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M Shipping and Transport STC Group Foundation

*Report of the extensive programme assessment
11 February 2019*

Utrecht, The Netherlands
April 2019
www.AeQui.nl
Assessment Agency for Higher Education

Colophon

Programme

STC Group Foundation

M Shipping and Transport

Location: Rotterdam

Mode of study: fulltime, parttime

Croho: 70213

Result of institutional assessment: not applied for

Committee

Raoul van Aalst, chair

Gerrit van Leunen, domain expert

Hans van den Broek, domain expert

Bas Janssen, work field expert

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Barbara van Balen, secretary

The committee was presented to the NVAO for approval.

The assessment was conducted under responsibility of AeQui VBI

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Summary

On 11 February 2019 an assessment committee of AeQui visited the master's programme in Shipping and Transport offered by the Netherlands Maritime University (NMU), part of STC Group Foundation at Rotterdam. The committee judges that the programme meets the generic quality standards to a significant extent. The committee finds that the programme partially meets standard 2 'Orientation of the programme'. The committee advises conditionally positive about the programme. The committee thinks it is possible to fulfil the conditions within a period of two years.

Intended learning outcomes

The master's programme in Shipping and Transport is a one-year full-time or two-year part time professional master's programme amounting to 60 EC. The programme aims to educate people for future management positions in the maritime sector. The competency profile is established in co-operation with the national and international market parties. The intended learning outcomes are formulated in line with its profile, tie in with the level and orientation of the programme and with the requirements of the international professional field. The programme, therefore, meets the standard. The committee recommends to making the own unique focus of the programme signature more explicit in the intended learning outcomes. It advises to include the value graduates can add to innovation in the field and to specify the intended learning outcomes.

Curriculum

The curriculum of the master's programme in Shipping and Transport is designed in consultation with the international field. It provides students with a thorough understanding in five domains: Ship Management, Logistic and Transport, Economics and Finance, Transport Law and Management and Research Skills. The committee finds the connection of the curriculum to the field well developed. There is a good alignment between the intended learning outcomes and the courses in the curriculum. The domain Management and Research Skills should, according to the committee, be more elaborated in order to train all students thoroughly in research skills on master's level.

The structure of the curriculum encourages the students to learn and to achieve the intended learning outcomes. The teaching methods used fit the didactical vision as described in the critical reflection. The programme has a careful and appropriate admission procedure.

The committee judges that the programme meets the standards 3, 4 and 5 and partially meets standard 2.

Staff

A teaching staff of 28 members, of which 8 are internals and 20 externals, executes the programme. All teachers have knowledge and experience on professional practice and can draw on relevant cases from their work. The content expertise of the staff involved is good. The committee is positive about the combination of guest lecturers with their roots in the working field and internal staff with extended educational expertise. The staff is sufficiently qualified and has a sufficient size for the realisation of the programme. The programme meets the standard.

Facilities

The accommodation and the infrastructure are sufficient for the realisation of the curriculum. According to the assessment committee supervision and guidance of the students is well taken care of. The lines between teachers and students are short. The tutoring of and provision of information tie in with the needs of the students. The programme meets the standards for facilities and tutoring.

Quality assurance

The programme has an explicit quality assurance system based on a planning and control cycle and involving all stakeholders. The lines are short and problems are usually immediately solved. The programme has a quality culture and is focused on development. In order to provide a more distinct overview the committee advises to involve external advisors in the quality assurance system.

Assessment

The programme has an adequate assessment system. The courses use several assessment methods, which are aligned with the learning outcomes and the curriculum. Test and exams are adequately monitored for validity and reliability. The Examination Committee adequately performs its legal tasks and responsibilities.

Achieved learning outcomes

The committee considers that the exams and the tests of the courses in the programme, together, cover all intended learning outcomes. Furthermore, the committee established that alumni demonstrate that they can function on the level and in the positions in the work field the programme is aiming at. The committee studied a selection of fifteen theses. These theses show a master's level in shipping and transport, but three out of fifteen theses needed a more focused research question.

Recommendations

In order to meet the criteria for standard two the programme should elaborate the Management and Research Skills domain and include more focus on literature analysis and reflection on the research project design.

For further improvement the committee issues the following recommendations:

- Review the profile of the programme and include the value graduates can add to innovation in the field;
- Specify the intended learning outcomes;
- Elaborate the domain management and research skills. More attention should be paid to introduction in methodology and analysis of research literature.
- Enhance integration of research skills in the other domains in the programme;
- Reconsider the use of Skills Sheet method;
- Make more use of the international background and the work experiences of the students in the class room;
- Seek cooperation with research institutes in the relevant fields and subjects (e.g. Erasmus University - Erasmus Centre for Urban, Port and Transport Economics, Smartport, Technical University Delft, HR knowledge centres) to provide an inspiring research environment for teaching staff members;
- Involve external advisors in quality assurance.

The committee concluded that the programme partially meets standard 2. All other standards of the NVAO assessment framework are assessed positively; the assessment committee therefore assesses the programme as conditionally positive for both fulltime and part-time mode.

On behalf of the entire assessment committee,
Utrecht, 15 April 2018

Raoul van Aalst
Chair

Barbara van Balen
Secretary

Overview

The judgements per standard are presented in the table below.

Standard	Judgement fulltime mode	Judgement part-time mode
1. Intended learning outcomes	<i>Meets the standard</i>	<i>Meets the standard</i>
2. Orientation of the curriculum	<i>Partially meets the standard</i>	<i>Partially meets the standard</i>
3. Contents of the curriculum	<i>Meets the standard</i>	<i>Meets the standard</i>
4. Structure of the curriculum	<i>Meets the standard</i>	<i>Meets the standard</i>
5. Qualifications of incoming students	<i>Meets the standard</i>	<i>Meets the standard</i>
6. Staff: qualified and size	<i>Meets the standard</i>	<i>Meets the standard</i>
7. Accommodation and infrastructure	<i>Meets the standard</i>	<i>Meets the standard</i>
8. Tutoring and student information	<i>Meets the standard</i>	<i>Meets the standard</i>
9. Evaluation of the programme	<i>Meets the standard</i>	<i>Meets the standard</i>
10 Assessment system	<i>Meets the standard</i>	<i>Meets the standard</i>
11 Achieved learning outcomes	<i>Meets the standard</i>	<i>Meets the standard</i>
Overall judgement	Conditionally Positive	Conditionally Positive

Introduction

This report describes the assessment of the master's programme Shipping and Transport offered by the Netherlands Maritime University (NMU), part of the STC group Foundation.

The institute

The STC Group in Rotterdam provides a combination of education, training, research, support, consultancy and implementation for the entire maritime and logistics industry worldwide. The industry consists of the entire nautical industry, ports, transport and the supply chain, as well as port-related oil and chemical industry. The institute offers education from prevocational education to master's degree level in an international setting. The STC-NMU was established in 2007 in order to offer a specialised master's programme to professionals in the maritime industry.

The programme

The master's programme in Shipping and Transport is a one-year full-time or two year part-time professional master's programme, amounting to 60 EC. Because of the similarities between the two modes, in this report all findings and judgements are presented for both fulltime and part-time integrated, except when different.

The programme is titled and taught in English. The panel concurs, as this is an essentially international industry.

The assessment

The STC-NMU assigned AeQui VBI to perform a quality assessment of its master's programme in Shipping and Transport. In close cooperation

with the programme management, AeQui convened an independent and competent assessment committee. A preparatory meeting with representatives of the programme was held to exchange information and plan the date and programme of the site-visit.

In the run-up to the site visit, the assessment committee has studied the self-evaluation report on the programme and reviewed a sample of theses accepted during the last two years. The findings of the report and the results of the thesis review were input for discussions during the visit.

The site visit was carried out on 11 February 2019 according to the programme presented in attachment 2. The committee has assessed the programme in an independent manner; at the end of the visit, the chair of the assessment committee presented the initial findings of the committee to representatives of the programme and the institution.

In this document, the committee is reporting on its findings, considerations and conclusions according to the NVAO framework for extended programme assessment. A draft version of the report was sent to the programme management on 15 March 2019; its reactions were received on 11 April 2019, and have led to this final version of the report.

Intended learning outcomes

The master's programme Shipping and Transport aims to educate people for future management positions in the maritime sector. The graduates can be described as competent professionals who have knowledge within industry and are equipped with the skills to occupy a management position. The intended learning outcomes are formulated in line with its profile, tie in with the level and orientation of the programme and with the requirements of the international professional field. The committee recommends making the own unique focus of the programme signature more explicit in the intended learning outcomes. The assessment committee judges that the programme meets the standard for intended learning outcomes.

Intended learning outcomes

Standard 1: The intended learning outcomes tie in with the level and orientation of the programme; they are geared to the expectations of the professional field, the discipline, and international requirements.

Findings

The programme aims to educate people for future management positions in the maritime sector, such as ship owner/manager, fleet manager, port manager, terminal manager, transport broker, logistic manager. The profile of a graduate is described as a competent professional who has knowledge within the industry and is equipped with the skills to occupy a management position with the shipping and logistics sector. The critical reflection describes that the competency profile is established in co-operation with national and international market parties active in the world of shipping, logistics and transport. The assessment committee verified that the STC-group NMU is well-known in the field of shipping and transport and embedded in the maritime sector. The committee has spoken to representatives of the Academic Board of the programme, who confirm that the work field is involved in the refining of the programme's profile. The profile is translated in intended learning outcomes, which are related to the Dublin Descriptors, the international accepted description for master's programmes. The committee established that the ILOs are formulated in line with the objectives of the profile and that they sufficiently indicate what could

be expected from programmes at master's level. During the site visit was added that one of the objectives of the programme is to provide the students with an inquisitive attitude to become a reflective practitioner.

The institute also developed a Body of Knowledge and Skills (BOKS) for the programme. This BOKS describes the main learning outcomes and the connection to the curriculum. The intended learning outcomes, however, could, according to the committee be described more specific and clearer. The profile of the master's programme came more to the fore during the site visit, than in the description in the critical reflection.

Considerations

Throughout the discussions, the assessment committee gathered that the master's programme has a specific profile, which is translated into intended learning outcomes. The level and orientation of the intended learning meet, according to the committee, the Dutch qualifications framework and sufficiently indicate the master's level. Furthermore, the intended learning outcomes tie in with the requirements set by the international professional field.

The committee would, however, advise to describe the unique focus of the programme and to translate this focus in the intended learning outcomes. The committee considers that gradu-

ates can have an added value in innovating the work field and contribute more than the current intended learning outcomes indicate. It recommends reviewing the profile of the programme and including the value graduates can add to innovation in the field. Furthermore, the committee advises to specify the intended learning outcomes.

Based on the interviews and examination of the underlying documentation, the assessment committee judges that the programme meets the standard for intended learning outcomes.

Curriculum

The curriculum of the master's programme in Shipping and Transport is designed in consultation with the international field. It provides students with a thorough understanding in five domains: Ship Management, Logistic and Transport, Economics and Finance, Transport Law and Management and Research Skills. The committee finds the connection of the curriculum to the field well developed. There is a good alignment between the intended learning outcomes and the courses in the curriculum. The domain Management and Research Skills should, according to the committee, be more elaborated in order to train all students thoroughly in research skills on master's level. The structure of the curriculum encourages the students to learn and to achieve the intended learning outcomes. The teaching methods used fit the didactical vision as described in the critical reflection. The programme has a careful and appropriate admission procedure. The programme meets standard 3, 4 and 5 and partially meets standard 2.

Orientation

Standard 2: The curriculum enables the students to master appropriate (professional or academic) research and professional skills.

Findings

The curriculum of the master's programme in Shipping and Transport is designed to provide students with a thorough understanding of the shipping and transport sector, as well as those management disciplines which are applied within the context of shipping and transport. The curriculum covers five domains: Ship Management, Logistic and Transport, Economics and Finance, Transport Law, and Management and Research Skills. The programme was developed in consultation with professionals from the world of logistics. The programme contains 3 courses per domain, totalling to 15 courses. Most courses are scheduled compactly in a few weeks, meaning that students are working intensively on one subject in a short period.

Actual developments are used in the courses as a basis for tasks, assignments and exercises and as examples during the lectures. Students are encouraged to read dedicated online magazines. The students are regularly put into realistic, simulated situations taken from real life. Students often use their own professional practice as a resource. The curriculum is built on developments in industry. Teachers have field experience and use that in their teaching, which is much appreciated by the students. An important do-

main in the curriculum is the domain of management and research skills. This line contains training in management and research skills (3 EC), the case assignment (4 EC) and the thesis final project of 15 EC. The training contains study skills, management skills and research skills, using the Skill Sheets approach and book (Rob Tulder: "An Integrated Approach to Research, Study and Management"). Students are trained in practical skills like interviewing skills and presentation skills as well as qualitative and quantitative research design.

Considerations

The committee considers that the curriculum of the master's programme in Shipping and Transport offers students a thorough understanding of the shipping and transport sector on professional master's level. The committee finds the connection of the curriculum to the field of shipping and transport very well developed. The courses offered in the domains Ship Management, Logistics and Transport, Economics and Finance and Transport Law are clearly orientated on the professional field and indicate the level that is expected from a professional master's degree programme.

However, the committee thinks that the domain Management and Research Skills should be more elaborated. The committee studied the Management and Research Skills course description and noticed that research skills (literature

review, problem definition, research strategy, data collection), are subjects of the course, but it the course has no room for analysis and reflection. The absence of this focus in the course is reflected in some of the theses the committee studied. These theses showed that the students were not able to reflect on the scope of their projects: the problem definition and research questions were too broad to cover in a research project for a master's thesis. Furthermore, the committee found the analysis of the literature in these theses too limited.

The committee is positive about the integration case, which is obviously aimed at integrating research and management skills with the other domains of the programme, but nevertheless did not get a clear picture of this integration. It advises to pay attention to cohesion in the programme on these aspects.

The committee thinks that students need a more focused and integrated training in research methodology and research literature analysis. The programme, therefore, partially meets the standard. The committee recommends to hire specific expertise on the subject research skills and expects that, given the overall quality of the programme, this improvement can be implemented within two years and should be visible in the master's theses of the students in 2020.

Contents

Standard 3: The contents of the curriculum enable students to achieve the intended learning outcomes.

Findings

As described above the programme consists of courses in five domains. The domain Ship Management provides an introduction into Shipping, Fleet Management, Corporate Maritime Management and Strategies, Marine Surveying and Safety Management, Human Resource Management, Marine Engineering and Innovation. Logistics and Transport contains introduction to Logistics, Supply Chain Management, Port De-

velopment and Hinterland Connections, Building with Nature, Transport Security.

The domain Economics and Finance handles Shipping and Port Economics, Maritime Finance and Controlling Management, Ship Finance, Port Finance and Controlling Management. Transport Law deals with Shipping Trade and Transport Law, Shipbroking and Chartering and Maritime Policies and Ocean Awareness.

The fifth domain concerns, as described above, Management and Research Skills.

The courses are offered compactly in a few weeks, allowing the students to work intensively on one subject. The courses contain lectures presenting the theory in connection with extensive discussions and assignments describing situations that are as much as possible based in the situation of the participants' work environment and will focus on integration of the different aspects of the situations. Domain coordinators are responsible for keeping their domain, course and/or module up-to-date and providing up-to-date cases and methods.

The assessment committee studied the Course Outlines, which present the content of the courses, and was very positive about the contemporary and topical cases and examples used in the courses. The connection to the practice and the work field is very strong and attractive. The alignment between the intended learning outcomes and the content in the courses is, according to the committee, good.

Considerations

The committee considers the connection between the practice and development in the work field and the up-to-date content of the courses as a strong aspect of the curriculum. The alignment between the intended learning outcomes and the courses is good. The assessment committee established that the contents of the curriculum enable the students to achieve the intended learning outcomes. The programme, therefore, meets the standard.

Structure

Standard 4: The structure of the curriculum encourages study and enables students to achieve the intended learning outcomes.

Findings

The didactical concept of the master's programme is based on two pillars: the STC Groups' educational model and the reflective learning cycle of Kolb.

The STC group aims to educate all professions in the supply chain at all levels. The educational model comprises different working methods applied in combination (practical workshops, laboratories, interactive work packages, simulators and apprenticeships). The Kolb cycle concerns the learning process. The reflective learning cycle is implemented throughout the programme. In every module different types of skills are addressed, such as negotiation skills, reasoning skills, presentation skills and reporting skills.

The student groups are relatively small (8 -12) and allow a lot of interaction between students and teachers. The usual teaching method is lecturing, followed by extensive discussion and working on an assignment. Students are positive about the used teaching methods and report that they feel encouraged to learn and to achieve.

The critical reflection mentions the Skill Sheets method. During the site visit it became clear that this method is not very popular among students and teachers. The committee would advise to reconsider the use of Skill Sheets.

The international environment and the variety in work experiences of the students offer a lot of opportunities for interactive teaching methods. The committee encourages management and teachers to make more use of these opportunities in the classroom.

Considerations

The committee thinks that the structure of the curriculum encourages the students to learn and

to achieve the intended learning outcomes. The teaching methods used fit the didactical vision as described in the critical reflection. The committee recommends making more use of the international environment and the work experiences of the students in the classroom and recommends reconsidering the use of Skill Sheets.

Based on the interviews and examination of the underlying documentation, the assessment committee judges that the programme meets the standard.

Incoming students

Standard 5: The curriculum ties in with the qualifications of the incoming students.

Findings

The master's programme is created for persons who have attained a professional bachelor's degree or level, and work in the maritime, transport or other sector of logistics. The entry requirements are specified in the Examination Regulations:

- a bachelor's degree in a relevant domain, e.g. maritime operations, logistics, port management;
- or another bachelor's degree and at least two years relevant professional experience in logistics or maritime industry.

Foreign diplomas are checked by Nuffic.

Fluency in English is checked according to the appropriate approved English level test (IELTS or TOEFL). Students failing the fluency test are not admitted.

The admission officers are charged with processing information requests. An interview is part of the admission procedure. Admission is always conducted with the 'four eyes' principle. The programme director reports that, on average, two out of fifteen applicants are rejected. The assessment committee finds the application procedure careful and appropriate. Furthermore, students report that the programme meets their

expectations. Students would recommend the programme to friends and acquaintances, especially those with maritime and port interests and profiles. Admitted students seldom fail the programme.

Considerations

The committee finds the admission procedure careful and appropriate. It concludes that the

curriculum ties in with the qualifications of the incoming students.

Based on the interviews and examination of the underlying documentation, the assessment committee established that the programme meets the standard.

Staff

The master's programme Shipping and Transport is executed by a teaching staff of 28 members, of which 8 are internals and 20 externals. All teachers have knowledge and experience on professional practice and can draw on relevant cases from their work. The content expertise of the staff involved is good. The committee is positive about the combination of guest lecturers with their roots in the working field and internal staff with extended educational expertise. The staff is sufficiently qualified and has a sufficient size for the realisation of the programme.

Standard 6: The staff team is qualified for the realisation of the curriculum in terms of content and educational expertise. The team size is sufficient.

Findings

The assessment committee received an overview of the teaching staff involved in the master's programme Shipping and Transport. The teaching staff consists of a small core of four internal members, four internal STC staff members teaching (parts of) courses and 20 external or guest teachers. The external teachers are hired for their (exceptional) content expertise. In some cases, their highest formal qualification is a bachelor's degree. All teachers have knowledge and experience on professional practice and can draw on relevant cases from their work. The programme makes frequent use of guest lecturers, all of whom are working in the relevant field and can contribute up-to-date, in-depth knowledge of the maritime industry to the programme. For the supervision of the thesis only supervisors with a MA, MSc or PhD degree are appointed as examiners.

It is a requirement that lecturers take responsibility for keeping their specialized knowledge up-to-date. The majority of the staff members have a didactical education. Due to the impossibility to let the guest teachers with a full-time daily profession take a full course in higher education didactics and examination, the programme management has organised a short course to enable them to obtain basic skills in those fields.

The assessment committee met a very enthusiastic and involved team and noticed that the students were positive about the capabilities of the teaching staff.

The critical reflection describes that there are adequate resources available for the execution of the programme. In the theory phase of the programme students have 15 contact hours per EC (10 for EC for the part time students) and 50 hours per student are available for supervision during the thesis phase.

Considerations

The committee considers that the staff is sufficiently qualified for the realisation of the curriculum in terms of content and educational expertise. The size of the team is sufficient to execute the programme.

The committee acknowledges that a small specialised programme as the Shipping and Transport master's programme has to make use of specialised guest lecturers, who cannot be measured with the same criteria for professionalization as full-time teaching staff. The committee finds the solution found by the programme for didactical qualification of the guest lectures very positive.

The content expertise of the staff involved is good. The combination of guest lecturers with their roots in the working field and internal staff with extended educational expertise provides enough inspiration for further professionaliza-

tion and innovation. The committee, however, recommends seeking cooperation with higher education and research institutes in the relevant fields and subjects (e.g. Erasmus University - Erasmus Centre for Urban, Port and Transport Economics, Smartport, Technical University Delft, HR knowledge centres) to provide an inspiring research environment aimed at further innova-

tion. The committee also recommends involving more active researchers (PhD's) as teachers in the programme to enhance the integration of research skills in the curriculum.

According to the committee the programme meets the standard.

Services and facilities

The committee considers that the accommodation and the infrastructure are sufficient for the realisation of the curriculum. According to the assessment committee study supervision and guidance of the students is well taken care of. The lines between teachers and students are short. The tutoring of and provision of information tie in with the needs of the students.

Accommodation and infrastructure

Standard 7: The accommodation and material facilities (infrastructure) are sufficient for the realisation of the curriculum.

Findings

The programme makes use of the facilities of the STC group. The course is offered at the main building of the STC group in the heart of the shipping and transport world. The master's programme is located in a separate section of the building, containing classroom facilities and study facilities. There are also project areas in the building where students can work together and separate computer rooms where students can work on their assignments.

Students can log in on the computer network of the STC group and use the Learning Management System, where they can find all information such as study guides and instructions.

Considerations

The assessment committee was the guest of the STC group during the site visit and got a good impression of the facilities used by the master's programme. The most impressive, however, was the environment of the building: the shipping and transport world, the harbours and the Maas nearby. The committee encourages the programme to make more use of this environment in the realisation of the curriculum.

The committee established that the accommodation and the infrastructure are sufficient for the realization of the curriculum.

The programme therefore meets the standard.

Tutoring and student information

Standard 8: The tutoring of and provision of information to students are conducive to study progress and tie in with the needs of students.

Findings

The critical reflection describes that study supervision is a main trust of its policy. The programme strives to provide study supervision that makes the study process fluent and helps students to overcome any obstacles. Students are satisfied with the guidance and supervision and indeed mention that they are supported and guided when they encounter obstacles in their study progress. The lines between teachers and students are short.

Students can find all necessary information about the courses and can always contact one of the teachers when questions occur. The programme keeps students as up-to-date as possible on matters relating to the programme via the STC group intranet.

Considerations

The committee considers that the tutoring and provision of information are sufficient. The programme meets the standard.

Quality assurance

The committee has established that the master's programme Shipping and Transport has an explicit quality assurance system based on a planning and control cycle and involving all stakeholders. The lines are short and problems are usually immediately solved. The programme has a quality culture and is focused on development. In order to provide a more distinct overview the committee advises to involve external advisors in the quality assurance system.

Standard 9: The programme has an explicit and widely supported quality assurance system in place. It promotes the quality culture and has a focus on development.

Findings

The quality policy is based on the strategic policy of the STC group and is executed by the focused, systematic and cyclical effort to achieve the set goals, based on a planning and control cycle. The goals are described in the Annual Quality Plan. Several quality processes are in place:

- The six-yearly NVAO accreditation cycle
- Internal audits
- Planning and control cycle for the programme
- Quality instruments used by the programme and the STC group.

The following committees play a role in the quality assurance cycle:

- Examination Committee; the tasks and responsibilities are listed in article 7.12 of the Higher Education and Research Act (WHO).
- The curriculum committee gathers information about the quality of the curriculum and considers whether changes are necessary. Proposals for changes are discussed in the course committee and the lecturers' meetings.
- The course committee is made up of lecturers and students. This committee gives advice on education and examination guidelines, advises the director on all matters related to education, assesses evaluation data,

advises on curriculum changes and advises on changes in the examination regulations.

- The thesis committee monitors the assessment procedures of the graduation projects.

Representatives from the professional field are actively involved in evaluations. They advise on the professional profile and the curriculum. Alumni are approached with an alumni survey questionnaire.

Considerations

The assessment committee considers the structure of the quality assurance system adequate. There is obviously an orientation on quality and a quality culture in the programme. However, the committee observed that the staff did not notice some incidents. The committee thinks that the small staff and the short lines between students and staff have advantages; most problems and incidents are immediately solved. On the other hand, distance is necessary to have an overview. The committee advises to widen the circle and to involve an external view in quality assurance.

The committee considers that the programme has an explicit and widely supported quality assurance system in place. Furthermore, it has a clear quality culture and a focus on development. The programme therefore meets the standard. In addition, the committee advises to involve external advisors in quality assurance to provide more distance and an overview.

Assessment

The committee considers that the programme has an adequate assessment system. The courses use several assessment methods, which are aligned with the learning outcomes and the curriculum. Tests and exams are adequately monitored for validity and reliability. The Examination Committee adequately performs its legal tasks and responsibilities

Standard 10: The programme has an adequate student assessment system in place.

Findings

The tests and exams in the programme Shipping and Transport aim to check that the students achieved the learning goals of the course. The assessment committee received an overview of the courses and the exams indicating that most courses make use of a combination of assignments and written exams. The exam forms used are described in the course outlines. STC/NMU has included testing, examination and the registration of marks in its quality system. Students conclude their study with a graduation project, the thesis. The thesis guidelines describe the criteria applicable to the graduation project and assessment criteria. A thesis defence completes graduation. The supervising lecturer and a second assessor make the assessment. Rubrics are used for the assessment of assignments. Students report that they find the exams and the assessments transparent. They are informed about the exam form and aware of the criteria.

The 'four eyes' principle is used for the construction of tests and exams. Domain coordinators are responsible for the quality of the exams. (Guest) lecturers design a test and the domain coordinator checks the quality. When the domain coordinator designs his or her own test, it is checked by one of the other domain coordinators. The domain coordinator checks, among others, the level of the test, the validity (the test should cover the learning outcomes) and the variation in questions. After the exam the test is evaluated and analysed.

The Examination Committee takes samples of tests, assignments and graduation theses to

check if the quality assurance rules are followed and if the quality of the exams and theses is guaranteed. Furthermore, the Examination Committee performs a final check on the exam programme of the students before the diploma is granted.

The programme has a protocol for fraud; all written assignments are, furthermore, checked for plagiarism.

The assessment committee had a meeting with representatives of the Examination Committee and verified that the Examination Committee is aware of its legal tasks and responsibilities. The representatives explained that plans are developed to recruit an external chair for the Examination Committee. Considering the small core staff in STC-NMU, the involved staff members have a lot of roles and positions. As mentioned before, the assessment committee applauds involvement of an external, more distinct view in quality assurance.

Considerations

The committee considers that the master's programme Shipping and Transport has an adequate student assessment system in place. The courses use several assessment methods, which are aligned with the learning outcomes and the curriculum. Tests and exams are adequately monitored and evaluated for validity and reliability. The Examination Committee performs its tasks in an adequate way.

The assessment committee established that the programme meets the standard.

Achieved learning outcomes

The committee established that the programme demonstrates that the intended learning outcomes have been achieved. The committee considers that the exams and the tests of the courses in the programme, together, cover all intended learning outcomes. Furthermore, the committee established that alumni demonstrate that they can function on the level and in the positions in the work field the programme is aiming at. The committee studied a selection of fifteen theses. These theses show a master's level in shipping and transport, even though three out of fifteen theses needed a more focused research question.

Standard 11: The programme demonstrates that the intended learning outcomes are achieved.

Findings

To establish whether the programme demonstrates that the intended learning outcomes are achieved, the assessment committee assessed three aspects:

- Do all exams and tests in the programme cover all intended learning outcomes and demonstrate these exams that the students have achieved the learning outcomes?
- Do alumni demonstrate that they can function on the level and in the positions in the work field where the programme is aiming at?
- Do the graduation theses show that students have achieved the master's level and the intended learning outcomes of the programme?

The programme provided a matrix indicating the alignment between intended learning outcomes, the courses and the exams and tests.

Considerations

The committee examined the matrix, the course outlines and the exams and concluded that the exams adequately cover the intended learning outcomes. Furthermore, the committee used information from the work field about the capabilities of the graduates of this programme and the committee studied a selection of fifteen graduation theses. Based on this information the committee concluded that the students show a

thorough understanding of the fundamental principles of shipping and transport and are able to recognize developments in shipping and transport and in applying ideas in a research context. The students are conversant in the language of shipping and transport and able to identify key stakeholders. The students have the ability to integrate knowledge and handle complexity and to formulate judgements with incomplete or limited information. The students can communicate their conclusions, and the knowledge and rationale underpinning these.

The committee saw some very good theses, sufficient theses showing that the students have achieved the intended learning outcomes and the necessary research skills and also saw three theses that lacked a good measurable research question. The three respective reports were too broad and lacked reflection on the scope of the project. The committee thinks the authors of the last theses needed more specific research skills training and training in research methodology, in particular aimed at analysis of literature and reflection on the research project design. Recommendations for the programme in this regard are made at standard 2. The committee, however, found, as described above, that the students demonstrated in their theses that they had achieved the other end qualifications.

The committee established that the programme demonstrates that the intended learning outcomes have been achieved and therefore meets the standard.

Attachments

Attachment 1 Assessment committee

Naam panellid (incl. tituluur)	Korte functiebeschrijving van de panelleden (1-3 zinnen)
Drs R.R. van Aalst	Raoul van Aalst is programmamanager 'Always energy' bij TenneT. Hij zit met regelmaat visitatiepanels voor
Dr. J. van den Broek	Hans van den Broek is lector Human Factors in Maritime Automation, Research Centre for Sustainable Port Cities, aan de Hogeschool van Rotterdam
Mr. B.D.M. Janssen	Bas Janssen is directeur van Deltalinqs – ondernemersorganisatie voor haven en industrie. Hij is onder andere actief betrokken bij adviesraden op het gebied van internationaal opleidingsbeleid
Mr.ing. G. van Leunen	Gerrit van Leunen is directeur van het Maritiem Instituut Willem Barentsz (Terschelling, onderdeel van NHL Stenden Hogeschool) en als docent verbonden aan de M Marine Shipping Innovations.
H. Triesscheijn, BSc	Hugo Triesscheijn, BSc is masterstudent International Relations – Conflict, Politics and Power aan Radboud Universiteit Nijmegen en masterstudent Military Strategic Studies aan de Dutch Militaire Academie te Breda.
B. van Balen PhD	Barbara van Balen trad op als secretaris van het panel

Attachment 2 Program of the assessment

	Subject	Delegation
0830-1000	Start committee	Committee members
1000-1015	Kick off	STC group Team
1015-1045	Introduction to the degree programme and management	President of the Board Programme director
1100-1200	Teachers and chair programme committee	Representatives of the teachers
1200-1300	Lunch and documentation	
1300-1400	Students	Representatives full time and part time students
1400-1445	Alumni and professional field	Two alumni and two representatives of the professional field
1500-1545	Board of Examiners and Thesis Committee	Chairs BoE and Thesis committee
1545-1715	Committee deliberation	
1715-1745	Feedback	Whole team

Attachment 3 Final qualifications

The student :

- demonstrates knowledge and understanding that is founded upon and extends and/or enhances that typically associated with Bachelor's level, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context
- demonstrates the knowledge of fundamental principles of shipping and transport.
 - o is conversant in the language of shipping and transport.
 - o is able to identify key stakeholders in shipping and transport.
 - o Is able to recognize new developments in shipping and transport.

The student:

- can apply knowledge and understanding and problem solving abilities in a new and unfamiliar environments within broader (or multi-disciplinary) contexts related to their field of study.
 - o can apply knowledge and fundamental principles of shipping and transport.
 - o is able to select the right instruments to describe and solve problems.
 - o Is able to act in an unfamiliar environment, gather knowledge and create understanding.

The student:

- has the ability to integrate knowledge and handle complexity, and formulate judgements with incomplete or limited information, including reflecting on social and ethical responsibilities linked to the application of their knowledge and judgements.
 - o is able to integrate the knowledge obtained from different sources.
 - o is able to act in complex situations or to handle complex problems.
 - o is able to challenge experts opinions.
 - o is able to reflect on social and ethical responsibilities.
 - o is be able to analyse and formulate judgements even if based on incomplete or limited information

The student:

- can communicate his conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously.
 - o is able to communicate his knowledge and conclusions in writing.
 - o is able to communicate his knowledge and conclusions verbally and by means of presentations.
 - o is able to underpin his findings in manner that shows the student is 'on top' of the subject.
 - o is able to voice, frame and explain conceptual thinking and thereby shows his expansion of confidence in this area.

The student:

- has the learning skills to allow him to continue to study in a manner that may be largely self-directed or autonomous.
 - o is able to execute (complex) assignments related to shipping and transport, either autonomous or in a group.
 - o is able to develop skills to take the lead in finding answers to problems and gather new knowledge
 - o is able to write a proper problem statement
 - o is able to conduct research, write a proper research report or thesis.

Attachment 4 Overview of the programme

Course description	EC	Exams		
		Assignment 1	Assignment 2	Assignment 3 or Written exam
Logistic and Transport				
Supply Chain Management	3,5	25%		75%
Port Management and Hinterland Connections	4	25%	25%	50%
Terminal Management and Operations	4	25%	25%	50%
Shipping Management				
Fleet and Shipping Management	2,5	50%		50%
Human Resources Management in Shipping	3			100%
Ship Life Cycle Management & Innovation	4	50%	50%	
Economics and Finance				
Basics of Economics and Finance	3	40%		60%
Port Economics and Finance	2,5	60%	40%	
Shipping Economics and Finance	2,5	25%		75%
Transportation Law and Policies				
Transportation Law	3,5		30%	70%
Shipbroking and Chartering	2			100%
Ocean Management and Maritime Policies and Politics	3,5	50%	10%	40%
Integration, Management and Research				
Case Assignment	4	30%	70%	
Management and Research Skills	3			100%
Thesis Final Project	15	100%		
	60			

Attachment 5 Documents

- Body of Knowledge and Skills 2018
- Competency Profile MST MNU
- Jaarverslag Examencommissie 2017-2018
- Medewerkerstevredenheid 2018
- NMU staffing December 2018
- OER NMU augustus 2018
- Course Guide MSc Shipping and Transport 2018
- NMU Toetsbeleid
- Overzicht Kwaliteitszorginstrumenten
- Reglement Academische Raad
- Strategisch plan – Kwaliteitsagenda 2019-2022 STC Group
- Assignments, toetsen, exercises van de cursussen Economics & Finance en Supply Chain Management
- Readers van de cursussen Economics & Finance, Supply Chain Management, Shipping Management
- Cursusmateriaal skills management
- Integration case
- Course outline Transportation Law
- Fifteen graduation Projects of students