

Corporate Training Proposal: 2024-25

Foundation Modules (for all)

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks/
F-1: Contract Law Basics, Alternate Dispute Resolution	<ul style="list-style-type: none"> ➤ Contract Law Basics through practical examples and quiz <ul style="list-style-type: none"> ➤ Limbs of a Contract ➤ Validity & Enforceability ➤ Conditions, Warranties & Innominate Terms ➤ Implied & Express Terms ➤ Claim for Condition Breach v Liquidated damages ➤ Alternate Dispute Resolution (overview and supporting role) 	Technical Operations Purchase Finance Accounts Chartering Business Development (All)	4 hours	2 Sessions	Course Fee to be discussed
F-2: Ship Management Contract (Shipman 1998/2009 as base Case Study	<ul style="list-style-type: none"> ➤ Contract Law Basics through practical examples and quiz <ul style="list-style-type: none"> ➤ Implied & Express Terms ➤ Claim for Condition Breach v Liquidated damages ➤ Rights and Obligations under Shipman ➤ Beware Parties (plausible dispute areas) 	Technical Business Development	4 hours	2 Sessions	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
F-3: Shipping Markets, Maritime Economics, Changing dynamics of shipping	<ul style="list-style-type: none"> ➤ Macro-economy and Shipping Markets ➤ Changing dynamics in Shipping ➤ Supply & Demand Models and equilibrium freight rates ➤ Effect of virtual and structural changes in supply factors on the equilibrium freight rates ➤ Analysis of a theoretical shipping cycle and historical peaks and troughs ➤ Cradle to Grave: Review functioning of 4 markets in shipping 	Technical Operations Purchase Finance Accounts Chartering Business Development (All)	4 hours	2 Sessions	Course Fee to be discussed
F-4: Essential Commercial Knowledge for Technical Superintendents & Managers	<ul style="list-style-type: none"> ➤ Key points related to technical management in the charterparties ➤ Speed & Fuel Consumption warranties & claims (Overview) ➤ Slow speed and super slow speed operation ➤ Voyage instructions/orders and liaising with Master ➤ Notes of Protests / Draft surveys / Time sheets ➤ Stevedore damages and notifications ➤ Bills of lading and limitation of liability ➤ Liaising with commercial in case of disputes/claims 	Technical Masters Chief Officers	7 hours	3 Sessions (2.5 + 2.5 + 2 hours)	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
F-6: Marine Environment & Decoding Commercial Impact of EEXI and CII	<ul style="list-style-type: none"> ➤ Marine Environment ➤ IMO Conventions ➤ Conversion of Fuel to Thrust Power (Basics) <ul style="list-style-type: none"> ○ What can an operator practically do to reduce emissions? ➤ IMO: Decarbonisation Road Map till 2050 <ul style="list-style-type: none"> ○ Short Term Goals & resulting Challenges ➤ Understanding EEDI, EEXI, CII, Emissions Reporting <ul style="list-style-type: none"> ○ EPL, ShaPoli, ESDs overview and understanding the terminology ➤ Conflicting outcomes of CII and Commercial Objectives Contractual Implications 	Technical Operations Purchase Finance Accounts Chartering Business Development (All)	4 hours	2 Sessions	Course Fee to be discussed

Techno-Commercial Modules

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
TC-1: Understanding Speed & Consumption Claims and Loss Mitigation	<ul style="list-style-type: none"> ➤ Understanding Contract Law Terms <ul style="list-style-type: none"> ○ Breach of Conditions & Warranties; liquidated damage ➤ Slow speed operation <ul style="list-style-type: none"> ○ Technical, Commercial and Legal implications of slow speed operation ➤ Speed & Consumption Warranties <ul style="list-style-type: none"> ○ Charterers Rights and Owners obligations & defences ➤ Interplay with Hull Fouling and Bunker Quality Clauses ➤ Speed and Consumption Claims & Case Law ➤ Discussion on leading cases & arbitration awards on Underperformance claims 	Technical All Operations Masters, Chief Officers, Chief Engineers & Second Engineers on leave Chartering	4 hours	2 Sessions	Course Fee to be discussed
TC-2: Shipping Disputes & Prevention	<ul style="list-style-type: none"> ➤ Review of important CP clauses <ul style="list-style-type: none"> ➤ Vessel description / Delivery / Seaworthiness ➤ Laydays/Cancelling: Implications of missing a laycan (cancelling) ➤ Other key clauses ➤ Disputes & Prevention <ul style="list-style-type: none"> ➤ Charterparty (Arrived Ship, Lay time, Safe Port, cargo claims etc.) ➤ Bill of Lading (mis-delivery claims and their avoidance) ➤ Bunker (Quantity and Quality) ➤ Bunker Quality & Charterer's Basis Risk ➤ Bunker Supply Contract key issues ➤ ADR: Mediation & Arbitration 	Technical Operations Purchase Chartering Business Development	7	3 Sessions (2.5 + 2.5 + 2 hours)	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
TC-3: Maritime Vendors Contract Management	<ul style="list-style-type: none"> ➤ Develop a basic understanding of legal aspects behind important shipping contracts; ➤ Understand the risk associated with poorly drafted contracts and the need to be diligent while entering into any contract; ➤ Understand the structure of different types of contracts (spares/lubes/bunkers procurement/ship management contract) ➤ Understand the concept of conditions, warranties, breach of contract, liquidated damage etc.; ➤ Alternate Dispute Resolution & Brief introduction to Mediation & Arbitration 	All Purchase Technical Operations Finance Accounts (Everyone involved in product and/or service procurement)	7 hours	3 Sessions (2.5 + 2.5 + 2 hours)	Course Fee to be discussed
TC-4: Marine Insurance: Principles & Practice	<ul style="list-style-type: none"> ➤ Principles of Marine Insurance, Evolution and need for Marine Insurance ➤ Principles guiding the Marine Contract- Warranties – Utmost Good faith – Insurable Interest – Reinsurance – Assignment and passage of interest in Marine Insurance – indemnity – subrogation – mitigation - proximate cause – understanding LOF, Sue & Labour, SCOPIC ➤ Types of marine insurance (H&M, P&I, LOH, AWRI, Cargo Liability, Professional indemnity insurance -ITIC (e.g., for Ship Managers) ➤ General average overview and Salvage <p>Case Study (Loss of Hire):</p>	Technical Insurance Executives/ Assistants Operations Finance & Accounts Legal Assistants Masters, Chief Officers, Chief Engineers & Second Engineers on leave	12 hours	4 Sessions (each 3 hours)	Course Fee to be discussed

Technical Modules

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
T-1: Budgeting & Cost Management for Ship Managers	<ul style="list-style-type: none"> ➤ Budgeting (Basics, Benefits & Process) ➤ Human Behaviour, commitment from top and “all buy-in” ➤ Strategic, budgetary and operational planning ➤ Budgeting revenue, overheads and expenses ➤ Break-even analysis ➤ Cost behaviour (fixed, variable and semi-fixed costs) ➤ Direct & indirect costs ➤ Absorption costing, marginal costing and analysis of costs ➤ Accrual basis of Accounting ➤ Variance Analysis & closed loop feedback 	<p>All Technical</p> <p>All Purchase</p> <p>Masters & Chief Engineers on leave</p>	7 hours	3 Sessions (2.5 + 2.5 + 2 hours)	Course Fee to be discussed
T-2/CS 7- Ship Finance & Investment Decision Making Process	<ul style="list-style-type: none"> ➤ Financing ships and structure of traditional financing ➤ Evolution of sources of finance and the underlying reasons ➤ Present trends in Ship Finance ➤ New financial regulations and their impact ➤ Poseidon Principles & ESG ➤ Process of raising ship finance ➤ Bank Finance versus leasing companies ➤ Key elements of risk management from lenders’ and borrowers’ perspective ➤ Workshop Ship Investment Finance Basic Model 	<p>Chartering</p> <p>Tonnage Procurement</p> <p>Asset Managers / Finance & Treasury</p>	7 hours	3 Sessions (2.5 + 2.5 + 2 hours)	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
T-3: Ship inspections (Routine & Pre-Purchase): Where & what to look for asset acquisition & preservation	<ul style="list-style-type: none"> ➤ Objective of inspection <ul style="list-style-type: none"> ➤ Pre-purchase inspection (superficial / Caveat Emptor) ➤ Routine inspection ➤ Understanding Vessel Strength: Global & Local <ul style="list-style-type: none"> ➤ Identifying structural areas prone to cracks and fatigue ➤ Identifying anodic areas ➤ Identifying issues from Class Records ➤ Inspection and thickness gauging reports ➤ Defects that can compromise revenue / affect cash flows ➤ Defects that can lead to detentions / failing commercial inspections ➤ Ascertaining cash outlay and time required for restoration ➤ Preparing report and making recommendations to Buyer ➤ Vessel inspection reports and disclaimer 	Technical Masters, Chief Officers, Chief & Second Engineers on leave	7 hours	3 Sessions (2.5 + 2.5 + 2 hours)	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
T-4: Managing dry-docking & special surveys effectively	<ul style="list-style-type: none"> ➤ Practical Approach ➤ Preparing the specifications (Planning) <ul style="list-style-type: none"> ➤ Liaison with Owners / understanding requirements ➤ Close review of maintenance, wear parameters, steel renewals, if any ➤ Compliance with new regulations ➤ Selection of shipyard taking into account cost, time, deviation, quality, reliability etc. ➤ Repair Contract: Avoiding pitfalls ➤ Execution of Repair work, monitoring and control ➤ Risk Mitigation through focus on safety ➤ Co-ordination on board the vessel and yard ➤ Seeking Authority to negotiate ➤ Invoice settlement 	Technical Masters, Chief Officers, Chief & Second Engineers on leave	7 hours	3 Sessions (2.5 + 2.5 + 2 hours)	Course Fee to be discussed

Operations Management Modules

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
OM-1: Understanding bills of lading & letters of indemnity practical issues	<ul style="list-style-type: none"> ➤ Hague Visby Rules and limitation of liability issues ➤ Some key Bills of Lading clauses ➤ Incorporation of Charterparty terms & conditions ➤ Letter of Indemnity: key issues including non-production of original BL at discharge port, change in destination port ➤ Signing of BLs by Master: what are the pitfalls <p>Discussion on leading cases on mis-delivery of cargo, fraud, time bar issues</p> <ul style="list-style-type: none"> ➤ Cargo Quantity Discrepancies 	<p>All Operations</p> <p>Masters & Chief Officers on leave</p> <p>Chartering</p> <p>Technical Managers & above</p>	4 hours	2 Sessions	Course Fee to be discussed
OM-2: Rights and obligations under voyage charterparties	<ul style="list-style-type: none"> ➤ Review of key clauses of Voyage Charter, focusing on rights and obligation of contracting parties ➤ Seaworthiness (CMA CGM Libra Case) ➤ Berth/port charter party & Safe Port/Berth issues ➤ Arrived Ship, Readiness, Contractual obligations, Valid NOR and Commencement of Laytime ➤ NOR tendering, retendering ➤ Importance of Clause Paramount ➤ Discussion on leading cases on NOR, Arrived Ship and demurrage ➤ Voyage estimation, FVE and variance analysis 	<p>All Operations</p> <p>Masters & Chief Officers on leave</p> <p>Chartering</p> <p>Technical Managers & above</p>	4 hours	2 Sessions	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
OM-3: Rights and obligations under time charterparties	<ul style="list-style-type: none"> ➤ Review of key clauses of a time charter, focusing on rights and obligation of contracting parties ➤ Delivery and Redelivery of Ship including bunker quantities ➤ Safe Berth ➤ Bunker quality issues ➤ Off-Hire ➤ Employment / Navigation (Hill Harmony Case) ➤ Discussion on leading cases on Safe Port, ➤ Breakeven calculation overview 	All Operations Masters & Chief Officers, Chief Engineers on leave Chartering Technical Managers & above	4 hours	2 Sessions	Course Fee to be discussed

Commercial Shipping Modules

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
CS 1 - DCC 1 Dry Bulk Chartering Part 1	<ul style="list-style-type: none"> ➤ GDP, World Trade and Shipping ➤ Shipping sectors, market players, trade Routes and change drivers ➤ Shipping demand, supply and resultant freight ➤ Shipping Markets and changing dynamics ➤ Types of Employment and corresponding Charterparties ➤ Important clauses and Owners obligations under each type of employment ➤ Role of Managers to improve profitability ➤ Voyage estimation ➤ Voyage and Bunker planning ➤ Underperformance & overconsumption claims Case Study: ➤ Based on “Speed and Fuel Consumption” warranties in a time charter party with calculations of liquidated damages. 	Chartering Commercial Operations	7 hours	2 Sessions (3.5 hours each)	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
CS 2 - DCC 2 Dry Bulk Chartering Part 2	<ul style="list-style-type: none"> ➤ Chartering Abbreviations & Incoterms ➤ Review of NYPE 2015 and important clauses ➤ Vessel description / Delivery / Seaworthiness / condition on delivery ➤ Laydays/Cancelling: Implications of missing a laycan (cancelling) ➤ Owners' Obligations ➤ Performance of Voyages ➤ Bunkering; sulphur content compliance issues ➤ Offhire / Total loss / Liens ➤ Salvage / General Average ➤ Cargo Claims: Damage, shortage ➤ Hull fouling ➤ Bills of lading ➤ Protective clauses ➤ Stevedore damages ➤ Slow Steaming ➤ Piracy / Stowages / Smuggling ➤ Sanctions / designated entities <p>Case Study:</p> <ul style="list-style-type: none"> ➤ Slow Steaming Savings model: Market rates versus bunker costs & other practical issues such as meeting the cancelling (ballast voyage), client relationship etc. 	Chartering Commercial Operations	7 hours	2 Sessions (3.5 hours each)	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
CS 3 - SSP 1 Ship Sale & Purchase Part 1	<ul style="list-style-type: none"> ➤ GDP, World Trade and Shipping ➤ Shipping sectors, market players, trade Routes and change drivers ➤ Shipping demand, supply and resultant freight ➤ Shipping Markets and changing dynamics ➤ Sale & Purchase forms and their evolution ➤ Second Hand Sale & Purchase market ➤ New Building Market ➤ Demolition Market ➤ Sale Versus operate: brief introduction (“in detail” analysis in Financial Management Level II) ➤ S&P negotiations ➤ Sales of Goods Act 1979 ➤ NSF 1987 ➤ Extra emphasis on “Condition on Delivery” and “Caveat Emptor” 	Chartering Tonnage Procurement Commercial Operations	7 hours	2 Sessions (3.5 hours each)	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
CS 4 - SSP 2 Ship Sale & Purchase Part 2	<ul style="list-style-type: none"> ➤ A quick review of NSF 1987 ➤ Differences between NSF 1987, 1993, 2012, Shipment 2022 and the rationale for such changes ➤ Clause 6 (Divers Inspection/Dry Docking) and Clause 7 (Spares, Bunkers and other items). ➤ Clause 11 (Condition on delivery): Paper obligation....Average Damage Affecting Class? ➤ Main aims leading to the development of Singapore Ship Sale Form. ➤ Review of the differences between SSF and NSF 2012/Saleform 2022 and a comparative study. ➤ Role of Managers in safe-guarding their respective owners' interest ➤ Notice of Readiness and related issues ➤ Sale & Purchase likely disputes and how to avoid them 	Chartering Tonnage Procurement Commercial Operations	7 hours	2 Sessions (3.5 hours each)	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
CS 5 - Shipping Risk Management & Derivatives: An Applied Approach	<ul style="list-style-type: none"> ➤ Introduction to Shipping Risk (Defining Risk, its impact on project assumptions, Revenue, Expenses, Asset Values, Interest Rates and availability of finance for shipping (uncertain margins) and Credit Risk (Static & Dynamic) ➤ Understanding Risk Shipping Project Analysis, Relevant statistics (building blocks), Hedging Basics, Portfolio Management Basics (Return versus Risk) ➤ Diversification, Basis Risk and its mitigation, Value at Risk ➤ Derivative Instruments Types and Examples, Forward Freight Agreements, Physical Versus derivatives hedging, Options Basics, Mark to Market ➤ Hedging losses and developing law 	Chartering Trade-book Managers	7 hours	2 Sessions (3.5 hours each)	Course Fee to be discussed
CS 6 - Bunker Hedging - Practical Application	<ul style="list-style-type: none"> ➤ Basic statistics, volatility, correlation coefficient, basis risk and value at risk ➤ An overview of refinery configuration, crack spreads and correlation between crude and different products ➤ Risk management, hedging basics, pros & cons, hedging as a double edge sword, clarity of hedging outcome and its accounting treatment, need for company policy, OTC versus cleared trades ➤ Different hedging structures (physical and derivatives) including FFP (and its variations), swaps and options ➤ Practical examples and exercises ➤ Claiming hedging losses and English Law 	Chartering Trade-book Managers Commercial Operations	4 hours	1 Session	Course Fee to be discussed

Name of the Course	Course Content	Participants	Course Duration	Number of Sessions	Remarks
CS 7- Ship Finance & Investment Decision Making Process	<ul style="list-style-type: none"> ➤ Financing ships and structure of traditional financing ➤ Evolution of sources of finance and the underlying reasons ➤ Present trends in Ship Finance ➤ New financial regulations and their impact ➤ Poseidon Principles & ESG ➤ Process of raising ship finance ➤ Bank Finance versus leasing companies ➤ Key elements of risk management from lenders' and borrowers' perspective ➤ Workshop Ship Investment Finance Basic Model 	Chartering Tonnage Procurement Asset Managers / Finance & Treasury	7 hours	2 Sessions (3.5 hours each)	Course Fee to be discussed

Mind Transition

MT-1 Enhancing Personal Effectiveness: Two days

- Strong Desire, Effective Personal Strategy, Purposeful Action
- Emotional Intelligence Basics
- Interpersonal / People Skills
- Effective Communication
- Writing Professional Emails
- Decision-Making Skills
- Team-Working
 - Principles & Dynamics of Team-Work
- Time Management through Self-Management

MT-2 Client Management (Internal & External): Two days

- Who is Client?
- Understanding Yourself & Your Team
- Understanding your Clients and their Personalities
- Communicating with your Clients
- Talking Straight & Transparency
- Conflict Resolution
- Demonstrating Respect
- Positive Attitude & Righting Mistakes
- Loyalty, Accountability and Keeping Commitments
- Developing an Environment of Trust

Bespoke Programs / Courses: We can customise training programs to address the training needs identified in the (1) annual appraisal (2) targeted talent development programs.