4</p> <p>CS 4267 Applied Business Analytics LM 4242 Supply Chain Management MG 4023 Business Negotiation MG 4028 Corporate Social Responsibility MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4112 Carriage of Goods by Sea MG 4129 Decision-Making: A Qualitative Approach MG 4169 Chartering and Shipbroking MG 4270 Maritime Human Resource Management MG 4292 Shipping Law and Marine Insurance MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p> <p>B.5</p> <p>LM 4242 Supply Chain Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p> <p>B.6</p> <p>CS 4267 Applied Business Analytics</p>

3B. Cognitive skills	
	LM 4242 Supply Chain Management MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4112 Carriage of Goods by Sea MG 4129 Decision-Making: A Qualitative Approach MG 4169 Chartering and Shipbroking MG 41XX Maritime Accounting and Reporting MG 4270 Maritime Human Resource Management MG 4292 Shipping Law and Marine Insurance MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management
3C. Practical and professional skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>C.1: Apply numeric skills in solving problems of increasing complexity and with increasing autonomy as students progress through the curriculum.</p> <p>C.2: Make use of Information Technology effectively to retrieve, process, analyze and communicate information.</p>	<p><u>Where it is taught and assessed:</u></p> <p>C.1 CS 4267 Applied Business Analytics LM 4242 Supply Chain Management MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p>

3C. Practical and professional skills	
<p>C.3: Apply qualitative and/or quantitative methods and tools in analyzing and solving financial and managerial problems.</p> <p>C.4: Demonstrate ability to reflect on the key drivers of business success and the causes underlying business failure.</p> <p>C.5: Develop entrepreneurial skills, such as the ability to identify business opportunities, devise appropriate business plans, and communicate these plans effectively to gain support and generate resources.</p>	<p>C.2 CS 4267 Applied Business Analytics LM 4242 Supply Chain Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p> <p>Use of information technology is embedded in almost all business modules.</p> <p>C.3 CS 4267 Applied Business Analytics MG 4023 Business Negotiation MG 4129 Decision-Making: A Qualitative Approach MG 41XX Maritime Accounting and Reporting MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p> <p>C.4 CS 4267 Applied Business Analytics LM 4242 Supply Chain Management MG 4028 Corporate Social Responsibility MG 4112 Carriage of Goods by Sea MG 4129 Decision-Making: A Qualitative Approach</p>

3C. Practical and professional skills	
	MG 41XX Maritime Accounting and Reporting MG 4270 Maritime Human Resource Management MG 4292 Shipping Law and Marine Insurance MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management C.5 MG 4316 Maritime Financial Management MG 4415 Strategic Management
3D. Key/transferable skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
<p>D.1: Communicate ideas effectively orally and/or in writing in a professional context.</p> <p>D.2: Demonstrate interpersonal, teamwork and/or leadership skills and the ability to work effectively with others including in cross-cultural settings.</p> <p>D.3: Apply self-management skills including a capacity to plan, organize and manage time.</p>	<p><u>Where it is taught and assessed:</u></p> <p>D.1 CS 4267 Applied Business Analytics LM 4242 Supply Chain Management MG 4023 Business Negotiation MG 4028 Corporate Social Responsibility MG 4071 Cruise Shipping MG 4087 Short Sea Shipping</p>

3D. Key/transferable skills	
<p>D.4: Take responsibility for own actions in an academic and professional context.</p> <p>D.5: Reflect on the broader scope and value of learning and become an independent lifelong learner.</p>	<p>MG 4112 Carriage of Goods by Sea MG 4129 Decision-Making: A Qualitative Approach MG 4169 Chartering and Shipbroking MG 41XX Maritime Accounting and Reporting MG 4292 Shipping Law and Marine Insurance MG 4316 Maritime Financial Management MG 4270 Maritime Human Resource Management MG 4415 Strategic Management MG 45xx Capstone Project in Shipping Management</p> <p>D.2 IB 4168 Cross Cultural Management LM 4242 Supply Chain Management MG 4028 Corporate Social Responsibility MG 4415 Strategic Management</p> <p>D.3 Developed and reinforced throughout the curriculum.</p> <p>D.4 Developed and reinforced throughout the curriculum.</p> <p>D.5 Developed and reinforced throughout the curriculum.</p>

Exit award available at this point: BSc (Honours) in Shipping Management / 360 minimum UK credits

BSc in Shipping Management

Upon completion of 300 credits (20 modules, including four Level 6 modules), students will be able to i) recognize and be familiar with key Shipping Management functions and the impact of the external environment on business, ii) apply basic statistical techniques to Shipping Management, iii) demonstrate detailed knowledge of theories, models, tools, and practices in management, professional communication, new business planning, finance, and accounting, iv) analyse and synthesize issues related to maritime economics, transportation systems, and port management, v) apply their knowledge of business functions, business ethics and professional communication to solving complex problems in shipping management, and vi) apply their detailed knowledge of business functions to evaluating and solving complex, unstructured problems in shipping management with minimum guidance.

Holders of the ordinary BSc in Shipping Management will be able to demonstrate knowledge and understanding of diverse business functions and environments as well as detailed knowledge and critical understanding of specific fields.

Holders of the ordinary BSc in Shipping Management will demonstrate knowledge and understanding of:

- Basic tools in statistics (MA 2021 Applied Statistics)
- Core economic concepts and principles (EC 1000, EC 1101)
- Management theories, concepts, principles, practices and the various environmental contexts in which management operates (MG 2003)
- The fundamentals of shipping management, maritime operations, ship technology and the concepts concerning the physical, economic and regulatory environment in which shipping operates (MG 1010, MG 2061)
- Accounting transactions and non-complex financial statements (AF 2007)
- Basic principles, functions, context, importance and impact of logistics and supply chain management. (LM 2020)

Additionally, holders of the ordinary BSc in Shipping Management will be able to demonstrate detailed knowledge and critical understanding of:

- Financial management tools and their applications to practical problems (FN 3105)
- Organizational behavior and human resource management theories, concepts, principles and practices and the various environmental contexts (MG 3034)
- Business functional and cross-functional Information Systems to support shipping management operations and processes with customers, suppliers, partners and employees (CS 3051)

- Business research methods (BU 3233)
- Issues related to maritime economics (EC 3227)
- Theories, concepts, practices and principles related to shipping management (LM 3030, MG 3058, MG 3159)

Finally, holders of the B.Sc. in Shipping Management will be able to demonstrate in-depth knowledge and critical understanding of:

- Legal aspects of national and international shipping, issues pertinent to the legal regime of vessels and to the activities supporting maritime navigation, and marine insurance (MG 4292)
- Elements and dynamics of chartering and shipbroking practices; chartering decisions in the bulk and liner markets (MG 4169)
- The organization, structure, operation and practice of the shipping finance market, and the parameters involved with shipping finance and debt/equity structure (MG 4316)
- Strategic planning tools and techniques; policies and strategies to meet stakeholder interests (MG 4415)

In addition, holders of the B.Sc. in Shipping Management will have the following cognitive, practical/professional and key/transferable skills:

- Articulate and explain terms, concepts and theories in a relevant knowledge area effectively. (All modules)
- Locate, extract, evaluate and analyse data from academic and non-academic resources, and acknowledge source material in the appropriate academic convention. (MG 2010, MG 2061, BU 3233, CS 3051, LM 3030, MG 3034, MG 3058, MG 3159, CS 4267, LM 4242, MG 4023, MG 4028, MG 4071, MG 4087, MG 4112, MG 4129, MG 4169, MG 41XX, MG 4292, MG 4316, MG 4415, MG 45xx)
- Assess the moral and ethical dimensions of actions, persons, and business practices and develop an awareness of, and framework for, ethical decision-making. (LM 2020, MG 2003, MG 2010, MG 2061, LM 3030, MG 3034, MG 3058, MG 3159, LM 4242, MG 4023, MG 4112, MG 4028, MG 4129, MG 4292, MG 4415, MG 45xx)
- Critically analyse, evaluate and apply a range of options for resolving complex issues or problems. (BU 3233, CS 3051, LM 3030, MG 3034, CS 4267, LM 4242, MG 4023, MG 4028, MG 4071, MG 4087, MG 4112, MG 4129, MG 4169, MG 4270, MG 4292, MG 4316, MG 4415, MG 45xx)
- Evaluate the connections and interrelationships that exist across different subject areas. (LM 4242, MG 4415, MG 45xx)
- Judiciously employ qualitative and/or quantitative reasoning in supporting evidence-based decision-making. (CS 4267, LM 4242, MG 4071, MG 4087, MG 4112, MG 4129, MG 41XX, MG 4169, MG 4270, MG 4292, MG 4316, MG 4415, MG 45xx)
- Apply numeric skills in solving problems of increasing complexity and with increasing autonomy as students progress through the curriculum. (AF 2007, LM 2020, MA 2021, MG 2061, BU 3233, FN 3105, CS 4267, LM 4242, MG 4316, MG 4415, MG 45xx)

- Make use of Information Technology effectively to retrieve, process, analyze and communicate information. (AF 2007, MA 2021, BU 3233, CS 3051, CS 4267, LM 4242, MG 4415, MG 45xx)
- Apply qualitative and/or quantitative methods and tools in analyzing and solving financial and managerial problems. (AF 2007, MA 2021, BU 3233, CS 3051, CS 4267, MG 4023, MG 4129, MG 41XX, MG 4316, MG 4415, MG 45xx)
- Demonstrate ability to reflect on the key drivers of business success and the causes underlying business failure. (MG 2010, MG 2061, CS 3051, EC 3227, LM 3030, MG 3159, CS 4267, LM 4242, MG 4028, MG 4112, MG 4129, MG 41XX, MG 4270, MG 4292, MG 4316, MG 4415, MG 45xx)
- Develop entrepreneurial skills, such as the ability to identify business opportunities, devise appropriate business plans, and communicate these plans effectively to gain support and generate resources. (MG 4316, MG 4415)
- Communicate ideas effectively orally and/or in writing in a professional context. (LM 2020, MG 2010, MG 2061, BU 3233, CS 3051, LM 3030, MG 3034, MG 3058, MG 3159, CS 4267, LM 4242, MG 4023, MG 4028, MG 4071, MG 4087, MG 4112, MG 4129, MG 4169, MG 41XX, MG 4292, MG 4270, MG 4316, MG 4415, MG 45xx)
- Demonstrate interpersonal, teamwork and/or leadership skills and the ability to work effectively with others including in cross-cultural settings. (BU 3233, LM 3030, MG 3159, IB 4168, LM 4242, MG 4028, MG 4415)
- Apply self-management skills including a capacity to plan, organize and manage time. (All modules)
- Take responsibility for own actions in an academic and professional context. (All modules)
- Reflect on the broader scope and value of learning and become an independent lifelong learner. (All modules)

BSc in SHIPPING MANAGEMENT (300 CREDITS)

Compulsory Modules:

Level 4

AF 2007 FINANCIAL ACCOUNTING (LEVEL 4) – 15 CREDITS

EC 1000 PRINCIPLES OF MICROECONOMICS (LEVEL 4) – 15 CREDITS

EC 1101 PRINCIPLES OF MACROECONOMICS (LEVEL 4) – 15 CREDITS

LM 2020 INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LEVEL 4) – 15 CREDITS

MA 2021 APPLIED STATISTICS (LEVEL 4) – 15 CREDITS

MG 2061 SHIP OPERATIONS AND TECHNICAL MANAGEMENT (LEVEL 4) – 15 CREDITS

MG 2010 INTRODUCTION TO SHIPPING (LEVEL 4) – 15 CREDITS

MG 2003 MANAGEMENT PRINCIPLES (LEVEL 4) – 15 CREDITS

Level 5

BU 3233 BUSINESS RESEARCH METHODS (LEVEL 5) – 15 CREDITS
CS 3051 BUSINESS DRIVEN TECHNOLOGY (LEVEL 5) – 15 CREDITS
EC 3227 MARITIME ECONOMICS (LEVEL 5) – 15 CREDITS
FN 3105 FINANCIAL MANAGEMENT (LEVEL 5) – 15 CREDITS
LM 3030 TRANSPORTATION AND INTERMODAL SYSTEMS (LEVEL 5) – 15 CREDITS
MG 3034 MANAGING PEOPLE AND ORGANIZATIONS (LEVEL 5) – 15 CREDITS
MG 3058 INTERNATIONAL SHIPPING POLICY (LEVEL 5) – 15 CREDITS
MG 3159 PORT MANAGEMENT (LEVEL 5) – 15 CREDITS

Level 6

MG 4169 SHIPBROKING AND CHARTERING (LEVEL 6) – 15 CREDITS
MG 4292 SHIPPING LAW AND MARINE INSURANCE (LEVEL 6) – 15 CREDITS
MG 4316 MARITIME FINANCIAL MANAGEMENT (LEVEL 6) – 15 CREDITS
MG 4415 STRATEGIC MANAGEMENT (LEVEL 6) – 15 CREDITS

4. Distinctive features of the programme structure

- **Where applicable, this section provides details on distinctive features such as:**
 - where in the structure above a professional/placement year fits in and how it may affect progression
 - any restrictions regarding the availability of elective modules
 - where in the programme structure students must make a choice of pathway/route
- **Additional considerations for apprenticeships:**
 - how the delivery of the academic award fits in with the wider apprenticeship
 - the integration of the 'on the job' and 'off the job' training
 - how the academic award fits within the assessment of the apprenticeship

Elective modules are offered at least once a year. The rest of the points are not applicable.

5. Support for students and their learning.

(For apprenticeships this should include details of how student learning is supported in the work place)

Academic advising is primarily carried out by the Department Head/Program Coordinator in coordination with the Academic Advising Office. Students also consult Shipping Management faculty for advising on a variety of topics including career options and postgraduate studies during faculty office hours. Faculty/instructors hold one office hour per week per module taught. Faculty/instructors office hours are available through the School of Business and Economics Dean's Office.

The Academic Advising Office aids students in choosing and completing their academic programs. The advising staff members provide academic advice and information to undergraduate students, advising all first-year students, some second-year students, and transfer students; support for academic staff advisors; and resources for all students in need of academic advice. The advising staff members communicate to new students the idea of the Engagement Development Plan (EDP) and the Co-Curricular Transcript.

Academic Societies offer students the opportunity to engage and collaborate with faculty in an academic discipline, attend lectures and seminars and participate in a wide range of activities that provide deeper engagement in a particular subject area. The Governing Body of the Shipping Management Society represents Shipping Management students for academic matters and the organization of extra-curricular events. They communicate with the faculty and administration.

Opportunities for academic, professional and personal development are offered through the College's student academic support services, co-curricular activities, and academic societies. The College has implemented a US approach to PDP recently renamed to EDP (Engagement Development Plan). The Co-Curricular Transcript is designed as a means of recognizing

extracurricular learning, development, and contributions to campus and community life. Official Copies of the Co-Curricular Transcript can be used by students to supplement résumés and academic transcripts when seeking employment and applying to graduate schools. The Co-Curricular Transcript includes the following categories: academic enrichment, scholarly engagement, academic honours, awards, scholarships, fellowships, athletics, college engagement and leadership, community service and volunteerism. It is available to students through the Registrar's Office.

The Registrar offers a presentation on the dual award system and its academic policies during the New Student Orientation day. The New Student Orientation Program introduces incoming students to the campus, the academic system (dual OU/Deree awards), College rules and regulations, and academic and social life. Students receive information on student programs and services such as advising, financial aid, and co-curricular activities.

The Student Academic Support Services (SASS) offers academic assistance to students through individual learning facilitation sessions and/or workshops focusing on particular academic skills areas (for example, research skills, note-taking, exam preparation).

Work-based Learning - Internship Opportunities

The College cooperates with a number of multinational companies (e.g. the Libra Group, Diageo, Coca-Cola HBC, etc.) and offers all students international internship placements, often combined with study abroad opportunities.

In order to reinforce the employability of Shipping Management students and enhance the acquisition of professional skills and competences, the Shipping Management programme team introduced a credit-bearing internship placement as an optional module in the US curriculum. Although this module is not part of the validated curriculum, the module is developed according to the standards set for validated modules. The internship module involves work-based experiential learning in positions relevant to logistics and supply chain management. The acquisition of professional experience is critical for Shipping Management graduates and the programme team aims at offering such opportunities to as many students as possible. The reinforcement of employability skills is a strategic priority for the Management and International Business department. The department promotes the credit-bearing internship module in the US (non-validated) curriculum on an ongoing basis.

Disability Status and Provisions

Students are responsible for alerting the Educational Psychologist to a special need, and for providing relevant documentary evidence. The Educational Psychologist suggests actions to be taken to accommodate a student with special needs, having ensured that there has been full consultation with faculty in the department(s) responsible for the assessment of that student. The accommodation is approved by the Committee of Disabilities and Learning Differences. This action must be endorsed by the Chair of the relevant Board of Examiners in the case of the validated award. Information, guidance and support are provided to all disabled students who declare their disabilities. Students with learning difficulties may be eligible for special accommodations, such as extra time for examination completion, and receive support and counselling from the Educational Psychologist on campus. The College announced the establishment of the Counselling Centre in September 2015, with the aim to support, encourage, educate, counsel, and empower students in a college setting as they adjust to the challenges and transition of university life where needed.

The Student Handbook provides detailed information about the Shipping Management programme, all aspects related to pursuing an OU award at DERE, as well as guidance to prospective and current students. Individual program student handbooks are available on the ACG website.

The Office of Career Services helps students formulate strategies to make the most of their studies before they graduate. Career Services offers students dedicated employability and career development activities, workshops and events.

The Office of Student Affairs is dedicated to promoting student development and enhancing the quality of student life. Through extra-curricular activities the College strives to provide students with opportunities parallel to the classroom experience that are consistent with its educational values. The students are encouraged to explore personal and professional goals by participating in clubs, societies, organizations and athletic teams. Office of Student Affairs co-curricular activities include social, cultural and recreational clubs that allow students to pursue their interests and, at the same time, provide opportunities for leadership.

The Student Success Centre (SSC) is designed as a one-stop service point for students. The primary purpose of SSC is to simplify the interactions between students and the College. Among other services, the SSC issues student IDs; credentials for the college's online services; accepts student requests for various certificates and petitions related to their studies; processes requests for course withdrawals; and guides students to the appropriate offices for matters related to registration, academic advising, validation, transfer credit, and tuition payment. The SSC is open extended hours (M-Th. 8:00 – 19:00 and Fri. 8:00 – 18:00) in order to be accessible to students.

6. Criteria for admission

(For apprenticeships this should include details of how the criteria will be used with employers who will be recruiting apprentices.)

The Admissions Process

To qualify for admission to the academic programs of the College, applicants must demonstrate that they possess the appropriate qualifications to enable them to be successful in the program of their choice. To this end, applicants must meet the following requirements:

The standard minimum entry requirement for the major's programme is the following: 14/20 in the Greek system, an overall average grade of C in the US system, or 24 and above in the International Baccalaureate or the equivalent of any other educational grading system. Applicants whose grades are between 11/20-13.99/20 or its equivalent, may be admitted to the College on a provisional basis.

Students admitted on a provisional basis will be required to fulfil the following conditions in order to be allowed to continue on their selected major after the completion of one academic year after their acceptance to Deree:

- Meet with an assigned advisor at the Academic Advising Office at least twice every month or whenever the advisor thinks it is necessary. The assigned advisor will monitor the student progress very closely and may require that they seek academic help through the Student Academic Support Services.

The number of modules students will be allowed to register for will be determined by their English language placement (see section "English Language Requirements"). However, in no case will they be allowed to register for a total of more than 2 modules if placed in EAP 1002 or for more than 4 modules if placed in WP 1010. Students with provisional status who are placed in EAP 1000 or EAP 1001 must first complete their English for Academic Purpose modules before taking College level modules along with EAP 1002.

- Students who have successfully completed only the EAP sequence during their first academic year will be able to continue.
- Achieve a minimum cumulative average (CI) of at least 2.0 after one academic year.

- After the completion of one academic year on provisional status, students' performance will be reviewed by the Committee on Academic Standards and Policies (CASP), which will decide on student progression and/or new conditions.
- Students on provisional status are subject to the College probation policy (see section "Academic Probation").

The following is required for all freshmen applicants:

1. A completed application form.
2. A letter of recommendation from an academic teacher or professor.
3. An official secondary school transcript and an official copy of a secondary diploma, both legally certified.
4. A certified copy of their identity card for Greek citizens or a valid passport for non-Greek citizens.
5. An interview with an admissions counsellor.
6. Evidence of proficiency in English.

Evidence of Proficiency in English

All applicants must demonstrate proficiency in the English language either by taking the College's English Placement Test (EPT) or by submitting any evidence derived from one of the following tests:

Pearson test of Academic English (PTE Academic): 58 or greater
Michigan State University Certificate of Language Proficiency (MSU-CELP)
Michigan Proficiency Certificate
Cambridge Proficiency Certificate
Cambridge Advanced English (CAE) with Grade A only
International Baccalaureate Certificate*
International Baccalaureate Diploma
IELTS: (academic) 6.5 or above
SAT: 450 or above
ACT: 18 or above
TOEFL (paper based): 567 or above
TOEFL (computer based): 227 or above
TOEFL (internet based): 87 or above
GCE higher level English: Grade C or greater
Oxford Online Placement Test: 99 or above

* With grade 4 and above in the English higher-level subject or at least an average of 12 in the higher level subjects.

Applicants presenting a TOEFL score should arrange to have the test results sent directly to the Office of Admissions by the Educational Testing Service (ETS). The College's Institution Code Number is 0925. TOEFL scores are valid for 2 years.

Students may also qualify to take WP 1010 by submitting evidence of fluency based on graduation from an English speaking secondary school or programme.

The above listed grades qualify the student for placement directly into WP 1010. Applicants who do not qualify for WP 1010 but who otherwise show academic promise may be admitted conditionally and placed in the English for Academic Purposes Program.

7. Language of study

English

8. Information about non-OU standard assessment regulations (including PSRB requirements)

N/A

9. For apprenticeships in England End Point Assessment (EPA).
(Summary of the approved assessment plan and how the academic award fits within this and the EPA)

N/A

10. Methods for evaluating and improving the quality and standards of teaching and learning.

Programmes use the following direct and indirect methods for evaluating and improving the quality of teaching:

- On line Course Evaluation for each course (through *CourseEva*). This is submitted anonymously by students in all courses. Following submission of grades, results are sent electronically to the Provost, the Deans, the Department Heads/Programme Coordinators and the course instructor. They are also available to the President and the VP of Human Resources. Results are taken into consideration both in terms of improving teaching but also evaluating faculty.
- Senior Exit Survey: completed by all graduating students.
- Course Leader Reports where feedback from the course evaluations is also considered.
- Feedback from meetings between External Examiners and students.
- Departmental meetings with the student Academic Society.
- Representation of Academic Societies through their presidents in the Programme Committees. Student concerns are discussed and feedback is communicated back to the students by the relevant Society presidents.
- Student advising.
- Students may always express concerns to the Deans, the Provost or the President either individually or through the Student Association.

The College places high value on effective pedagogical practices in the classroom by:

- Providing its faculty with the resources to improve the quality of instruction such as computers, smart classrooms, and electronic and print library resources, and training in new instructional technologies such as Blackboard.
- Supporting workshops, seminars, guest speakers, and retreats on best practices in teaching.

- Supporting faculty in the organization and hosting of international conferences at ACG
- Supporting faculty on visiting teaching fellowships.

The College is an institutional member of the Faculty Resource Network (FRN) at New York University. Established in 1984, the Network is an award-winning, nationally recognized faculty development initiative involving over 16,000 faculty members who teach more than 200,000 undergraduate students at a broad cross section of colleges and universities across the United States.

DEREE-ACG is also a member of the Global Liberal Arts Alliance (GLAA), an international, multilateral partnership of American style liberal arts institutions with the goal of supporting excellence in liberal arts education on a transnational basis.

The Great Lakes Colleges Association, based in Ann Arbor, Michigan, coordinates the activities and projects of the Alliance and was instrumental in its formation. There are presently 27 institutions representing 15 nations in the Alliance membership.

GLAA's purpose is to exchange knowledge, expertise and experience among institutions committed to education in the tradition of the liberal arts and sciences.

DEREE-ACG's Teaching and Learning Centre (TLC) focuses on academic staff development. The goals of the TLC are to promote best practice (both US and UK) in pedagogy by

- Offering programs which engage faculty in continuous improvement of

Teaching.

- Supporting faculty in professional development in teaching.
- Promoting the value of teaching inside and outside the University

Community.

- Encouraging faculty to explore new teaching methods and technologies.

Throughout the academic year the TLC organizes frequent training sessions on pedagogy and encourages faculty to explore developments in teaching technologies and adopt learner-centered practices. Through a dedicated Blackboard container full of material related to classroom needs, which is made available to all DEREI instructors, TLC facilitates faculty efforts to keep up with best practices in pedagogy.

11. Changes made to the programme since last (re)validation

The Shipping Management programme was thoroughly reviewed and revised in preparation for its revalidation in Spring 2020. The review and revision were informed by the four-year experience in delivering the programme; the feedback received during the past years by the External Examiners and the Board of Examiners; the recommendations of the OU panel during the validation of the Shipping Management programme in spring 2015; the regular and systematic feedback received by students, formally, through module evaluations and the Senior Exit Survey and informally, through regular interaction with students during office hours, class interaction and Society events and through targeted initiatives of the department (s. Section 13); through regular communication with industry professionals and industry networks (s. Section 4); through developments in the subject area and the maritime industry (s. Section 3); and, through the research and professional activity of the faculty of the department who are active researchers in the field and have regular interactions with the academic community and the shipping industry (s. Section 11).

Based on the above the programme team identified the following areas for improvement in the current curriculum:

- Breadth and depth of the Shipping Management programme.
- Alignment of modules with contemporary developments and recent trends in the maritime industry.
- Coverage of ethical and sustainability issues.
- Elimination of overlap in the curriculum.
- Student assessment needs to be more varied and should enable a more systematic integration of transferrable skills (e.g. presentation, teamwork) in the curriculum.
- Make emphasis on research and employability more explicit in the programme's capstone module.

In order to improve the Shipping Management programme in the aforementioned areas, the programme team introduced changes to the programme outcomes and goals, curriculum structure, assessment strategy, and individual modules.

Changes to the programme learning outcomes aimed at enhancing the award's alignment with the 2019 QAA Subject Benchmark Statement and developments in the shipping sector as discussed in earlier sections.

Curriculum Structure:

The following changes in the programme curriculum structure are proposed:

At Level 4, the programme team removed MG 2060 Maritime History from the curriculum and replaced it with EC 1101 Principles of Macroeconomics. The findings of both the benchmarking and the market research supported this decision. The most essential elements of Maritime History will be covered by other modules, such as MG 2010 Introduction to Shipping, MG 2061 Ship Operations and Technical Management, and MG 4292 Shipping Law and Marine Insurance. This change is also in line with one of the key outcomes of the formal student feedback session (s. Section 13), according to which the delivery of Maritime History has to be better connected to the shipping management curriculum.

In addition, the programme team decided to replace BU 2002 Business Legal Issues with EC 1000 Principles of Microeconomics. The rationale for this change was that the programme offers comprehensive legal knowledge through the courses MG 4112 and MG 4292 (see below). Students are introduced progressively into the specialized materials of those modules, starting from the basic principles of law. Therefore, it has been deemed redundant to offer a business legal issues course at Level 4. On the contrary, EC 1000 is a very useful module which will provide knowledge of basic economic principles and will ensure a smoother transition to more advanced and specialized concepts, such as the ones taught in EC 3227 Maritime Economics.

Furthermore, the module MG 2061 Maritime Operations and Ship Technology was retitled MG 2061 Ship Operations and Technical Management. The revised module elaborates on all ship-related operations as was previously the case, with material of course having been updated. As far as the "Technical Management" part of the title is concerned, it should be noted that rather than simply discussing ship technologies, the updated module's content elaborates on all technical aspects of the vessel, i.e. technologies used, energy efficiency, shipbuilding, maintenance and repair, dry docking, survey's, etc. - all collectively referred to as "Technical Management". The change in the title illustrates in a coherent manner both pillars of this module's content. Hence, the programme team integrates the topics of ship operations and ship technical management in a single module because the latter is not only relevant, but also complementary to the operational function of shipping companies. This is consistent with the academic practice of many other universities, as illustrated by the benchmarking. This change is also informed from the interview findings described in Section 4. As shown, interviewees were nearly unanimous in suggesting the integration of ship technical management content in the curriculum, whereas some also challenged the need to emphasize ship technology.

Finally, the module rubric of MG 1010 Introduction to Shipping changed into MG 2010 in order to signal to students that the registration in this module is recommended upon completion of the first year of their liberal education (US curriculum). This is expected to align MG 2010 with the other introductory level modules within the Shipping Management major, as well as across the School of Business and Economics.

At Level 5, the programme team decided to rename two L5 modules, i.e. MG 3159 Port Management (previously, MG 3059 Port Administration and Logistics) and LM 3030 Transportation and Intermodal Systems (previously, LM 3030 Transportation Systems). In both cases the change aimed at making the relevance of those modules to the maritime industry more explicit. Also, the new titles capture more accurately the respective learning outcomes and content.

At Level 6, the main change concerns the change of title of the capstone module (MG 45xx Seminar in Shipping Management) to Capstone Project in Shipping Management. The term 'capstone project' reflects the research orientation of the module more accurately, whereas the learning outcomes of the module have also been partly revised to align better with the module's research orientation. The relevant adjustments that were made on the syllabus aim at guiding the student research towards contemporary trends in the shipping industry, such as sustainability and digitalization. Also, the syllabus of the new capstone took into consideration a relevant recommendation made by the OU panel during the programme validation in 2015 (i.e. 'Clarify in the module description for the capstone module MG 45xx Seminar in Shipping Management the way the teaching, learning and assessment of the module will contribute to the employability aspect of the degree'). The module team made the module's contribution to the employability of students (through their interaction with industry professionals during their fieldwork) explicit in the 'Rationale' section of the MG 45xx Capstone Project in Shipping Management syllabus.

The programme team also decided to rename MG 4169 Chartering and Shipbroking (previously, MG 4169 Shipbroking and Chartering). The change intends to reflect the fact that both the former and the revised syllabus places more emphasis on Chartering activities (circa 60%) rather than on Shipbroking (circa 40%).

Another change was the revision of the modules MG 4292 (old title: Shipping and Marine Insurance Law and Practice / new title: Shipping Law and Marine Insurance) and MG 4112 (old title: Carriage of Goods By Sea and Law of International Trade / new title: MG 4112 Carriage of Goods by Sea). This stemmed from the preference of the team for shorter and less complicated titles across the curriculum. Following that change, the syllabus of MG 4112 was revised drastically in order to eliminate any overlap with other modules (especially with MG 4169 and MG 4292). The syllabus of MG 4292 was also revised in order to indicate more explicitly the coverage of all types of Marine Insurance, taking into account feedback from interviews (s. Section 4). Importantly, the syllabi revisions of both MG 4292 and MG 4112 took into consideration Recommendation 3 of the OU Panel (i.e. 'Consider the proposed content and delivery of the insurance and law modules - MG 4292 Shipping and Marine Insurance Law and Practice; MG 4112 Carriage of Goods by Sea and Law of International Trade - to ensure the most appropriate balance between depth and breadth at the BSc level'). Prior to OU revalidation in spring 2015, the new shipping management pathway offered three optional shipping law courses: (a) Shipping Law; (b) Marine Insurance Law; and (c) Carriage of Goods by Sea. In preparing the new award in Shipping Management, the programme team considered that the aforementioned courses' content, learning outcomes and method of delivery fitted more a postgraduate degree in law (LLM) which is usually offered to law graduates, rather than a business programme offered to 'non-law' shipping management students. However, in the attempt to cover all the aspects which are essential for a shipping management graduate, the syllabi of MG 4292 and MG 4112 were expanded too much and ended up overlapping with other modules. The current revisions stemmed from a thoughtful reorganization of the material in order to ensure that Shipping Management graduates have the required knowledge with the

material across modules being streamlined in order to eliminate unnecessary overlap and over-specialized legal knowledge.

Lastly, the list of electives was modified. In light of feedback from maritime practitioners (Section 4) and students (Section 13) alike, the programme team decided to remove the electives: EC 4231 International Trade, MG 4157 Project Management, MG 4242 Supply Chain Management, and MG 4343 Operations Management, as they bare little relevance to the shipping management discipline. The programme team's philosophy is that L6 optional modules should either provide specialization in a maritime sector or shipping business function not covered in depth by mandatory modules or allow students to acquire knowledge of specific concepts and processes which are highly applicable in this industry. In that respect, the team developed one new optional module, i.e. MG 41XX Maritime Accounting and Reporting and also included the management module MG 4129 Decision Making: A Qualitative Approach in the curriculum. MG 41XX Maritime Accounting offers specialized knowledge in an important functional area of shipping companies, which is not covered sufficiently in the current curriculum. This decision was also supported by the interviews conducted. Maritime practitioners are confronted with a wide range of critical decisions, so MG 4129 intends to advance the decision-making skills of students, familiarizing them with various methods of rational decision making. The module MG 4168 Cross Cultural Management in Shipping was removed and replaced by IB 4168 Cross Cultural Management, which is more general in nature, but addresses relevant concepts and challenges. Again, this change was also informed by the input of industry professionals. Finally, the programme team decided to add the module CS 4267 Applied Business Analytics as optional at Level 6. With the advent of digitalization in shipping, it is envisaged that in the next few years, big data management and analytics will become essential employability skills for Shipping Management graduates.

Assessment strategy:

The assessment strategy of the Shipping Management programme was thoroughly reviewed and the programme team identified the following areas for improvement:

- a. Module assessment needs to adopt more creativity and innovation (OU Panel recommendation). For example, presentation and group-work skills were not assessed in the OU curriculum sufficiently. In the previous (i.e. current) curriculum, the only module including teamwork was BU 3233 Business Research Methods (compulsory module).
- b. Certain modules have too many learning outcomes, which complicated assessment.
- c. Make the programme more 'user friendly' by reducing reliance on exams. This arose as a recommendation of the Process Panel Member during the preliminary event of the programme revalidation in February 2020.

The programme team proposes the following actions in order to improve the effectiveness and appropriateness of assessment methods:

- a. In order to adopt more creativity and innovation in module assessment, the programme team introduced a group project and project presentation in two Level 5 modules: MG 3159 Port Management and LM 3030 Transportation and Intermodal Systems. In relation to group work in MG 3159 and LM 3030, and following feedback from External Examiners, the programme team decided to introduce peer assessment, which, as mentioned, reflects a higher degree of student engagement in the learning process as is emphasized in the 2019 QAA Subject Benchmark Statement (Business and Management). In addition, the programme team introduced a group project and presentation in the Level 6 module MG 4415 Strategic Management. The group project involves a company case strategic analysis.
- b. The programme team reformulated and reorganized module learning outcomes. In the proposed programme, modules typically have 3 – 4 learning outcomes, with the exception of MG 4292 which has 5. A higher number of learning outcomes was

necessary in that module, given that it integrates two distinct, but related, business areas (i.e. Shipping Law and Marine Insurance). Overall, learning outcomes are now fewer, more comprehensive, embed recent developments in the academic and professional field, and facilitate a more efficient and appropriate assessment. The revised learning outcomes do not affect the way each module fulfils the programme outcomes.

- c. The assessment strategy at Level 6 has been revised in order to place more emphasis on project work as opposed to examinations. Therefore, the previous 40% (project) and 60% (exam) assessment design has been changed to 60% (project) and 40% (exam) for nearly all modules.

Individual Modules:

At the level of individual modules, the programme team reviewed thoroughly all syllabi components in terms of prerequisites, catalogue description, rationale, learning outcomes, teaching and learning strategies, assessment methods, required and recommended reading sources and material and indicative content. Many of the changes proposed in those components aim at updating the module content according to contemporary developments in the academic and professional field in the subject area. In this vein, all reading materials, required and recommended, were updated.

The above changes were deemed necessary in order to revise the Shipping Management programme, remedy issues that emerged since the initial validation of the programme in 2015, and reinforce its academic orientation, which is now more aligned with institutional objectives and Open University standards and benchmarks.

The monitoring of the programme and its effectiveness in meeting the formulated goals and outcomes is an ongoing process.

Annexe 1: Curriculum map

Annexe 2: Curriculum mapping against the apprenticeship standard or framework (delete if not required.)

Annexe 3: Notes on completing the OU programme specification template

Annexe 1 - Curriculum map

This table indicates which study units assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Level	Study module/unit	Programme outcomes																							
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5
4	AF 2007 Financial Accounting			✓						✓						✓	✓	✓					✓	✓	✓
	EC 1000 Principles of Microeconomics	✓							✓														✓	✓	✓
	EC 1101 Principles of Macroeconomics	✓							✓														✓	✓	✓
	LM 2020 Introduction to Logistics and Supply Chain Management	✓							✓		✓								✓		✓		✓	✓	✓
	MA 2021 Applied Statistics						✓		✓							✓	✓	✓					✓	✓	✓
	MG 2003 Management Principles			✓					✓		✓												✓	✓	✓
	MG 2010 Introduction to Shipping							✓	✓	✓	✓								✓		✓		✓	✓	✓
	MG 2061 Ship Operations and Technical Management							✓	✓	✓	✓					✓			✓		✓		✓	✓	✓

Level	Study module/unit	Programme outcomes																								
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	
5	BU 3233 Business Research Methods						✓			✓	✓		✓			✓	✓	✓			✓	✓	✓	✓	✓	
	CS 3051 Business Driven Technology			✓						✓	✓		✓				✓	✓	✓		✓		✓	✓	✓	
	EC 3227 Maritime Economics							✓		✓									✓				✓	✓	✓	
	FN 3105 Financial Management			✓						✓						✓							✓	✓	✓	
	LM 3030 Transportation and Intermodal Systems							✓		✓	✓		✓						✓		✓	✓	✓	✓	✓	
	MG 3034 Managing People and Organizations		✓							✓	✓	✓							✓		✓		✓	✓	✓	
	MG 3058 International Shipping Policy							✓		✓	✓	✓									✓		✓	✓	✓	
	MG 3159 Port Management							✓		✓	✓	✓							✓		✓	✓	✓	✓	✓	

Level	Study module/unit	Programme outcomes																								
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	
6	MG 4112 Carriage of Goods by Sea							✓		✓	✓	✓	✓		✓				✓		✓		✓	✓	✓	
	MG 4169 Chartering and Shipbroking							✓		✓	✓		✓		✓						✓		✓	✓	✓	
	MG 4292 Shipping Law and Marine Insurance							✓		✓	✓	✓	✓		✓				✓		✓		✓	✓	✓	
	MG 4316 Maritime Financial Management							✓		✓	✓		✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	
	MG 4415 Strategic Management				✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	MG 45xx Capstone Project in Shipping Management							✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	
	Option																									
	CS 4267 Applied Business Analytics						✓			✓	✓		✓		✓	✓	✓	✓	✓	✓		✓		✓	✓	
	IB 4168 Cross Cultural Management			✓						✓												✓	✓	✓	✓	
	LM 4242 Supply Chain Management	✓								✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	
	MG 4023 Business Negotiation			✓						✓	✓	✓	✓						✓			✓		✓	✓	
	MG 4028 Corporate Social Responsibility					✓				✓	✓	✓	✓						✓			✓	✓	✓	✓	
	MG 4071 Cruise Shipping							✓		✓	✓		✓		✓							✓		✓	✓	
	MG 4087 Short Sea Shipping							✓		✓	✓		✓		✓							✓		✓	✓	
	MG 4129 Decision Making: A Qualitative Approach						✓			✓	✓	✓	✓		✓				✓	✓		✓		✓	✓	
	MG 41XX Maritime Accounting and Reporting							✓		✓	✓				✓				✓	✓		✓		✓	✓	
	MG 4270 Maritime Human Resource Management							✓		✓			✓		✓				✓			✓		✓	✓	

Annexe 2 - Curriculum mapping against the apprenticeship standard – N/A

This table indicates which study units assume responsibility for delivering (shaded) and assessing (✓) particular knowledge, skills and behaviours.

Please ammend this mapping to suit Frameworks used within the different Nations if appropriate.

Level	Study module/unit	Apprenticeship standard																								
		K1	K2	K3	K4	K5	K6	K7	K8	S1	S2	S3	S4	S5	S6	S7	S8	B1	B2	B3	B4	B5	B6	B7	B8	
4																										

Level	Study module/unit	Apprenticeship standard																								
		K1	K2	K3	K4	K5	K6	K7	K8	S1	S2	S3	S4	S5	S6	S7	S8	B1	B2	B3	B4	B5	B6	B7	B8	
5																										

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Level	Study module/unit	Apprenticeship standard																																					
		K1	K2	K3	K4	K5	K6	K7	K8	S1	S2	S3	S4	S5	S6	S7	S8	B1	B2	B3	B4	B5	B6	B7	B8														
6																																							

Annexe 3: Notes on completing programme specification templates

- 1 - This programme specification should be mapped against the learning outcomes detailed in module specifications.
- 2 – The expectations regarding student achievement and attributes described by the learning outcome in section 3 must be appropriate to the level of the award within the **QAA frameworks for HE qualifications**: <http://www.qaa.ac.uk/AssuringStandardsAndQuality/Pages/default.aspx>
- 3 – Learning outcomes must also reflect the detailed statements of graduate attributes set out in **QAA subject benchmark statements** that are relevant to the programme/award: <http://www.qaa.ac.uk/AssuringStandardsAndQuality/subject-guidance/Pages/Subject-benchmark-statements.aspx>
- 4 – In section 3, the learning and teaching methods deployed should enable the achievement of the full range of intended learning outcomes. Similarly, the choice of assessment methods in section 3 should enable students to demonstrate the achievement of related learning outcomes. Overall, assessment should cover the full range of learning outcomes.
- 5 - Where the programme contains validated **exit awards** (e.g. CertHE, DipHE, PGDip), learning outcomes must be clearly specified for each award.
- 6 - For programmes with distinctive study **routes or pathways** the specific rationale and learning outcomes for each route must be provided.
- 7 – Validated programmes delivered in **languages other than English** must have programme specifications both in English and the language of delivery.