



## Newsletter Highlights

- Editorial message by NMU project leader and project dissemination group [Page 1](#)
- NMU meets TORM A/S, Denmark; Interview with Bente Boa, Senior Marine HR Manager [Page 1](#)
- Putting the NMU-network to the test; Written by Assoc.Prof. Harald M. Hjelle, PhD., Molde University College [Page 2](#)
- NMU Partners Portrait: Molde University College and Bremen University of Applied Sciences [Page 4](#)

## Editor says...

Dear Reader,

In mid-2009 the NMU project reached the half-way point. Over the summer month all NMU partners have been busy preparing NMU modules. The first NMU joint module, *Intermodal Freight Transport* has started its test-run at Gothenburg University in cooperation with Jacobs University Bremen. A travelling lecturer concept, blended-learning and classical teaching are combined to deliver a rich learning experience for the course participants. We are looking forward to receiving the first impressions and feedback from the students.

NMU was well represented at the IAME conference in Copenhagen in June 2009 and the developing potential of our network clearly started to show.

New stakeholders, for example GAUSS mbH, Germany, have joint NMU and first contacts have been made with Germanischer Lloyd and EWITA (European Web Platforms and Training Concepts for Intermodal Inland Waterway Transport). With the growing stakeholder group, NMU is moving increasingly into the focus of industry.



NMU partners have been invited to present their expertise at conference within and outside the North Sea Region, underlining the importance of trans-regional activities.

The first NMU regional foresight exercise was held in Edinburgh on 6th October 2009. This exercise allowed continued engagement with key stakeholders and a more detailed exploration of the underlying conditions, motivations and visions for the development of education offerings for the maritime and port industry.

In February 2010 NMU will run the pilot for the e-learning module element *Maritime Transport and the Environment*. We invite our stakeholders and interested parties to participate. For more information and expression of interest, please contact: [g.wilmsmeier@napier.ac.uk](mailto:g.wilmsmeier@napier.ac.uk).

Best greetings from the North Sea Region,

**GORDON WILMSMEIER, PROJECT LEADER,  
TRI, EDINBURGH NAPIER UNIVERSITY &**

**PHANTHIAN ZUESONGDHAM, DISSEMINATION GROUP,  
JACOBS UNIVERSITY BREMEN**

## nmu meets...

### TORM A/S, Denmark

**THEME: DIALOGUE WITH EMPLOYEES AND COST-EFFICIENT COMPETENCY DEVELOPMENT STRATEGIES IN FOCUS DURING THE CURRENT ECONOMIC CRISIS**

**INTERVIEW BY ASSOCIATE PROFESSOR MARIA ANNE WAGTMANN,  
PHD, UNIVERSITY OF SOUTHERN DENMARK**

At the beginning of July 2009, *Maria Anne Wagtmann* had the opportunity to interview *Ms. Bente Boa*, a senior marine HR manager in the Danish ship owning firm TORM A/S - [www.torm.com](http://www.torm.com). Bente Boa is also chair of the "The Sea Serpent" (in Danish: "Søslangen"), a Danish maritime HR network for professionals in maritime firms.

**MAW:** *TORM A/S has received national acclaim for its strategies concerning retention and motivation of its personnel. What is being done in this area during the current economic crisis?*

**BB:** The "Great place to work" programme, in which we ask our employees for opinions and suggestions to ensure an optimal working environment through mutual trust and dialogue, has been extended so that it now encompasses not only personnel groups ashore but all categories of employees at TORM A/S.

**MAW:** *How about your current policy concerning the development of employee competencies?*

**BB:** At the moment, we are primarily focusing on ensuring that various staff categories fully meet all competencies required by law or by specific customers. However, when we replace technical equipment, e.g. IT-systems on shore or something on a ship, we of course also ensure that the personnel who will use the new equipment receive the necessary education to be able to use it correctly and optimally. Other than this, we are sending fewer staff to external courses.

**MAW:** *With regards to level of activity are there any workload reductions applied to the personnel, allowing space for more internal learning and dialogue?*

**BB:** We seem to be working as hard as previously. However, TORM A/S is engaged in a specific dialogue with its personnel about how it may best navigate through the current economic crisis to ensure its market position for the future.

**MAW:** *What is your general impression of how Danish HR professionals have adapted their employee competence development policies to the current economic crisis?*

**BB:** I believe that generally most firms are focusing on optimizing daily operations to the crisis situation. However, the general tendency is to cut external courses and to make internal arrangements on a reduced budget.

**MAW:** *Concerning external courses, are there staff groups in Danish maritime firms who, in your opinion, would benefit from educational offerings in the field of maritime business administration or from entire study programmes?*

**BB:** Here I believe that there is always a need for such offerings – also in crisis situations. The need for competence development may even be more important during a crisis situation – due to the increased level of competition. However, during an economic recession, the financing of employee participation in such programmes is much more difficult for companies to meet.

**MAW:** *What about levels of part-time continuing education? Do you see more need for Bachelor or Master courses, a combination of both – or yet other offerings?*

**BB:** There is a need for a broad spectrum of educational offerings so that a firm in its continuing education and competence development policy can meet each employee at his or her level of education. Thus I would argue for courses at both levels and specially tailored courses to specific needs – and for the distance learning alternative as one of the options.

**MAW:** *Thank you very much for your time.*  
**BB:** My pleasure.

Please visit our website for the full interview.

## Putting the NMU-network to the test:

### THE LAUNCHING OF THE NMU PILOT COURSES

BY ASSOCIATE PROFESSOR HARALD M. HJELLE, PhD  
 MOLDE UNIVERSITY COLLEGE, NORWAY



The NMU project is half way through its project period. So far the main focus has been on integrating the network, establishing stakeholder contacts, identifying the strengths of each partner and agreeing upon future areas of cooperation. Now the time has come for testing the ability of the network to provide high quality relevant academic education to stakeholders and students.

During the coming months at least 14 different pilot courses will be run at different locations – some of them based on traditional face-to-face learning methods, and some on our common e-learning platform. Pilots will be aimed at various stakeholder groups and also offered to students at the participating academic institutions.

Our aim is to learn as much as possible from these pilot runs, and therefore we want to test-run courses based on different pedagogical platforms and different sizes (workloads ranging from 1.5 to 7.5 ECTS). In the pilot run we also include variety with respect to subject areas and target groups of students. The pilots will be realised as module elements or full modules based on the seven NMU modules that have been developed within the project. These modules are:

- Module A - *Applied Maritime Transport Management*
- Module B - *Applied Maritime Economics*
- Module C - *Maritime Transport and the Environment*
- Module D - *Logistics & Global Supply Chain Management*
- Module E - *International Maritime Human Resource Management*
- Module F - *Intermodal Freight Transport*
- Module G - *Ship Technology*

Typically, more than one partner is involved in each module, effectively utilising the speciality competences of the individual partners. Some pilots are running this autumn and some through spring 2010.

Starting this September 2009, Module F - *Intermodal Freight Transport* is run as full scale test (7.5 ECTS) at Gothenburg University. The module contains one module element of e-learning (1.5 ECTS) which are provided and delivered by Phanthian Zuesongdham of Jacobs University Bremen. This module is delivered to an audience of mixed backgrounds ranging from international Master and PhD students to participants from industry as an elective course of MSc programme in "Logistics and Transport Management" at Gothenburg University.

All pilot runs will be closely followed and evaluated for further development. For more information about NMU pilot courses, please contact us.

## NMU Telegram

### 24 – 26 June 2009: International Association of Maritime Economist (IAME) 2009 Conference

“Understanding Shipping Markets” was the main theme of the IAME 2009 conference, which was hosted by the NMU partner University of Southern Denmark (SDU). The NMU partners were strongly represented at this conference. Prof. Arne Jensen, Gothenburg University and Kristen Nedergaard, SDU, were members of the Scientific Executive Committee. NMU lead partner Transport Research Institute (TRI), Edinburgh Napier University was represented by Prof. Kevin Cullinane, who gave a presentation on the role of shipping in green logistics and Prof. Alf Baird, who gave presentation on private equity investments in the European ferry market. Gordon Wilmsmeier presented on two separate topics in collaboration with experts from Universitat Jaume I, Spain and Antwerp University, Belgium. More information about the conference and the presentations: [www.iame2009.org](http://www.iame2009.org).



Source: IAME 2009

### 24 – 26 June 2009: Interreg IVB North Sea Region Programme Annual Conference

NMU project leader Gordon Wilmsmeier of Transport Research Institute (TRI) delivered a keynote speech on “Sustainable Innovation” the theme of this year conference held in Haarlem, the Netherlands. His presentation focused on challenges for maritime transport policy. Further, he together with Phanthian Zuesongdham of Jacobs University Bremen and Prof. Dr. Thomas Pawlik of Kiel University of Applied Sciences collaborated on writing the conference paper titled: Innovative concepts for transnational education and research in maritime transport. This paper was presented by Susanne Neumann of Kiel University of Applied Sciences. The NMU presentations are available at: [www.northsearegion.eu](http://www.northsearegion.eu).

### 27 - 28 May 2009: Maritime Conference Gothenburg

NMU partner Yakov Boglev of TRI, gave a presentation on challenges in maritime policy, the environmental sphere and training in the sector at the Maritime Conference in Gothenburg. The conference was jointly organised by the Interreg IVA and IVB secretariats. Innovation, sustainable environmental management and accessibility were the key themes of the conference. Keynote speakers provided inputs on current challenges and opportunities for marine and maritime development.

### 15 May 2009: Cold Ironing Expert Conference

NMU partners Bremen University of Applied Sciences and Kiel University of Applied Sciences organised the Cold Ironing Expert Conference, held in Kiel, Germany. Key speakers were experts on cold ironing including NMU partner Associate Professor Erik Fridell of Swedish Environmental Institute, who gave presentation on the topic: Ship emissions in harbours and shore-side electricity. All presentations are available for download at the NMU website.

### 14 – 15 May 2009: European Sea Ports Organisation (ESPO) Conference

“The European Port System – Towards a Sustainable Network Vision” was the key topic of the ESPO 2009 conference in Marseilles, France. The NMU lead partners Prof. Alfred Baird and Gordon Wilmsmeier of TRI presented a report on the regional state of the art of Atlantic and North Sea Region ports. They gave insights on taking the economic downturn as a good opportunity to invest in education and human resource development. Their presentation is available for download at our NMU website or ESPO website: [www.espo.be](http://www.espo.be).

### 12 – 15 May 2009: Transport Logistic, Munich

NMU partners Prof. Dr. Thomas Pawlik and Phanthian Zuesongdham represented NMU at the 12th International Exhibition for Logistics, Telematics and Transport – Transport Logistics 2009. This trade fair, one of the world's largest exhibitions, was a great platform for NMU to increase its global communication network and gain acknowledgement from numerous potential stakeholders in the global transport and logistics sector. For more information about the exhibition, please visit: [www.transportlogistic.de](http://www.transportlogistic.de)

## NMU Events Guide

**6 – 8 October 2009** - InWaterTech 2009, Kiel, Germany – [www.inwatertec.de](http://www.inwatertec.de)

**20 – 22 October 2009** - Transport and Logistics, Antwerp, Belgium – [www.transport-logistics.be](http://www.transport-logistics.be)

**21 – 23 October 2009** - 26th German Logistics Congress, Berlin, Germany – [www.bvl.de](http://www.bvl.de)

**3 – 6 November 2009** - Europort 2009, Rotterdam, the Netherlands – [www.europort.nl](http://www.europort.nl)

**04 November 2009** - Interreg IVB - Information Day, Bremenhaven, Germany – [www.interreg-nordsee.de](http://www.interreg-nordsee.de)

**27 – 29 April 2010** - Multimodal 2010, Birmingham, UK – [www.multimodal.org.uk](http://www.multimodal.org.uk)

For more details about the upcoming events, please visit: [www.nm-uni.eu/events](http://www.nm-uni.eu/events)



## NMU Partners Portrait

### MOLDE UNIVERSITY COLLEGE



Molde University College (HiMolde) is one of 25 state-owned university colleges in Norway, situated on the north-western coast at 62 degrees north. The university college was founded in 1994 through a merger of two academic institutions dating back to 1956 and 1969.



HiMolde is among the leading institutions in Scandinavia within the field of logistics, offering education from Bachelor to PhD level. It has approximately 2,000 students from about 40 different countries, each following one of 32 different programmes of study.

HiMolde consists of two faculties: the Faculty of Health Sciences and the Faculty of Economics, Informatics and Social Sciences. The Bachelor and Master programmes cover studies in economics, business administration, sport management, informatics, social sciences and health sciences. The PhD programme is offered in major fields of logistics. HiMolde is Norway's most recognised institution for education and research particularly in Transport Economics and Logistics.

HiMolde also participates in international exchange programmes, e.g. Erasmus programme, Nordplus programme, and the quota scheme, as well as bilateral agreements with universities around the world.

HiMolde is a proud partner of the NMU network, and has special responsibility for WP5 – development of the pilot courses concept, implementation and evaluation for preparation of NMU market entry. The courses are tested on students at partner universities and companies. The project partners are Pro-rector / Associate Professor PhD Harald M. Hjelle and head of department Roar Lervik. Their core competencies cover areas in transport economics, cost-benefit analysis, pricing policies, external costs, environmental performance of transport modes and logistics.

To find out more about study programmes and research activities at Molde University College, please visit: [www.himolde.no](http://www.himolde.no).



Assoc. Prof.  
Harald M. Hjelle, PhD



Roar Lervik

### BREMEN UNIVERSITY OF APPLIED SCIENCES

Situated in the heart of an old trading and harbour city in northern Germany, Bremen University of Applied Sciences (Bremen UAS) trains students, promotes research, and provides expertise for business and industrial partners in a wide

range of academic disciplines in the areas of business, engineering and natural and social sciences. Bremen UAS consists of the faculties of General Studies, Architecture, Business, Social Service, Civil Engineering, Mechanical Engineering, Electrical Engineering & Computer Science, Nautical Sciences & International Business, Naval Architecture, Ocean Engineering and Applied Sciences.

With about 8,000 students and more than 60 different courses on offer, Bremen UAS is among the largest Universities of Applied Sciences in Germany. Almost 1,000 students from abroad and visiting staff from 260 partner universities worldwide help to create a global atmosphere and to enhance cultural awareness.

The Department of Nautical Science, Shipping and Chartering builds on the former University of Nautical Studies and looks back on a 210 years old tradition in maritime education and training. It offers a BA degree in International Studies Shipping and Chartering (ISSC), which is the first of its kind in Europe. The Institute for Maritime Simulation – where all research activities are coordinated and carried out – belongs to this department.

Prof. Capt. Peter Irminger, Prof. Dr. jur. Henning Jessen LL.M. (Tulane), Assoc. Prof. Capt. Willi Wittig and Susanne Neumann, B.A., M.A. from the Department of Nautical Science, Shipping and Chartering, Bremen UAS are NMU project partners with core competencies covering wide range areas in maritime law, navigation, maritime transport and environment, maritime business management and maritime human resources management. With regards to NMU pilot course, the Bremen UAS partners have been highly engaged with the development of module elements for module *Maritime Transport and the Environment* and module *International Maritime Human Resource Management*, which are expected to run during spring 2010.

More information about the Department of Nautical Science, Shipping and Chartering, as well as their current projects and research activities is available at: [www.nautik.hs-bremen.de](http://www.nautik.hs-bremen.de).



Prof. Capt. Peter Irminger



Prof. Dr. jur. Henning  
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Please visit us at: [www.nm-uni.eu](http://www.nm-uni.eu)

**The Interreg IVB  
North Sea Region  
Programme**



European Regional Development Fund (ERDF)  
*“Investing in the future by working together for  
a sustainable and competitive region”*

## **Imprint**

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