

# Making Waves

Newsletter for Maritime Studies Students and Graduates

July 2015  
Number 3

## MSc Maritime Operations and Management in Greece Launched and Full Steam Ahead

On 4th June 2015 City University London celebrated the official launch of the *MSc in Maritime Operations and Management* at the British Ambassador's Residence in Athens, Greece. The course will be taught at the Hellenic Lloyd's Register's training Centre in Piraeus and is open for applicants now\*.



Mr Andrew Staunton and Professor John Carlton FREng, at the launch event at the British Embassy.

Deputy Head of Mission Mr Andrew Staunton welcomed the guests at the British Ambassador's Residence. He said: "I am glad that we at the British Embassy can support this initiative and would like to congratulate both teams from City University London, and Hellenic Lloyds Register for launching this MSc programme in Greece at this moment. As more people turn towards a career in shipping, this course will provide them

with the depth of knowledge and background required to cope with the responsibilities of a demanding and truly international profession."

The MSc course is designed for existing professionals serving both at sea and onshore, and also those who want to embark on a career in the maritime industries. The course has been developed in partnership with the Honourable Company of Master Mariners.

Professor Carlton, the Director for the MSc in Maritime Operations and Management programme, explained that the course has been running for 11 years at City University London. He said, "Our students, and indeed the marine industry in Greece, have been telling us that there are many people here in Greece who would like to take this MSc Course but cannot come to London for various reasons." The MSc will be identical academically to the course in London except that it will be delivered in Piraeus over suitably paced weekends over an eighteen month period.

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Coverage of the launch event  
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\* <http://www.city.ac.uk/courses/postgraduate/maritime-operations-management-greece>

## The Launch Event - Knowledge is Great

The panel discussion, launch and reception took place on 4 June 2015 at the British Ambassador's Residence.

The first part of the event was a panel discussion with invited speakers from top Greek shipping professionals. The audience included: well known figures from shipping companies and marine professional bodies in Greece; leading figures from Hellenic Lloyds Register in Greece; staff from City University London who teach on the MSc in Maritime Operations and Management; alumni graduates from the MSc taught in London who now live and work in Greece; and mid career professionals looking to develop their career through postgraduate education.

Mr Andrew Staunton (Deputy Head of Mission UK Trade and Investment Greece) reminded the audience that education and shipping are 2 sectors that offer significant opportunities for the promotion of UK excellence. They underline the close commercial and academic ties between the 2 countries. Many of the young professionals in the audience said that they were inspired by Mr Manolis Vordonis, Past Executive Director of Thenamaris. In his speech, he argued that business has strayed a long way from the commercial values captured in the phrase "my word is my bond", and that this does not make for sustainable good business sense. He pointed out that the banking crisis is a wake up call for the shipping industry to stop thinking and acting like bankers.

Coming from a different approach Mr George Gourdomichalis drew inspiration from Vice Admiral Horatio Lord Nelson when he said "We can't command the sea". He showed a video of a ship at sea in rough conditions, a salutary reminder of the dangers that maritime professionals face, day in, and day out. His message was intriguing. We don't command many aspects of the industry, not for example: commodity prices, currency wars, world GDP, trade patterns, interest rates and so forth. There are some things we believe we command for example vessel supply, equity availability, operational edge, commercial and technical know how. In uncertain times we need to know what we don't know. This means education is important and as inscribed in his final slide "inspirational leadership and a superb grasp of strategy and unconventional tactics."



Left to right: Mr Andrew Staunton, Mr John Pachoulis, Dr. Stavros Tsolakis, Mr. George Gourdomichalis. Mr. Manolis Vordonis also spoke and is in the photograph of the 'Important network'.

The photograph captures the moment. It seemed appropriate that the back drop to the panel was in three parts. In the middle grandeur from the past in the form of a magnificent double height doorway and ornate mirror. To the right, technology from the present in the form of a digital projection, and most tellingly on the left the message: **Knowledge is Great**



## Leadership, Networks and Teams

Maritime Management is a core module on the Maritime Operations and Management Course. The curriculum includes in-depth study of real world cases in which failures of leadership and teams have triggered a chain of events leading to catastrophe and failure.

Happily the MOaM Greece initiative has been an object lesson in successful leadership, and in what can be achieved by mobilising networks and motivating teams. Under the leadership of Professor Carlton the course has acquired support from the great and the good of the shipping world in Greece; and there is an administration, library and facilities team in place in Greece. Module leaders are looking forward to meeting the first cohort of students and teaching in Greece in September 2015.



Some of the staff, supporters, movers and shakers who have made it possible to launch MOaM MSc in Greece

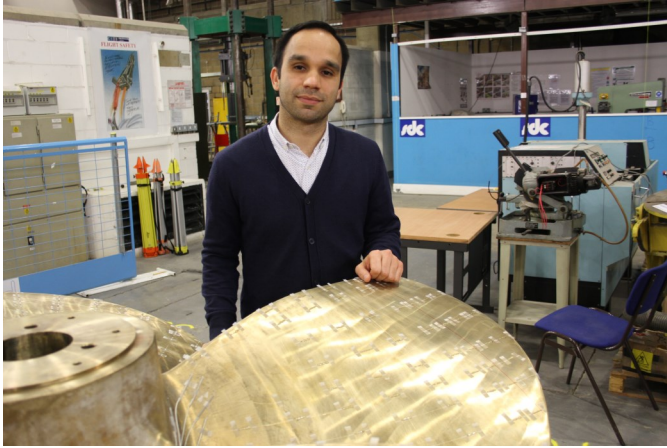
Left to right:

- (1) Dr George Maglaras, Marine CFO & TSO Manager for Hellenic Lloyd's Register.
- (2) Mr John Pachoulis, Past President at Hellenic Shipbrokers Association, Lecturer at Hamburg School of Business Administration.
- (3) Mrs Anna Katsoulaki Law Lecturer and LLM Programme Director in Greece, City University London
- (4) Dr Stavros Tsolakis, Vice President at DST Shipping Inc., Visiting Professor at Singapore Management University.
- (5) Dr Alkis John Corres, Advisor to the Chairman at Port Piraeus Authority, Visiting Professor at City University London
- (6) Mr Manolis Vordonis, Past Executive Director at Thenamaris.
- (7) Professor Dinos Arcoumanis (FREng) former Deputy Vice-Chancellor (Research & International), City University London, and since 2012 Ambassador-at-Large of the Hellenic Republic with responsibility for Energy Policy and New Technologies.
- (8) Professor John Carlton (FREng), Director of MOaM, City University London, 109th President of the Institute of Marine Engineering, Science and Technology.
- (9) Mrs Marilena Kokonaki, City University London LL.M and M.Sc Course Administrator based in Greece.
- (10) Captain Simon Culshaw former Master of the Honourable Company of Master Mariners, Module Leader for Environmental Science on MOAM
- (11) Mr George Gourdomichalis, Shipowner/Manager at Phoenix Shipping & Trading S.A.

Individuals and companies are welcome to sponsor an applicant and join the network of MOaM supporters.

## Singing Propellers

### Propeller Singing Problem: Mechanism and Attenuation of the Effects at the Pre-Design Stage



Saeed with a propeller blade that has been prepared for vibration testing in one of engineering labs. at City University London.

To support the experimental study, a comparison was made of the results of experiments with those of the finite element analysis which showed a close agreement. Besides, Computational Fluid Dynamic (CFD) analysis of the trailing edge vortex shedding, calibrated to the results of model tests, revealed the influential parameters in generation of von Karman-vortex street at trailing edge of propeller blades.

Findings will help the marine industry to overcome the existing problem of propeller singing. In addition, these analyses can be utilised to optimise propeller performance.

As of today, most marine propellers' singing problems have been cured by applying standard remedies, dating back to the 1940s and 50s, such as anti-singing edge. However, this has not been the case for a number of recently designed fixed pitch propellers for specialist ship types. While the cause is believed to be the excitation of propeller blade by periodic vortices shedding at the trailing edge of the blades, the mechanism of the phenomenon is not fully understood.

My PhD research investigates the singing phenomenon to disclose its mechanism and controlling parameters. The ultimate aim is to provide guidelines in the design of new propellers, particularly fixed pitch propellers, to avoid singing.

To tackle the problem a series of vibrational tests examined the vibration behaviour of propeller blades in air and in water.

Story contributed by PhD student Saeed Javdani Zamani Sagheb Saeed

## European Erasmus Mundus. CoMEM Double Award



Master of Science in Coastal and Marine Engineering and Management  
Master of Science in Maritime Operations and Management

**Applications for start August 2016 opens October 1st, 2015**

This programme is offered by a consortium of five recognised European universities. All participating universities have long-standing relations with the industry, public works administrations and research and education institutes.

- 1) The Norwegian University of Science and Technology, Trondheim, Norway
- 2) City University London, United Kingdom
- 3) University of Southampton, United Kingdom
- 4) Technical University of Delft, The Netherlands
- 5) Polytechnic University of Catalunya, Barcelona, Spain

Studying in multiple European countries will enable students to meet and work with professionals from various backgrounds, gather knowledge on a wide range of issues. This will enable students to develop a coherent and integrated approach that has global application.

## Insights from the Past

### Nelson's Victory Escapes Launch-Day Disaster

When MOaM students embark on their dissertation project they start with a literature review. The fact is that research projects need to start by researching what went before, what has already been done. It is a case of contributing new knowledge to what is already known, rather than reinventing the wheel. Students are given an open choice of research topics, and over the years there are examples of successful dissertations drawing on methodology from engineering, science, social science and business. Archival studies can offer insights from the past, and students are encouraged to relate their work to contemporary maritime problems and practices. This story is about Human Resources Management (HR), how success hinges on individuals and teams, and that sometimes this goes unrecognized.

#### Background



Model of the *HMS Victory*, at the Kaiti Laskaridou Historical Library

*HMS Victory* sailed into history on 21st October 1805 at the battle of Trafalgar, and Admiral Lord Nelson gave his life on that day. Some of our postgraduate marine students visited the Chatham Historic Dockyard exhibition marking the 250th anniversary of the launch of *Victory* earlier this year, and that exhibition included the bullet that killed Nelson, loaned by the Queen of England.

The *Victory* and the archives of Lord Nelson came up again 2000 miles away when, as part of the preparation for teaching MOaM in Greece, MOaM staff were invited to tour the Kaiti Laskaridou Historical Library in Piraeus. The library hosts a unique collection of original historical documents including the *Proclamation of Lord Nelson*, dated 1798. On 9th June the Aikaterini Laskaridis Foundation participated in the celebration of the International Archives Day. The library presented a letter from its Nelson Collection to mark the occasion.

The fact is, history may well have unfolded in a different way if it had not be for the efforts of diligent junior shipwright called Hartly Larkin.

#### Insight

*HMS Victory* was the pride of Chatham dockyard in Kent, the largest warship ever built for the Royal Navy. However the shipwright Hartly Larkin realised, waking up early on 7th May 1765, with VIPs invited on board for a ceremony later that day, that there had been a calamitous error: *Victory* was too fat to slip through the wooden dock gates and be launched into the Medway. Naval historian Brian Lavery, has conducted research into the episode and he explains: "At best, the gates would have gorged lumps out of the timbers, at worst, if she had stuck in the dock entrance and sat there unsupported as the tide fell beneath her, the keel would have broken."

At first light Larkin rushed to the docks and confirmed his fears, the ship was 9.5in too wide to fit though the gates. He told his boss John Allin who was described as "suffering from violent and frequent attacks of the bilious disorder in his bowels." He told his junior Larkin to sort out the problem. Larkin mustered every available shipwright, and they set about with their adzes chopping the frame that held the gates. The lunch went ahead with the guests seemingly oblivious to the panic.

This HR history might have been forgotten except that Allin retired soon after, and the unsung hero, Larkin petitioned the navy for some reward, "he having a large family". Sadly the records show the response scrawled in the corner "No notice to be taken of this application." Larkin retired on a small pension in 1779 and died in 1803 so he never saw how the ship he saved made history.



## MOaM Students visit IMO and experience top seats

There were visits to two UK ports and the students on the course had the chance to see live how a port operates and the loading and discharging operations of ships while in port. Without a doubt the port facilities were sensational. Another memorable visit was to the headquarters of IMO (International Maritime Organization), a place that is immensely important for the global maritime industry, as this is the organization that creates and develops international maritime regulations and after this, flagstates and companies globally try to implement these regulations. IMO's slogan is: "Safe, secure and efficient shipping on clean oceans" (IMO, 2015). These excursions are invaluable because they are a way of making the connection between class room based learning and the real world shipping industry. They fire our imaginations about our future jobs and career path ways.

Story contributed by postgraduate student Dimosthenis Kontakos



The visit to the IMO headquarters in London was led by Steven Gosling, *Maritime Operations Lecturer*. IMO is supported by a permanent secretariat of employees who are representative of the organization's members. The secretariat is composed of a Secretary-General who is periodically elected by the assembly, and various divisions such as those for marine safety, environmental protection and a conference section.

## Honorable Company of Master Mariners Dissertation Award



Congratulations to Mr Rattavut Chimtawan who won this years HCMM student dissertation award for his project entitled *The Environmental Impact Assessment of the Kra Canal during Construction Phase*.

**In 2014 Rattavut said** "I decided to continue my second master degree in order to gain in-depth knowledge about maritime industry in order to be able to continue my family business and to further broaden my perspective as a future leader. I expect to receive systematic education and training in Maritime Operations and Management, with special focus on effective management technology and best practice of the maritime operation. These will help me to expand my own family business and work in the International environment. **He graduated in 2015**

## Profiles: MOAM Modules and Module Leaders

### Shipping Services and Marketing



Valerie Stringer with the splendid ICS London Branch Badge of Office.

Valerie Stringer has witnessed many changes in the Maritime Industry since starting her career in shipping - in the days when box traffic was in its infancy and a gang of 60 men would be employed to discharge hessian sacks of cocoa beans. World Trade has grown apace and ship design, mechanisation and technology all developed alongside.

She has been an active member of the Institute of Chartered Shipbrokers (ICS) since qualifying as an Associate in 1982 and served on the London Branch Committee after promotion to Fellowship. As the first lady to Chair the London Branch from 1992-95 she also served on Controlling Council. Since retiring on health grounds, her involvement has centred on educational aspects.

Shipping has become a complex, highly competitive marketplace and having expertise in the three main shipping segments (bulk, general cargo, specialised) although her experience is mainly in the short-sea market, Valerie welcomed the invitation from City University to join the MOAM team as Module Leader for the Marketing Elective.

Marketing is not an exact science, however, there are recognised techniques that can be adopted but knowing where, how and when to apply them to achieve desired results is something that comes from years of marketing experience. It really is theory in practice.

### Maritime Economics



John Hoar Economics Lecturer

This core module covers economics and finance in the context of maritime operations and management. The module is designed to accommodate students whose first degree is in maritime or shipping, and those who have a degree in related disciplines, such as business and technology.

The economics content covers both bulk and liner sectors and this is reflected in recent student dissertation titles, for example, *Supply and Demand Modelling in LNG Shipping*, and *An Analysis of Index-linked Container Contracts as a Solution to Shipper-Carrier Contractual Issues*. The financial content covers management accounting for profit, control and planning of organisations.

The study of shipping market economics is currently undergoing re-assessment, in particular the traditional model of the freight markets. The focus today is a macro-economic and dynamic approach to shipping cycles and freight rate determination. This approach highlights the financialisation of the shipping markets where freight rates are viewed as asset prices, the outcome of which is the result of a bargaining game between the ship owner and charterer.

It is therefore a good time to acquire a higher qualification and enhance career and professional prospects in maritime management. The negative impacts of the 2008 shipping recession are retreating and industry sentiment is positive.

## Graduates January 2015

Master of Science in Maritime  
Operations and Management

(cohort 2013-14)

Winifred Tombara Adu  
Ali Atiq Khamis Almehairi  
Rattavut Chintawan\*  
Evangelos Frantzeskos Darousos  
Oladipo Ayorinde Egbeyemi\*  
Alaere Fumudoh  
Theodoros Gad\*  
Aris Spyridon Kalognomos  
Christos Kampakis  
Evangelos Kollintzas  
Maria Kyriazopoulou  
Joohee Lee\*  
Alexandros Mallas  
Suvani Binti Mohamed Mokhtar\*  
Aris Petroulakis  
Fratzeska Saiti  
Effrosyni Saliverou  
Konstantinos Triantafyllidis  
Dimitrios VROUTSIS  
Andreas Xenakis  
Qing Yu  
Vasileios Zaros

\* with distinction



Graduation day, 29th January 2015. The sun came out and the lecturers had the pleasure of meeting proud parents and in some cases children. Alas some of our graduates were working in far flung places from China to Thailand and could not be with us—they were missed.

We hope to see you at the Alumni events.

Email [alumni@city.ac.uk](mailto:alumni@city.ac.uk)

W: [www.city.ac.uk/alumni](http://www.city.ac.uk/alumni)

MSc Maritime Operations and Management is accredited by the following professional bodies:

- Institute of Marine Engineering Science and Technology (September 2011)
- Chartered Institute of Shipbrokers (October 2013)
- Royal Institution of Naval Architects (December 2013)

If you graduated in 2009 or before you might like to get in touch to find out how this accreditation can be backdated.

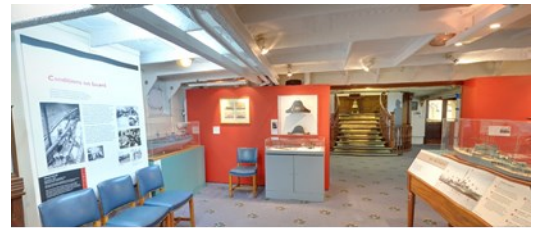


## Course Dinner Wellington on the Thames



Photograph taken on the main staircase opposite the dining room on Board HQS Wellington. Friday 10th April 2015.

Below on board the Wellington exhibition and display space



### Annual Programme Dinner on Board HQS Wellington

HQS Wellington is the Livery Hall of the Honourable Company of Master Mariners



**Venue:**

HQS "Wellington"  
Temple Stairs  
Victoria Embankment  
London WC2R 2PN

**Date: May TBC**

Invitation to this annual event is extended to Alumni (places are limited) For expression of interest for 2016:

email [maritime@city.ac.uk](mailto:maritime@city.ac.uk)

## Understanding the role of ‘research’ and ‘evidence’ in job applications and career development

All the modules involve using research and evidence to inform professional judgement. The ‘Professional Studies Module’ on the MOaM course is about the skills and quality of thinking expected from the postgraduates, and students engage with the difference between opinion, evidence and evidence based judgement. They study examples that involve interpreting ‘job descriptions’, and ‘person specifications’, and they are shown how these are related to advanced competencies that are defined by professional bodies, like the *Institute of Marine Engineering, Science and Technology*. The message is that research and evidence should inform professional judgement and the same skills can be put to work in applying for jobs and in developing a career.

MOaM students have access to services supplied by Riviera Recruitment.

“Riviera’s journals provide authoritative, detailed reviews and expert analysis of the key trends, technologies and international developments that senior technical and operational management in the shipping industry need to know about. Our international readership trust us to bring them intelligent commentary and detailed, unbiased reporting on the issues that affect their core business and strategic commercial decisions.

In 2013 Riviera Recruitment was launched to meet the market's demand for a knowledgeable, specialist recruitment service for the offshore support industry.

Riviera Recruitment is committed to its consultative recruitment style, the highest standards of customer care and our dedicated team can provide you with an insight on current industry trends, salary

benchmarking and applicant availability. Our specifically tailored service and approach ensures that we deliver on our promises and provide a level of service to candidates and clients alike that exceed your expectations.”

( <http://www.riviera-recruitment.com/candidates/> )

Riviera recruitment has a dedicated section on candidates that includes advice on researching the market for jobs . How to write a suitable CV , and preparing for an interview.

## On going professional development



Tun Tun Min on graduation day

MOaM graduate Tun Tun Min has agreed to share an extract from his profile . After his time at City University London, he has continued to record evidence of his ongoing professional development :

*“I came to the UK in 2012 to study for a Masters degree in Maritime Operations and Management at City University London. I accomplished Master of Science with Merit for the final dissertation project entitled ‘The risk and safety issues involved with dynamic positioning (DP) system in relating to increasing complexity’.*

*In 2014 I completed Maritime and Coastguard Agency (MCA) Approved Engine Course from UKSA.*

*As an intern at the International Maritime Organization (IMO),I was honoured to observe several important international conferences: the meetings of the 66th session of the Marine Environment Protection Committee; the 101st session of the Legal Committee; the International Oil Pollution Compensation Funds; and the Maritime Safety Committee.*

*I had been a Member of the Institute of Marine Engineering Science and Technology (IMarEST) for a number of years but on completion of the MSc, IMarEST offered Registered Marine Technologist (RMarTech) after Professional Review and Interview by the Institute’s Membership Committee and Assessors. I attended the 6th Annual European Dynamic Positioning Conference 2014, London, UK and have authored papers such as mini report for 2014 DP conference and DP compliance reports.*

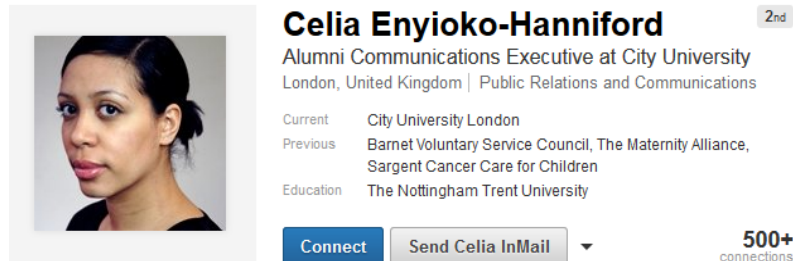
*I am a member of the IMarEST, RINA, MNI, SMOU, SNAME, IEEE and SUT. I serve on the Marine Engineering Volunteer for MVS, Royal Navy Head Quarter. ”*

Have a look at Tun’s profile on LinkedIn by searching for ‘Tun Tun Min’

## Wondering about your online presence?

Celia Enyioko-Hanniford says “get started if you have not done so already!”

My name is Celia and my role as City Alumni Communications Officer includes managing the Alumni Team’s digital and social media presence. This currently includes Facebook - <https://www.facebook.com/CityAlumni>, Twitter <https://twitter.com/cityalumni> and a blog <https://blogs.city.ac.uk/city-alumni/>. We also have a LinkedIn group – City University London Alumni Network - and several sub-groups for school / departmental specific networking.



By joining us on these channels you will be able to connect with City graduates around the world and keep up to date with the latest news from your University. You can also use these sites generally to build your online presence or brand, which can help set you apart from other candidates who may have similar qualifications and experience.

### How are you currently represented online?

(which shows how you are represented on Google and gives advice on pro-actively managing your brand online) and [www.martinwoods.me.uk/social-profile-checking-tool](http://www.martinwoods.me.uk/social-profile-checking-tool) (a simple Excel tool designed to help graduates and other job seekers research their digital footprint).

**LinkedIn** Use LinkedIn [www.linkedin.com](http://www.linkedin.com) to:

- Find out more about employers/companies of interest and use any information you gain in future job applications and interviews
- Join industry groups to connect with employers in your sector of interest
- See the latest topics being discussed within your sector and contribute your own to get your name known
- Search for professionals by job and sector for speculative approaches for both work experience and employment
- Gain access to job postings

However, the most important part of LinkedIn is your personal profile – it should be completely filled out so recruiters take you seriously.

**Twitter** Twitter [www.twitter.com](http://www.twitter.com) has a more informal nature than LinkedIn but you still need to present yourself in a professional way, as well as being interesting! You need a completed profile before you can follow anyone; this includes a short biography and a photo. You can put your job pitch in your Twitter bio. You can also link to your LinkedIn profile so that recruiters can find out more about you. It’s important to have a strong profile and several Tweets under your belt before you start truly utilising Twitter for job hunting. Don’t just retweet what others are saying, create meaningful content that people care about. Once you have done this, use Twitter for job hunting by:

- Following the companies you want to work for and watching out for job listings, while also interacting via Twitter with employees who work there.
- Looking for vacancies at [www.tweetmyjobs.com](http://www.tweetmyjobs.com). Employers often tweet about job vacancies before the adverts are posted online. Use the hashtag #job along with your desired job role and location to find vacancies.
- Using Twellow [www.twellow.com](http://www.twellow.com) to find lists of people by area of expertise, profession or other attributes as listed in their personal profiles on Twitter. Also look at ‘Job Hunting Guide with Twitter’ <http://is.gd/6poUhc>

**Facebook** Employers and professional groups use Facebook [www.facebook.com](http://www.facebook.com) to promote graduate programmes or their brand. But beware, employers sometimes view the Facebook sites of prospective candidates so set your privacy settings at the highest possible and make sure that your profile photo is suitable for an employer to view.

**Blogs** Blogs are a good way to get insight into an organisation; some larger organisations let their graduate trainees, work placement or intern students’ blog about their experiences. To find suitable blogs make a Google search with the name of the company and then blog e.g. “BP blog” or the name of the career you wish to go into e.g. “maritime blog”. Start by reading other people’s blogs and commenting on them before starting to write yourself. Sites such as Wordpress, Tumblr and Blogger have made it much more accessible to write a blog.

So, in short, get started if you have not done so already! Once you have online profiles it is important to make regular updates. An out-of-date online presence is nearly as bad as none at all.



## Tor Hugo Notøy from the marine insurance company SKULD<sup>1</sup> International writes about what it means to be a balanced professional.



My name is Tor Hugo Notøy and I graduated with a Masters in Maritime Operations and Management in 2014. I am currently working as a Technical Manager for the Norwegian marine insurance company Skuld. Skuld is a world leading insurance provider and aims to provide this through innovation, financial strength and the talents of its people. It is part of the International Group of P&I Clubs (IG) which is going from strength to strength. The company offers a wide range of products both within P&I, H&M and FD&D. The H&M cover is offered through our syndicate with Lloyd's in London. Previously I was employed by Odfjell Management AS. There I was a Technical Superintendent responsible for a group of chemical tankers. In addition to this I have some years sailing experience as 3<sup>rd</sup>, 2<sup>nd</sup> and Chief Engineer in the Offshore industry. My education consists of Maritime Technical College for Marine Engineers, Bachelor of Finance and MSc Maritime Operations and Management, with Distinction. As is evident from my profile I have invested a great deal of time and effort in formal education but this has been balanced with experience of different

kinds of management spanning the range from technical to financial and human resources.

This has led me to reflect on what kind of managers and leaders the shipping industry needs, going into the second and third decade of the 21<sup>st</sup> century. I have made some observations and given some thought to the kind of backgrounds that are most common for management positions. Some managers are those with an academic background often with a general postgraduate qualification like an MBA. Others are more like me, they come from a combined background both within business subjects and with engineering as either main or additional field. It has been said that a balanced combination of some practical experience and business or economic background is a very good combination as it gives good knowledge about both the business part of the industry but also good understanding of how ships are operated and what is actually involved in working on board. In my opinion the balanced professional with a more diverse background has a broader understanding of the industry. SKULD is not unusual in valuing diversity of experience and education. Its first value statement is this: "Accuracy is the back bone of our approach to marine insurance, We never compromise on precision, reliability and quality". Alongside this it give equal weight to customer focus, technical accuracy, and commitment to personalised and hand-on solutions. I have found that in this environment the balanced professional development that I have acquired is a sound basis for making good quality decisions. As I progress in my career, and perhaps as a future employer, it is something I will look for and value in the young professionals.

My year studying at City University London was very interesting and challenging. The cases and group working exercises, significantly improved my cooperating abilities. There were some fifteen different nationalities in the class of 2012! My ability to understand and work with people from different cultures has given me a head start in doing a good job working in probably the most international industry in the world. The MSc Maritime Operations and Management is a Master's degree for both people with a professionals background from the industry, but also people with an academic background, making it an MSc educating more and more balanced professionals to take the shipping industry forward and into the future.

<sup>1</sup> This is Assuranceforeningen SKULD (Gjensidig). 'Assuranceforeningen' is a Norwegian word which means Insurance Company and 'Gjensidig' is a Norwegian word for mutual as SKULD is a mutual P&I club. SKULD website [www.skuld.com](http://www.skuld.com)

<sup>2</sup> IG website <http://www.igpandi.org/>

Alumni invited profile. Get in touch if you have a story.

### Research and Programmes in Maritime Studies

City University London  
Postgraduate Office  
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Northampton Square  
London  
EC1V OHB

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