



SHIPPING STRATEGY ACADEMY

2025 PROSPECTUS

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About Shipping Strategy Academy

Shipping Strategy Academy delivers tailored training courses for professionals with an interest in the global maritime industry. Whether you work for a ship owner, charterer, ship manager, miner, energy company, trading house, port operator, industry association, government body, professional services firm or in financial services our courses are designed to deepen your understanding of shipping industry fundamentals and analysis and of the key developments and the critical challenges facing the industry in 2025 and beyond. The contents of the courses are updated regularly to reflect real world changes and include practical examples and exercises¹.

Shipping Strategy Academy is a division of Shipping Strategy Ltd, a leading provider of shipping market intelligence and insight including forecasting, strategy consulting and executive education. Subscription reports, bespoke market research and books are available from our website <https://shippingstrategy.com>

Welcome to Our Prospectus

At Shipping Strategy, we are passionate about the maritime industry. Our staff come with a few grey hairs but with current, relevant experience as practitioners in shipping, ports, finance, environmental reporting and management. We draw on our experience as consultants, bankers, brokers, analysts, lecturers and tutors to curate these courses, giving students the benefit of decades of experience along with up-to-date insights into real world business practices.

In addition to the courses listed here, we are always willing to discuss bespoke training packages. If you would like to discuss our courses, please call us on +44 (0)20 8638 7422 or email info@shippingstrategy.com

Best wishes,

Mark Williams.

¹ The contents shown for each course in this prospectus are illustrative and may be updated to reflect latest industry developments and at the discretion of the course leader

Our Course Leaders

Mark Williams, MA (Oxon), MSc, MISC

Managing Director



Mark founded Shipping Strategy as a blog in 2009 before establishing it as a UK Limited Company in 2018 after more than two decades in the maritime industry. He advises investors and banks, ship owners and charterers, brokers, insurers, and industry associations. Widely acknowledged as one of the best shipping analysts in the world, he is also known for his eloquence and perceptive public speaking and market presentations. He has a longstanding reputation as an inspiring and innovative educator. Before entering the maritime industry, Mark was a tutor and researcher at the University of Oxford (1992-1996). He has lectured at City University, London and at Plymouth University, is a Course Director at Lloyd's Maritime Academy, taught at BIMCO and has led dozens of bespoke courses for corporate clients. From

2020-24 he was Contributing Editor of the decarbonisation website ship.energy and presented the [ship.energy podcast](https://ship.energy). Prior to founding Shipping Strategy Ltd, Mark was Managing Partner, Affinity Research LLP from 2015-18; Group Head of Research and Business Development Director, Braemar Shipping Services Plc 2010-2015; Director of Consultancy, MSI 2009-2010; Divisional Director, HSBC Shipping Services 2002-2009 and Head of Operational Research, MRC Business Information Group 1996-2002.

Paul Stuart-Smith, MA (Oxon)

Principal Sustainability Consultant



Paul brings a broad perspective of sustainability to our team together with a deep understanding of capital markets, green finance and the maritime industry. He is a former Executive Director at the Baltic Exchange where he led its regulated subsidiary from 2009-17. He previously held prominent roles in Capital Markets at Morgan Stanley and Chemical Bank in London and New York. His experience includes managing Morgan Stanley's financing and borrowing activity in Europe, as well as managing significant risk positions for both firms in bond, currency and derivatives markets. As a consultant he provides advice to companies on sustainability strategy and reporting, has advised the Climate Bonds Initiative on its

Shipping Criteria and a UK bank on structuring and roll out of a ground-breaking green finance product based on Green Bond & Green Loan Principles and the EU Taxonomy. He is a qualified barrister and, at the start of his career, served as a Captain in the British Army.

Steven Jones, BSc, MA, FRSA

Principal Shipping Consultant



Adept at leveraging technology and innovation to drive positive change, Steven has considerable experience of integrating technology to enhance efficiency, productivity, safety and security in maritime operations. Steven joins Shipping Strategy Academy after a stint as CEO of the Sustainable Shipping Initiative and is the founder of the Seafarers' Happiness Index. He has extensive experience in communications and public relations. He has successfully crafted and executed strategic communications plans, managed crisis situations, and built strong relationships with key industry stakeholders, including government agencies, industry associations, and international organisations. He is skilled in delivering compelling messages to diverse audiences and comes and has a track record of driving positive outcomes through effective communication strategies. Steven has a master's degrees in international relations and marketing. He writes on International Ship & Port Security, anti-piracy and seafarer welfare and is a long-standing Fellow of the Royal Society for the encouragement of arts, manufactures & commerce (the RSA).

Dr. Henriëtte van Niekerk

Principal Ports and Dry Bulk Shipping Consultant



Henriëtte is a senior maritime industry leader with deep knowledge of the ports and transport sectors, dry bulk shipping and commodities. She advises the South African government on transport policy and is the former Global Head of Dry Bulk Analysis at Clarksons ship brokers. Prior to joining Clarksons, Henriëtte was the Head of Maritime Studies at the University of Stellenbosch. Henriëtte holds the qualification of Doctor of Commerce from Johannesburg University, where her thesis addressed the "Restructuring of South Africa's port charges". Based in Cape Town, Henriëtte is an advisor to Shipping Strategy Academy and brings a Southern Hemisphere perspective to our work.

Course Calendar

Course Code	Course	Start Dates	Course Length*	Mode of Delivery**	Course Leader(s)	Cost per student***
1	A Primer in Shipping Markets Analysis	01-May	7 weeks	Online	MW	£1,199
2	ESG Fundamentals for Shipping	03-Feb, 14-Apr, 16-Jun, 08-Sep, 27-Oct	1 day	In person/ online	PS-S	£799
3	Decarbonising Shipping	29-May & 04-Nov	1 day	In person/ online	MW/ PS-S	£799
4	Ship Valuations	06-Jun & 05-Dec	1 day	In person/ online	MW	£799
5	Introduction to Shipping Market Fundamentals	04-Apr	1 day	In person/ online	MW	£799
6	Four Day Course on Container Shipping	TBC	4 days	In person	MW	£3,199
7	Introduction to Maritime Technology & Innovation	03-Mar & 21-Jul	1 day	In person/ online	SJ	£799
8	Heading off a Maritime Crisis	14-Apr & 15-Sep	1 day	In person/ online	SJ	£799
9	Maritime Risk for Shore Managers	12-May & 13-Oct	1 day	In person/ online	SJ	£799
10	Maritime Talent Management	09-Jun & 01-Dec	1 day	In person/ online	SJ	£799

MW = Mark Williams, PS-S = Paul Stuart-Smith, SJ = Steven Jones

* 1-day courses may be delivered in person or as two ½ day sessions online

** Online courses may also be delivered in person where this is feasible

*** Costs are shown in GBP and are exclusive of VAT

1. A Primer in Shipping Markets Analysis

Course synopsis

Our 7-week course guides delegates through best practice in data collection, validation, analysis and reporting. Delegates learn good practice in housekeeping, report generation, presentation skills, how to write about shipping in a macro-economic context, and how to analyse and forecast supply, demand, earnings and values. The course has 6 weekly modules, each requiring around 6 hours of work and includes a weekly tutorial. Week 7 is given over to a student exercise on a chosen market segment.

Course modules

Module	Title	Content
1	Definitions	Ship types & sizes; cargo types; trade patterns; units of measurement; the complexities of ownership, operation, leasing, time charter, pools
2	Methods	Collecting, managing & reporting data; use of software; housekeeping
3	Analysis	Visualising data; linear programming; forecasting
4	Macroeconomics	Shipping in its macro context – what data to collect, store, report and use to predict shipping variables
5	Shipping Supply & Demand	Monitoring, measuring, reporting & forecasting fleet supply & demand
6	Shipping Markets	Monitoring, measuring, reporting & forecasting freight, time charter & asset markets
7	Exercise	Students write a short paper on a market segment of their choice, putting what they have learned into practice

Who will benefit from this course:

This course is designed for candidates who wish to develop their shipping markets research and analytical skills. They may be in their first professional role or need to refresh or update existing skillsets.

Delivery: Students receive weekly module packs including course texts and supporting files. Each week a tutorial is held with the course leader. These may be online or face to face depending on circumstances.

Course Cost: £1,199 per student plus VAT where applicable.

Testimonials:

“Very interesting course. Glad to have taken it! It is always good to refresh/revise my knowledge and get new one. I particularly enjoyed very much Module 6.” A.C., Portugal, December 2021.

“... very engaging and easy to understand... Mark kept the audience engaged, knew the topic very well and had industry experience to back up with examples... I feel that I have learned a lot during the course... I don't give 10s but 9s are my 10s.... he might have been a 11.” Students, January 2024.

2. ESG Fundamentals for Shipping

Course synopsis

This 1-day course provides an overview of the fundamental concepts in ESG and sustainability in a maritime context. It explains the rapid evolution and importance of ESG to business and introduces the key rules and regulations created by the IMO and the European Union aimed at driving improved ESG performance. The course considers some of the most significant topics under each of the Environmental, Social, and Governance headings and explores the major voluntary reporting frameworks anyone involved in ESG is likely to come across in their work.

Course modules

Module	Title	Content
1	ESG: a revolutionary force in shipping?	What is ESG? Why is it important? Overlapping concepts. Recent evolution and historical context. Key ESG topics
2	The E in ESG	Role of the IMO in driving ESG performance. Relevant IMO conventions. Climate Change, Energy Transition & IMO GHG Strategy
3	The EU: leading the way on ESG?	EU Green Deal. Overview of key regulations relevant to shipping: MRV, EU ETS, Fuel EU Maritime, CBAM, CSRD
4	The S in ESG	Relevant frameworks. Seafarer worker conditions. Cultural sensitivity. Shipping’s community relations. Diversity, Equity and Inclusion.
5	The G in ESG	Industry-wide governance. Flag States & Port States. Corporate governance
6	Impact Materiality & Financial Materiality	What is materiality? GRI & CSRD approaches to Double Materiality
7	Measuring & reporting ESG performance	Overview of key voluntary & mandatory frameworks including GRI, TCFD/ISSB, GHG Protocol, SBTi and more
8	ESG outlook	Greenwashing, greenhushing & the future of ESG: the challenges but also the potential for ESG in 2025 & beyond

Who will benefit from this course: This course is designed for anyone seeking to enhance their understanding of ESG, whether working onshore or at sea, including Sustainability Managers, Board & C-suite level executives, and those working in operational roles, HR, finance or Investor Relations.

Delivery: In-person at client site or online. The online course is offered in two half day segments of approximately 3 hours each.

Course Cost: £799 (+ VAT where applicable)

Testimonials:

“The course was especially useful for me as someone not directly involved in managing vessels to understand why this is now a focus for my clients” OM, London, November 2024

“A valuable lesson to improve my ESG knowledge” DL, Hong Kong, November 2024

“Excellent engagement between the trainer and audience”

3. Decarbonising Shipping

Course synopsis

This course takes a deep dive into maritime decarbonisation. It covers the main IMO and EU regulations, related policy measures and the role of Flag States and other regulatory bodies. It includes in-depth analysis of EEDI, EEXI, CII and the EU ETS and considers their implications. The course also assesses the advantages and disadvantages of various low and zero-carbon fuels and technologies such as LNG, methanol, ammonia, hydrogen, fuel cells, batteries, biofuels and e-fuels, and looks at the Poseidon Principles and the potential impact of decarbonisation on shipping business models and market structure.

Course modules

Module	Title	Content
1	Role of the IMO	Historical and current role of the IMO. How UN SDGs underlie decarbonisation ambitions. Key dates on the path to Net Zero. Relevant IMO Conventions. Explanation of EEDI, EEXI and CII, Green Recycling & Ballast Water rules
2	State and non-State Regulators	Role of Flag States, Class Societies, shipping associations, NGOs, insurers, Poseidon Principles, charterer groups & banks. Overview of decarbonisation policies in key states: US, EU, China, Japan, India, S. Korea
3	Role of the EU	How the EU pushes IMO. EU ETS theory and practice with worked examples of costs. Checklist for ETS compliance. Carbon Border Adjustment Mechanism & likely implications for trade
4	Low and zero-carbon fuels	No single solution. LNG, methanol, ammonia, hydrogen, fuel cells, batteries, biofuels and e-fuels. Advantages and disadvantages of each.
5	Fleet renewal	Who has ordered what? What designs are in favour currently? Why the business model is more important than ship type in choosing a power plant.
6	Ports	What ports and shoreside actors are doing. Shore power / cold ironing. Latest and best practice. Automation and Digitalisation.
7	Wrap-up	Embedding decarbonisation in your business strategy.

Who will benefit from this course: Staff at ship owners, managers, trading houses, customers of shipping including retailers and large corporates, services companies, engineers and OMEs with markets in shipping.

Delivery: The course is designed to be delivered in-person over 1 full day but is also offered in a condensed online format over 2 half days.

Course Cost: £799 per student (plus VAT where applicable).

Testimonials:

“The course went beyond my expectations. Mark was able to answer all my questions – he is extremely knowledgeable”

“Very well prepared with up-to-date examples”

4. Ship Valuations

Course synopsis

Mark Williams has been valuing vessels since 2002. In this 1-day course, he takes you through the process to give you the skills and tools necessary to perform your own valuations, or to critique valuations you are given. Covers all major ship types: bulk carriers, container ships, oil and gas tankers, pax/ro-ro. Teaches delegates to understand key technical characteristics of vessels that affect valuation, how to collect and store data, and how to track value changes over time. Worked examples give students a chance to create their own valuations using current market data.

Course modules

Module	Title	Content
1	What is it?	Describes a valuation certificate, its use cases, when it is required or desirable. Meaning of the main terms on a valuation certificate
2	Who does what?	Role of the valuer, surveyor, ship broker, customer
3	How much is a ship worth?	Book value, market value, insurance value / replacement cost, income approach / net present value
4	Asset markets	Asset markets: from Newbuilding to Recycling; the SnP process, how this can affect values
5	Methodology	The market valuation methodology is described for major ship types
6	Worked examples	Delegates try their hand at producing ship valuations and these are discussed with the wider group
7	Wrap-up	What has been learned today and how to put it into practice

Who will benefit from this course:

This course is designed for professionals who need to be able to carry out ship valuations themselves (e.g. staff at ship owning, ship broking or surveying businesses) as well as those who need to understand how ships are valued so that they can assess ship values they receive (e.g. staff at banks and investment houses).

Delivery:

Face to face at client site, other venue or on-line over 8 hours, including three breaks to allow delegates to refresh and catch up with other business.

Course Cost: £799 per student plus VAT where applicable.

Testimonials:

“Our thanks should be to you for delivering a very interesting and engaging presentation.” T.L., Cambridge Academy of Transport, July 2019.

5. Introduction to Shipping Markets Fundamentals

Course synopsis

This 1-day course provides an intensive introduction to the global shipping industry. Students learn about how the business of hiring ships to move cargoes works; the roles of different market participants; how ships are financed and how to make money from them; how asset markets work; how the industry is regulated; and how ESG principles are affecting the world of shipping.

Course modules

Module	Title	Content
1	Shipping 101	The main ship types, cargoes, routes and users of shipping, operational demand and vetting
2	Who does what?	Different roles of businesses in shipping: Cargo Interests/ Owner/ Operator/ Tech Manager/ Commercial Manager/ Financier (Lease Vs Bank etc)/ Agency / Brokers / Freight Forwarders
3	Markets 101	How the freight, FFA, & time charter markets work.
4	Asset Markets	Asset markets: from Newbuilding to Recycling; the SnP process, ship valuations.
5	Regulations 101	The role of IMO, EU, flag States, port state control, class, Rightship, Q88, etc.
6	ESG 101	How ESG frameworks are applying to shipping; current best practice
7	Wrap-up	What has been learned today and how to put it into practice

Who will benefit from this course:

This course is designed for candidates not directly involved in operating or hiring ships but who need to understand the business of shipping. They may be in general management, HR, industrial planning, strategy, government or professional services. They may be executives who are bringing their skills to shipping, e.g. sales, marketing, accounting, engineering, risk or project managers.

Delivery: Face to face at client site or other venue over 8 hours including three breaks to allow delegates to refresh and catch up with other business.

Course Cost: £799 per student plus VAT where applicable.

Testimonials:

“You all did a great job. We were very happy with the outcome and feel that the session achieved our goals for the event. Attendees were sincerely appreciative to have the opportunity to attend and feel they learned a lot” MM, Hamburg, March 2019

“Mark provided a customised one-day training session for our team with varied levels of industry experience. We had excellent feedback from staff, who found the training informative and relevant to their work. Mark is highly knowledgeable and remained engaging throughout the day, adding colour to the subject matter with interactive tasks, anecdotes, and humour. We highly recommend Mark on this basis and would not hesitate to book him again.” SH, Cardiff, March 2023

6. Four Day Course on Container Shipping **NEW for 2025**

Course synopsis

This 4-day course includes face to face teaching time, group exercises and discussions. It covers the history and context of container shipping; the container ship fleet, owners and operators; supply chain management theory; and container shipping regulations. Each day runs from 0900 to 1630 including two 15-minute breaks in the AM and PM, plus a one-hour lunch break, allowing delegates to keep abreast of their regular work.

Course modules and *learning outcomes*

History & Context	
Day / Module	<i>Key influences of the global economy on international seaborne trade; evolution & key elements of scheduled container shipping services; basics of shipping economics and structure of scheduled services; world container trade routes & locations of major container ports</i>
1/1	How shipping markets work and how container shipping fits into them
1/2	The essential elements of container shipping: the box and schedules
1/3	History of container shipping from inception until today
1/4	Container shipping today: overview of global scope and scale
1/5	Global logistics networks, major trade lanes – East / West and North / South
1/6	Regional trades: North and South Atlantic, Indian Ocean, North and South Pacific
1/7	The global ports network: the hub and spoke system; point to point services
1/8	Group discussion: Pros and cons of container shipping in an era of deglobalization

The Container Ship, Fleet, Owners, Operators	
Day / Module	<i>Principal container ship types & methods of classification; Measurement criteria; Methodologies for determining operations; Aspects of ship management & operations; Roles of Commercial & Technical Managers; Lessors / Charterers / Owners / Tonnage Providers</i>
2/1	The main container ship types: fully cellular and others
2/2	Evolution of the container ship from the first converted ship to modern 24,000 TEU behemoths
2/3	Profiling the fleet and orderbook; fleet and orderbook; additions and removals
2/4	The Shipping Container – from dry 20' box to specialist types; Stowage Planning; container security and tracking; container markings
2/5	Container shipping companies – lessors, owners, operators
2/6	Consolidation, M&A among owners and operators; industry concentration
2/7	Container ship prices, depreciation, asset markets
2/8	Group discussion: who benefits from the way container shipping has evolved?

Day / Module	Supply Chain Management Theory <i>Understanding evolution of global supply chains; supply chain management theory; knowledge of the Bill of Lading & related documentation; uses of digital technology & AI in container trade</i>
3/1	The main container ship types: fully cellular and others
3/2	Evolution of the container ship from the first converted ship to modern 24,000 TEU behemoths
3/3	Profiling the fleet and orderbook; fleet and orderbook; additions and removals
3/4	The Shipping Container – from dry 20' box to specialist types; Stowage Planning; container security and tracking; container markings
3/5	Container shipping companies – lessors, owners, operators
3/6	Consolidation, M&A among owners and operators; industry concentration
3/7	Container ship prices, depreciation, asset markets
3/8	Group discussion

Day / Module	Container Shipping Regulations <i>Understanding the regulatory context and role of bodies such as the IMO, EU, Flag States, Class Societies, insurance companies, and other relevant bodies. Planning for EU ETS</i>
4/1	The IMO: role & key conventions: UNCLOS, SOLAS, MARPOL, ISPS, Ballast Water, Ship Recycling
4/2	IMO fuel and emissions regulations – ECAs, EEXI, EEDI, CII
4/3	The role of Flag States, Class Societies
4/4	The EU and the ETS – theory and practice
4/5	Worked examples of EU ETS costs
4/6	The future of container shipping in a deglobalizing world
4/7	Group discussion: Key take-aways from the week, ways forward.
4/8	Embedding your learning into your role and corporate strategy

Who will benefit from this course:

This course is designed for anyone who needs to understand how container shipping works. They may be buyers for retailers or wholesalers; manufacturers exposed to global supply chains; seafarers coming ashore in new roles at shipyards, ship owners or ship management companies; professional services staff; policy analysts and lawmakers with international trade briefs.

Delivery:

Face to face at client site, other venue or online over 8 hours with 3 breaks to allow delegates to refresh and catch up with other business.

Course Cost:

£3,199 per student plus VAT where applicable.

7. Introduction to Maritime Technology & Innovation **NEW for 2025**

Course synopsis

This introductory 1-day course explores cutting-edge technologies reshaping the shipping industry. It covers autonomous vessels, AI applications in shipping, blockchain in logistics, and other emerging technologies. The course aims to provide an overall understanding of how these innovations are transforming maritime operations and their potential future impact. A more comprehensive 7-week is also available subject to demand.

Course modules

Module	Title	Content
1	Introduction to Maritime Technology	Current trends, historical advancements, industry challenges & future opportunities
2	Autonomous Technology	Types of autonomous vessel, development studies, human impact, regulations, insurance and safety
3	AI	Potential AI applications, integration strategies, benefits and risks, case studies
4	Blockchain	Blockchain basics & applications in logistics, benefits, challenges, leveraging blockchain
5	Maritime Technology Landscape	Overview of IoT, Big Data, Green Technology, their roles in shipping, sustainability, and tech integration
6	Future Trends and Impacts	Predictions for future technologies, staying ahead of trends, potential disruptions, and strategic planning
7	Discussion	Students suggest & discuss disruptive ideas or describe how to integrate new technology into an existing business

Who will benefit from this course:

This course is designed for candidates looking to adopt or apply technological solutions in the maritime industry or needing to understand the latest technological developments.

Delivery: In-person at client site or online. The online course is offered in two half day segments of approximately 3 hours each.

Course Cost: £799 per student plus VAT where applicable.

8. Heading Off a Maritime Crisis **NEW for 2025**

Course synopsis

This 1-day introductory course focuses on preparing shipping industry professionals for crisis situations. It covers risk assessment and mitigation strategies, emergency response protocols and effective crisis communication. Through case studies and simulations, participants will develop skills to handle various crisis scenarios specific to the maritime industry, including media management.

Course modules

Module	Title	Content
1	Introduction	Overview of crisis management principles and their application in the maritime industry
2	Risk Assessment and Mitigation	Techniques for identifying, analysing, and mitigating risks specific to shipping operations
3	Emergency Response Protocols	Detailed procedures and protocols for responding to maritime emergencies effectively
4	Communication Strategies	Best practices for communicating during a crisis, including internal and external stakeholder management
5	Case Studies	Analysis of real-life maritime crises to identify lessons learned and effective response strategies
6	Media and Social Media Management	Hands-on simulations of crisis scenarios to practice response & decision-making skills. Strategies to manage media relations & social media during and after a crisis to maintain public image & control information flow
7	Wrap up	Summary & discussion of key messages for effective crisis management

Who will benefit from this course:

This course is designed for candidates who are seeking to ensure that their current crisis management approaches and provisions are appropriate.

Delivery: In-person at client site or online. The online course is offered in two half day segments of approximately 3 hours each.

Course Cost: £799 per student plus VAT where applicable.

9. Maritime Risk for Shore Managers **NEW for 2025**

Course synopsis

An introductory 1-day course focusing on maritime risks for shore managers. The course provides an overview of key maritime risks and regulations. It covers international maritime law, safety protocols, environmental regulations, and emerging operational threats. Participants will gain a solid foundation in risk management practices essential for shore-based maritime roles.

Course modules

Module	Title	Content
1	Introduction	Overview of key maritime risks and their impact on shore-based operations
2	International Maritime Law	Fundamentals of international maritime regulations and their implications for shore managers
3	Safety Protocols in Maritime Operations	Essential safety procedures and protocols to ensure compliance and risk reduction
4	Environmental Regulations	Key environmental regulations and standards affecting maritime operations and how to adhere to them
5	Emerging Operational Threats	Exploration of new and evolving threats in maritime operations and strategies to address them
6	Risk Management Practices	Practical risk management techniques and tools for shore-based maritime roles
7	Case Studies and Practical Applications	Examination of real-world scenarios and application of risk management principles to reinforce learning

Who will benefit from this course:

This course is designed for candidates seeking to ensure that their current crisis management approaches and provisions are appropriate.

Delivery: In-person at client site or online. The online course is offered in two half day segments of approximately 3 hours each.

Course Cost: £799 per student plus VAT where applicable.

10. Maritime Talent Management **NEW for 2025**

Course synopsis

An introductory 1-day course tailored to address the unique challenges of human resource management in the maritime industry. It covers crew management strategies, training and development programs, welfare issues, and retention strategies. The course also explores feedback from the Seafarers Happiness Index, the impact of automation on maritime jobs and strategies for managing a diverse, global workforce. Practical exercises are included to reinforce understanding and skills.

Course modules

Module	Title	Content
1	Introduction	Overview of human resource management challenges specific to the maritime industry
2	Crew Management Strategies	Techniques and best practices for effective crew management and operational efficiency
3	Training and Development Programs	Design and implementation of training programs to enhance crew skills and career growth
4	Welfare	Addressing welfare concerns and improving the well-being of maritime personnel
5	Retention Strategies	Strategies to retain top talent and reduce turnover in shipping
6	Seafarers Happiness Index Insights	Analysis of feedback from the Seafarers Happiness Index to understand and address crew satisfaction
7	Talent Management Simulation	Practical exercise simulating real-world HR scenarios to apply learned strategies and problem-solving skills

Who will benefit from this course:

This course is designed to provide a foundation for newcomers in the Human Resources and Crewing side of a maritime business, equipping them with essential knowledge and skills for managing people and crewing requirements effectively.

Delivery: In-person at client site or online. The online course is offered in two half day segments of approximately 3 hours each.

Course Cost: £799 per student plus VAT where applicable.