

## Besluit

### Besluit strekkende tot het verlenen van accreditatie aan de opleiding hbo-master Shipping and Transport van de STC-Group

	<b>Gegevens</b>	
<b>datum</b>	7 februari 2013	Naam instelling : STC-Group
<b>onderwerp</b>	Besluit Accreditatie	Naam opleiding : hbo-master Shipping and Transport (81 ECTS) (postinitieel)
	hbo-master	Datum aanvraag : 11 juni 2012
	Shipping and Transport van de	Variante opleiding : voltijd, deeltijd
	STC-Group	Datum goedkeuren
	(000582)	panel : 27 maart 2012
<b>uw kenmerk</b>	NMU 12.183\mj	Datum locatiebezoek : 26 en 27 april 2012
		Datum visitatierapport : juni 2012
<b>ons kenmerk</b>	NVAO/20130091/AH	
<b>bijlagen</b>	3	<b>Beoordelingskader</b>
		Beoordelingskader voor de uitgebreide opleidingsbeoordeling van de NVAO (Stcrt. 2010, nr 21523).

#### Aanvullende informatie

Bij e-mail van 17 september 2012 heeft de NVAO aanvullende informatie opgevraagd ten aanzien van de betrokkenheid van het werkveld (overheid en havenauthoriteiten) bij de opleiding. De opleiding heeft de NVAO vervolgens van aanvullende informatie voorzien. Uit deze informatie blijkt dat de opleiding overheids- en havenauthoriteiten betreft bij de opleiding. De NVAO heeft de aanvullende informatie betrokken bij haar besluitvorming. De NVAO is met de STC-Group overeengekomen dat de instelling eind 2015 de NVAO zal informeren over de vorderingen ten aanzien van de uitbreidingen van het aantal academisch gekwalificeerden in het docentencorps.

#### Bevindingen

De NVAO stelt vast dat in het visitatierapport en de aanvullende informatie deugdelijk en kenbaar is gemotiveerd op welke gronden het panel de kwaliteit van de opleiding voldoende heeft bevonden.

Samenvatting bevindingen en overwegingen panel.

### **Intended qualifications**

The Master in Shipping and Transport is offered by the STC-Group. The general objective of the Master is to successfully educate people to perform at management positions in the shipping and transport industry. It educates students to be able to develop, design and / or implement processes and facilities in the field of supply chain management, maritime transport and logistics. It offers a full-time and a part-time curriculum in Rotterdam<sup>1</sup>.

The Master offers a broad educational programme with a professional orientation. Graduates with a Master degree in shipping and transport can work in different kind of positions as a 'maritime manager'. E.g.: in managerial positions for port management organisations or shipping companies. They can also work as fleet owners, terminal managers, transport broker or shipping market analysts.

The Master has five final qualifications that represent a broad managerial profile. The intended knowledge and skills are based on analyses of the worldwide supply of education programmes and required competences for the shipping and transport industry.

### **Curriculum**

The curriculum is designed to provide students with a thorough understanding of shipping and transport, and the necessary management skills, which are applied in the context of managerial functions in shipping and transport.

The curriculum consists of 23 courses, divided over the five modules. The workload of courses differs from 2 to 6.5 credits. The curriculum is structured in such a manner that the courses complement each other so that students are challenged to approach different maritime issues from several perspectives, roles and functions in the logistics chain. The learning outcomes in the course descriptions are derived from the profile, and reflect the managerial expertise, knowledge and skills that are necessary to perform as a manager in shipping and transport in the maritime field.

The professional practice is important for the development of the necessary management skills. The maritime issues in the curriculum are derived from different business disciplines, e.g. strategy, management and leadership, human resource management, policy and processes, finance and accounting, and reflect a broad managerial scope. The content of the courses (lessons and assignments) is constructed by (guest) lecturers and discussed with colleagues from the international professional field. Students are brought into contact with the contemporary business practice during site visits. The full-time programme also contains an exchange programme with the STC branch in South Korea.

Students develop the necessary skills (e.g.: negotiation skills, reasoning skills and reporting skills) through the assignments and exercises that are part of every course. STC provides students with an authentic context where they can apply various managerial skills in an integrated manner.

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<sup>1</sup> The scope of this accreditation has been on the Master Shipping and Transport in Rotterdam. It is worthwhile mentioning an identical programme is managed, controlled and executed in Gwangyang, Korea by STC-Korea, a fully STC-owned branch school.

Pagina 3 van 9 Within this programme research skills are an important indicator for the Master level: the research skills consist of developing a critical and analytical attitude towards problem oriented research and solution-oriented approaches, and are directly linked to the professional and current practice.

The curriculum shows a step-by-step deepening of knowledge and applying knowledge in the assignments. For example, the first module provides a general framework and a common reference to transportation at the macro level. In the next module, the business perspective is presented in the Corporate Management cluster to provide a general understanding of general business principles such as strategy, finance, operations, and human resource management, though these are always linked to the sector of shipping and transport. Once the holistic view of shipping and transport and the business perspective has been conveyed, students focus in module three and four on the field of management of shipping and transport and port management respectively. The programme concludes with a thesis assignment in the final (fifth) module.

For the development of the aimed knowledge and skills a reflective learning cycle has been implemented: every course starts with an introduction, followed by theory lessons, then students work individually or in groups on assignments in which students apply the acquired knowledge and can show their ability to make judgements, this is evaluated and / or discussed during lessons in a formative way and assessed at the end of the course in a summative way. Afterwards students receive individual feedback on their performance.

Students represent a wide range of backgrounds and experience: they come from all over the world to participate at STC's Master in Shipping and Transport. The variety in backgrounds is considered to be of great value for the study programme. All applicants need to be in possession of a Bachelor's degree and have at least two years of relevant professional experience in logistics. Part-time students also need to be working in the field of shipping and transport.

The study load of both the full-time and the part-time programme is 81 credits. The thesis represents a study load of 21 credits, spread over 4 to 6 months in the full-time programme and spans a period of one academic year in the part-time programme. Full-time students work approx. full-time at school, part-time students have less school days per year and therefore less contact hours. Instead, part-time students have more self-study hours to work on assignments.

STC expects students to be self-sufficient. To help the study progress STC offers different instruments: students can make a study plan and study contract with them. In case study results are lacking behind for a particular reason, students are offered assistance through study guidance: a talk with the programme manager, and if necessary redirected tot specialized guidance facilitated by the STC.

### **Staff**

The aim of the STC personnel policy is to achieve the goals of the curriculum and to improve the safeguards on educational quality. Therefore, different personnel instruments are presented per different Human Resource area. The policy and instruments follow the principles of the Investors in People approach. This means that the STC pursues an active personnel policy that found expression in all activities of the STC and according to which staff and management act. The aim is to have a group of active, interested professionals

Pagina 4 van 9 who are happy and healthy in their work.

There are 15 lecturers who are permanent employees of the STC-Group and 16 guest lecturers. The lecturers represent a wide range of specialism: they have multidisciplinary backgrounds, which are closely related to the maritime industry. The frequent use of guest lecturers guarantees a consequent contribution of up-to-date, in-depth knowledge of the maritime industry to the programme. The STC safeguards the educational and didactical qualifications by offering procedures and tools for the development of course materials and checking every course material (content, goals, testing). Several students' surveys (e.g. September 2011) show a high degree of satisfaction about the involvement and expertise of lecturers. Students are also satisfied with the availability of the lecturers.

### **Services and facilities**

The STC offers very good up-to date facilities, such as classrooms, self study rooms, simulators, library, computer rooms and housing. Special features for the Master programme are the simulators that provide students the opportunity to act in complex situations to develop specific managerial skills.

During the curriculum there are several types of supervision that strive to make the study process more fluent and help students to overcome any obstacles they might encounter. Lecturers are the first people students talk to when they have anything to say or clarify regarding the course. Students can easily consult the management of STC or other members of the teaching staff at pre-stated times. Lecturers can also always be contacted by e-mail. Besides this practical approach, STC offers students learning forms that enable them to develop in the desired direction.

During the graduation phase there is specific supervision. For the thesis research, every student is allocated a thesis supervisor from STC reader and a supervisor from the company if involved.

Lecturers and students are provided with all relevant and practical information about the programme through the STC-Group intranet. This information is continuously updated.

### **Quality assurance**

STC has an extensive quality policy, which is based on the strategic policy of the STCGroup. The STC safeguards the quality by the internal planning & control cycle for the course, annual internal and external ISO audits and internal quality assurance instruments, like evaluations and surveys.

STC works with key performance indicators or 'KPI's'. Several of these KPI's are related to scores in evaluations among students and lecturers.

Evaluations among students are held at the end of each course. Students are asked about the contents of the course, the organisation, the lecturers, assessment and feasibility. Improvement plans are incorporated in the Quality Review. The annual quality reviews give an overview of all the improvements based on the evaluations.

Different stakeholders are involved in the quality assurance of the programme, both in formal and informal ways. Students, staff, alumni and the professional field are involved via various surveys and through participation in consultative bodies, such as the Academic Council, Examination Committee and Course Committee.

STC provides a clear and transparent examination policy and uses different types of assessments, tests and exams. The STC uses criteria and principles for forming and executing tests and assessments adequately.

Specific assessment and testing is carried out with knowledge-focused courses. The testing of such courses is mainly in writing, like an essay or open question test. There is also a form of integrative assessment and testing. This tends to take place in projects in which material from various known and sometimes unknown sources needs to be processed into an acceptable answer to a sometimes complex and not always unambiguous demand from the field. In this case, students will be evaluated based on a report or assessment.

Students complete their studies with the writing of a thesis. Graduation is completed by means of a thesis defence. STC has set clear criteria for the assessment of the thesis. There are always two assessors involved with the thesis-assessment. In case of doubt a third assessor will be conducted. The company supervisor has an advisory role. The assessment is made up of five parts. Students must get a 'satisfactory' for all parts.

Overall, theses reflect the achieved final qualifications and represent the aims of the Master of Shipping and Transport. When graduated, alumni work in managerial positions all over the world in the sector of shipping and transport.

The audit panel assesses the quality of the Master in Shipping and Transport of STC as **satisfactory**. The panel comes to an assessment of 'good' on standards 3, 4,5,6,8, 10, 11 and 13, and to an assessment of 'satisfactory' on standards 1, 2, 7, 9, 12, 14, 15 and 16.

### **Aanbevelingen**

Het panel heeft de volgende aanbevelingen:

- the five final qualifications can be more concrete as a reflection of the described learning outcomes;
- the panel found that ability for research skills can be more addressed throughout the entire programme;
- the panel recommends STC to attract more scientific-academic lecturers;
- although the STC is aware of the fact that the programme manager participates in the Examination Board, the panel recommends STC to reconsider the manager's participation in the Examination Board;
- regarding the development of researchskills, the panel found that student need to learn to use methods in a uniform way. The panel found that the criteria, set by the STC, need to be applied stricter.

De NVAO onderschrijft deze aanbevelingen en de overige aanbevelingen in het rapport. In het rapport benadrukt het panel dat de opleiding meer academisch personeel binnen de opleiding dient aan te trekken. De NVAO constateert dat dit aandachtspunt door het voorgaande panel al naar voren was gebracht. De NVAO is met de STC Group overeengekomen dat de instelling eind 2015 de NVAO zal informeren over de vorderingen ten aanzien van de uitbreidingen van het aantal academisch gekwalificeerden in het docentencorps. De instelling heeft deze bestuurlijke afspraak ten aanzien van het uitbreiden van het academische gehalte van het docentencorps bevestigd.

Pagina 6 van 9 **Besluit**

Ingevolge het bepaalde in artikel 5a.10, derde lid, van de WHW heeft de NVAO het college van bestuur van de STC-Group te Rotterdam in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 23 oktober 2012 naar voren te brengen. In brief van 5 februari 2013 heeft de instelling laten weten geen opmerkingen te hebben.

De NVAO besluit accreditatie te verlenen aan de postinitiële hbo-master Shipping and Transport (81 ECTS; variant: voltijd, deeltijd; locatie: Rotterdam) van de STC-Group te Rotterdam. De NVAO beoordeelt de kwaliteit van de opleiding als voldoende.

**Bestuurlijke afspraak**

De NVAO is met de STC-Group overeengekomen dat de instelling eind 2015 de NVAO zal informeren over de vorderingen ten aanzien van de uitbreidingen van het aantal academisch gekwalificeerden in het docentencorps.

Dit besluit in werking op 16 mei 2013 en is van kracht tot en met 15 mei 2019.

Den Haag, 7 februari 2013

Nederlands-Vlaamse Accreditatieorganisatie

A handwritten signature in blue ink, consisting of a large, stylized 'R' followed by a horizontal line extending to the right.

R.P. Zevenbergen  
(bestuurder)

Tegen dit besluit kan op grond van het bepaalde in de Algemene wet bestuursrecht door een belanghebbende bezwaar worden gemaakt bij de NVAO. De termijn voor het indienen van bezwaar bedraagt zes weken.

Onderwerp	Standaarden	Beoordeling door het panel <i>voltijd</i>	Beoordeling door het panel <i>deeltijd</i>
<b>1. Beoogde eindkwalificaties</b>	1. De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	V	V
<b>2. Programma</b>	2. De oriëntatie van het programma waarborgt de ontwikkeling van vaardigheden op het gebied van wetenschappelijk onderzoek en/of de beroepspraktijk.	V	V
	3. De inhoud van het programma biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken.	G	G
	4. De vormgeving van het programma zet aan tot studeren en biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken.	G	G
	5. Het programma sluit aan bij de kwalificaties van de instromende studenten.	G	G
	6. Het programma is studeerbaar.	G	G
	7. De opleiding voldoet aan wettelijke eisen met betrekking tot de omvang en de duur van het programma.	V	V
	<b>3. Personeel</b>	8. De opleiding beschikt over een doeltreffend personeelsbeleid.	G
9. Het personeel is gekwalificeerd voor de inhoudelijke, onderwijskundige en organisatorische realisatie van het programma.		V	V
10. De omvang van het personeel is toereikend voor de realisatie van het programma.		G	G
<b>4. Voorzieningen</b>	11. De huisvesting en de materiële voorzieningen zijn toereikend voor de realisatie van het programma.	G	G
	12. De studiebegeleiding en de informatievoorziening aan studenten bevorderen de studievoortgang en sluiten aan bij de behoefte van studenten.	V	V
<b>5. Kwaliteitszorg</b>	13. De opleiding wordt periodiek geëvalueerd, mede aan de hand van toetsbare streefdoelen.	G	G
	14. De uitkomsten van deze evaluatie vormen de basis voor aantoonbare verbetermaatregelen die bijdragen aan realisatie van de streefdoelen.	V	V
	15. Bij de interne kwaliteitszorg zijn de opleidings- en examencommissie, medewerkers, studenten, alumni en het afnemend beroepenveld van de opleiding actief betrokken.	V	V
<b>6. Toetsing en gerealiseerde eindkwalificaties</b>	16. De opleiding beschikt over een adequaat systeem van toetsing en toont aan dat de beoogde eindkwalificaties worden gerealiseerd.	V	V
<b>Opleiding als geheel</b>		V	V
<b>Eindoordeel</b>		V	V

De standaarden krijgen het oordeel onvoldoende (O), voldoende (V), goed (G) of excellent (E). Het eindoordeel over de opleiding als geheel wordt op dezelfde schaal gegeven.

Docent-student ratio	1 : 13
Kwalificatie docenten	31 docenten waarvan:  29% bachelordiploma en relevante werkervaring 58% masterdiploma relevante werkervaring 13% PhD
Studielast	40 uur per week
Contacturen	Voltijd: gemiddeld 30 uren per week Deeltijd: 7 uur per week
Rendement	Voltijd 1204: gestart in april 2004; nominale studieduur 18 maanden. Rendement: opleiding loopt nog. Deeltijd 1111: gestart in november 2011; nominale studieduur 27 maanden. Rendement: opleiding loopt nog. Voltijd 1109: gestart in september 2011; nominale studieduur 18 maanden. Rendement: opleiding loopt nog. Voltijd 1103: gestart in maart 2003; nominale studieduur 18 maanden. Rendement: opleiding loopt nog. Voltijd 1009: gestart in september 2010; nominale studieduur 18 maanden. Rendement tot en met maart 2012: 79%. Voltijd 1003: gestart in maart 2010; nominale studieduur 18 maanden. Rendement tot en met maart 2012: 63%. Voltijd 0909: gestart in september 2009; nominale studieduur 18 maanden. Rendement : 100%. Voltijd 0903: gestart in maart 2009; nominale studieduur 18 maanden. Rendement : 79%. Voltijd 0810: gestart in oktober 2008; nominale studieduur 18 maanden. Rendement : 100%. Voltijd 0803: gestart in maart 2008; nominale studieduur 18 maanden. Rendement : 83%.



- dr. N.P. Ventikos, (voorzitter): assistant professor at the National Technical University of Athens;
- drs. H.W.J.J. de Bruin, (lid): director Corporate Strategy at the Port Authority Rotterdam;
- prof. dr. G. Allaert, (lid): senior professor Spatial planning and regional development at the Ghent University;
- R.R. Clark, (student-lid): student master of Business Administration at the Vrije Universiteit van Amsterdam.

Merijn Snel, NQA-auditor, acted as certified secretary of the panel.