

MASTER OF THE SHIP, MANAGER AND INSTRUCTOR

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Abstract:

The master of the ship is the person on the board who has the qualification and the necessary certificate of competency for running a maritime transport ship. He is the one who takes the ship into administration from the ship-owner, he is the only leader, the legal and direct chief of the entire crew, being invested with authority upon all the members of the crew. The master fulfils the attributes and displays his activity according to the legal laws of his flag, of the marine regulations and of the international conventions. In all the relationships which he establishes with physical or juridical people, the master represents the ship-owner, in a double condition, as an officer and as a commercial manager. In this paper, it is analysed the situation of the ship masters, the relationships which these masters have with the crew and the problems which appear during their voyage. At the end of the paper there are proposed measures to increase the quality of the training of the ship masters, to solve the situations connected with the members of the crew.

Key words: commander, manager, instructor, crew

Introduction

The paper is a part of a large study of the activities persons from the ships, shipping companies, crewing agencies and maritime universities. This work seeks to identify all management aspects on ships board for the master of the ship function. Start with the presentation of the legal aspects of the ship master, the competences, responsibilities and service obligations of him. These information were obtained from the studies of the present national and international laws and from the researches of the author on board of the merchant maritime ships, Romanians and foreigners, from the visits at the shipping companies, crewing agencies, Romanian and other countries. The research was orientated about the ships board activities, the problems and the difficult situations which the master of the ship had the confrontation in his double quality: manager and instructor of the crew. For 26 masters of the ships I made questionnaire for to know them activities, them and the crew qualifications.

The hierarchical and collaboration relations of the shipmaster

The master of the ship leads the activity on board from the operational and managerial point of view. For protecting the goods and the interests of the hired people on the board, the shipmaster has the right through the national law (RSB, 1986) or that of the pavilion (IMO, 2009), to be the representative of the public authority, having the following prerogatives: registrar, public notary, the authority registering the crimes committed on board, etc. He exercises the disciplinary and order authority on the ship in tight connection with the obedience of the international, national laws or the maritime regulations. He can take measures on board against the crew members or against the passengers. Then when the ship is abroad, the shipmaster could ask the support of the consular authorities or of the diplomatic missions of his country flag. The

hierarchical relations are established thus: he is subordinate directly to the general manager of the company, to the manager of the fleet, then to the responsible of the exploitation and litigations department of the company; he is subordinate to the state authorities of his flag, as well as to those coast and

port states in which his ship enters. He has in direct subordination the officers and the other crew members as well as other person who is found on his ship, figure 1. All these aspects are encountered on the most maritime ships, no matter its flag.

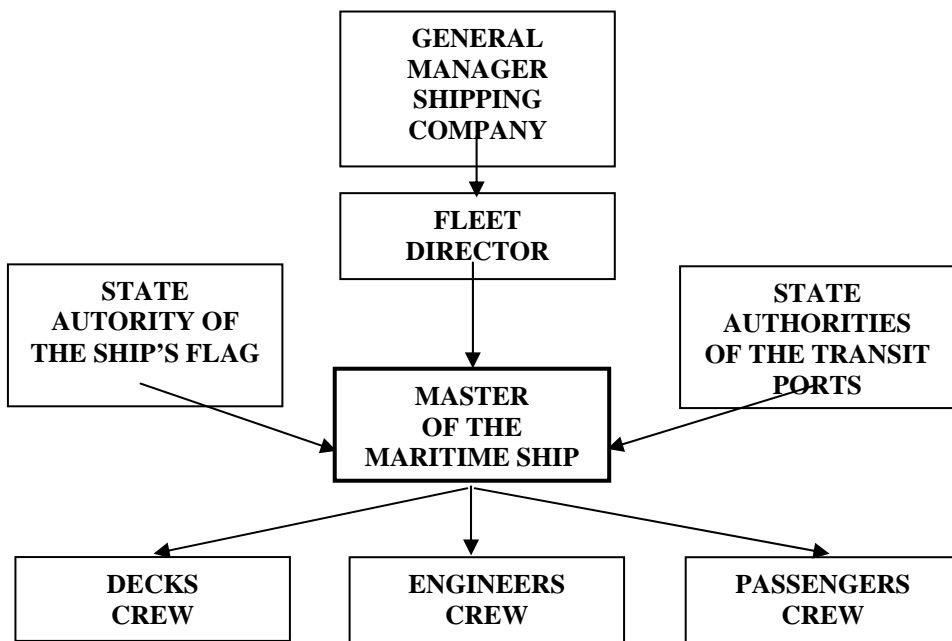


Figure 1. The hierarchical and subordination relations of the shipmaster

Source: The author study

The collaboration relations of the shipmaster are the following: with the responsible person for the economic department of the shipping company; with the responsible person for the staff department; with the ship owners; with the ship's agents from the foreign ports; with the third external parties, in the limit of his competence. Other relations of the shipmaster in order to accomplish

his powers and tasks, as well as in the limit of his competence with which he is invested or which he can establish for the collaboration with other different organs, national or international companies refer to the issues relating to the maritime rescue, the protection of the marine environment, the shipping safety, etc, figure 2.

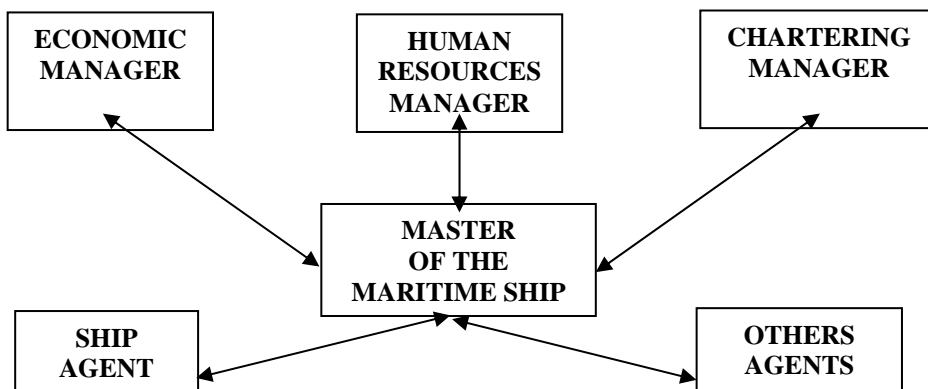


Figure 2. The collaboration relations of the shipmaster.

Source: The author study.

The competence of the shipmaster

On the board of the maritime commercial ship, he has the following competence:

A) Of the technical kind (ISM, 2002). The shipmaster exercises the disciplinary and order authority on the ship, in relation with the obedience of the laws and of the regulations including of those of the coast and port states, being in the right of taking the punitive measures which he considers necessary against any person found on board. In exercising this right he can ask the support of the Romanian diplomatic or consular representatives, as well as of the foreign port authorities. The shipmaster leads the ship on the principle of command unity through order and written or verbal disposals, direct contact with his subordinate people, regulated signals. He has to prove professionalism and determination imposing on board a climate of trust, collaboration and seriousness. The shipmaster applies on his ship board, in the laws limit and operational regulations, the politics of the company regarding the health protection, the work protection, the shipping safety, the environment protection, into the safety management system.

B) Of the commercial kind (Beziris

and Bamboi, 1988). The shipmaster manages the ship in the conditions of the actual commercial laws. He manages with maximum responsibility the financial resources which he has at his disposal. He takes care that the embarked staff should get in time all the rights and he tries to make them interested in the good progress of the commercial exploitation of the ship. These are split up in general responsibilities, work tasks, prohibitions and especially relations with the third parties. In the following, there will be presented and analysed some of the most important aspects connected with the activity of the shipmaster.

The relations with the third parties

The relations of the shipmaster with the third parties, as commercial manager, have a very important significance as compared to the relations which a manager of a land company has with the public, his partners or authorities (Stan, 2003). This significance starts from the following aspects which will be shown next. The ships arrive in the foreign harbours where they are in touch with the authorities from the first moment of their arrival. During their staying in the harbour, permanently, it is kept touch with the port authorities, but on ship

board there can come in any moment controls, from those come from the port until those of the sailors' union. Because a shipping company does not have agencies, branches or representatives in harbour in which its ships arrive, this asks the agents, physical or juridical people, who deal with solving the issues on board. These act on the basis of the received disposals from the ship holder or from the shipmaster. In the crisis situations, like naval accidents, natural disasters, litigations about the goods, conflicts with the crew, the shipmaster is obliged to ask the help of the port authorities, of his business partners or agents, for solving all the problems, both juridical and technical, economical or social. In order to be accomplished these relations, from a certain level and especially of a certain nature, it is necessary the accomplishment of a certain training, both of those who work at the central level of the maritime shipping company, and of the officers on ships board, of the shipmasters who represent officially the ship holder or ship owner.

Communication problems and conflicts with the personnel from the board of a maritime ship

Communication has a very important role on the ship board (lordanoaia, 2006). Nowadays, this is a main component of the ship management because the most maritime ships, from all over the world, don't have national crews, but mixed ones, made by sailors and officers from different countries of the world.

The types of communication used on the maritime ship board are the following:

- The descent communication (from up to down) where:
 - the information goes on hierarchical lines from the superior levels of the management to the inferior levels.

- The ascent communication (from down to up), where the information represents:

- the feed-back from the received messages,
- the reports of the subordinates.

- The horizontal communication, but the diagonal communication in certain situations:

In table 1 there are presented the types of communication from the ship board. According to the sending messages system, the used communication is oral and written. The communication net mostly used in a maritime transport ship is the opened type, multichannel or "star", with the tendency of being "chain" type. The first type of net is necessary for the achievement of the direct communications with any other of the subordinates, thus making a free exchange, open of messages. In a maritime navigation company there isn't the possibility that the sailors should take de part in making the decisions, but those also have opened the communications ways of expressing their wishes or problems, through their crew chiefs, executive officers or the ship masters (lordanoaia, 2001). The obstacles in communication which appear in such a company are not significant, these are rather accidental, due to some inherent problems in a company which has its ships found at long distances from the headquarters, but these are quickly solved, either using modern means of communication (mobile phone, radiotelephone, fax or internet) or using the foreign agencies. On the maritime ship board, the master of the ship has a legal power larger than of the manager's (or owners) from the headquarters. This power is given by the national and international laws from the maritime field, thus this have the following attributes:

- Manager of the ship (technical and administrative).

- The representative of the owner (ship holder) in commercial relations:
 - issues the freight document (the document which proves the ship loading).
 - issues a series of documents with a commercial characteristic.
 - makes a series of acquisitions of products or materials, etc.
- The representative of the state whose flag is wearing the ship on its mast, which can issue legal documents such as:
 - notarial (in case of birth, death, etc)
 - administrative research in case of accidents, death, etc.
- The contact person and connection with the state and port authorities where the ship is.

In the maritime transport companies, there are no major conflicts at the employer-employees' union level due to the fact that when they are hired, they all know the working and wages conditions, they come from countries far from the country where the navigation company has its headquarters (FUS, 2009). Another situation is given by the fact that in certain countries the sailors' unions are very powerful, they have an extraordinary organizational structure which allows them to intervene for any member, no matter the ship he is hired on. This makes that, from the companies point of view, the contracts should be drawn up very well and never allow for any other interpretations.

Table 1

The types of communication on the ship board

TYPES OF COMMUNICATION	TRANSMITTER	RECEIVER	TYPES OF INFORMATION
THE DESCENT COMMUNICATION	The Master	The whole crew and the passengers.	Orders, disposals, information.
	The 1st Maritime Officer (Executive Officer).	The deck crew: deck officers, the crew chief, sailors, chefs, waiters, etc.	Orders, disposals, information.
	Mechanical Chief.	The machine crew.	Orders, disposals, information.
	Mechanical 1-st Officer	The machine crew: mechanical officers, electricians officers, motormen, officers, electricians.	Orders, disposals, information.
	Steward	According to the type of the ship: the crew and the passengers.	Dispositions, informers.

	Other employees of the company: fleet manager, human resources, manager, etc.	The whole crew of the ship.	Orders, disposals, information.
THE ASCENT COMMUNICATION	The watch deck officers.	The Master, The Executive Officer.	Reports, information
	Sailors, chefs and waiters.	The Chief of the Crew.	Information
	The crew chief.	The Master, The Executive Officer.	Reports, information
	The watch mechanical officers and electricians.	The mechanical chief.	Reports, information
	The engine men and electricians.	The mechanical chief and the mechanical executive officer.	Information.
	Other categories of the personnel, the passengers.	The Master, the steward, the managers of the company.	Information.
THE HORIZONTAL COMMUNICATION	The watch deck officers who hand over the job.	The watch deck officers who hand over the job.	Information.
	The mechanical watch officers who hand over the job.	The mechanical watch officers who hand over the job.	Information.
	The personnel from the watch service of the anchor who hand over the job.	The personnel from the watch service of the anchor who hand over the job.	Information.
	The personnel from the security and protection service of the gangway, in port, who hand over the job.	The personnel from the security and protection service of the gangway, in port, who hand over the job.	Information.
THE DIAGONAL COMMUNICATION	The watch deck Officers.	The watch deck Officers.	Information.
	The watch deck Officers.	The electrician Officers.	Information.

Source: *The Author's Study.*

But the problems appear on the ship, there where the commander must deal with many challenges and conflicts. The conflicts can be: social, technical

and cultural. There are no relations on a maritime ship board without difficulties, without conflicts, and the relationships with the sailors and the officers make no

exceptions from the rule. No matter how solid the relations should be between the master and the subordinate crew, there is always the possibility of making some mistakes and having some misunderstandings from both sides. The social conflict is given by the existence

of the antagonistic relations between two or many units of action, from which at least one tends to dominate the social field of the reports (Zlate, 2004). On the ship board, the conflict can have different shapes such as it is presented in table 2:

Table 2

Types of conflicts on the board of a maritime ship

TYPES OF CONFLICTS	THE PEOPLE INVOLVED AND THE REASONS OF THE CONFLICT
<p>The individual Conflict This starts from the misunderstandings between the members of the crew, from reasons which are usually psychological. This produces minor perturbations.</p>	<p>1.Master – officers and sailors. The reasons of the conflicts: -they don't respect the received disposals, -they don't solve the job duties on time, -they don't fit into the working time, -they don't follow the navigation situation from the area, -they make mistakes at the navigation calculations, at loading-unloading the ship, -they don't make controls stipulated in the ISM Code, -during the pilotage, they don't fulfil all their tasks, etc. -they don't make repairs.</p>
<p>The Organizational Conflict The current activities on the ship and the function of the installations can lead to the appearance of conflicts between two or many people, between two or many groups. The analyse of these conflicts must take into consideration not only the number, but also the fact that they concern the defining and exercising the power on the ship deck.</p>	<p>1.Master – officers and sailors on the deck. The reasons of the conflicts: -the deck officers don't finish the received duties on time, -the manoeuvring of the ship at berthing (leaving) was difficulty made due to the personnel from the bow or the stern of the ship, -the sailors don't make qualitydeck work. 2.Master – the kitchen personnel. The reasons of the conflicts: -the food was not cooked properly, -the meal was not served in the best conditions. 3.Master – steward. The reasons of the conflicts: -the list of repairs presented by the master is too over dimensional, -the list of the materials supplies is too "long", -the bought food is too expensive.</p>
<p>The collective conflict. It is not the sum of the individual litigations, but it opposes the categories of personnel on the deck, defined according to their relation with the management of the ship.</p>	<p>1.Master – officers and sailors. The reasons of the conflict: -they didn't get their wages, -they didn't get the money for the extra hours, -they don't have enough food and of high quality, -the working tasks are too heavy, breaking the labour contract, -the working time is over the one stipulated in the contract.</p>

The Source: the author's study.

In case the conflict is permanent, the master of the ship must inform the management of the navigation company, the ship agent if the ship is in port and the local authorities. According to the situation, he will take the legal measures or he will wait the solutions which will be sent by the managers of the navigation company. For the ship, it is very important that a conflict should not increase and the master should try to negotiate with those who are involved so that these should not perturb the activities of the ship. Then when the conflict becomes highly intense, it means when the armistices which allow a ship to work, are broken, it appears the crisis state or open conflict which perturbs the display of the activities. The crisis results from an exacerbation of the conflict which means the interruption of communication or, on the contrary, it causes the engagement of the debates between the members of the crew and the master. A particular form of crisis or open conflict is the strike, but there are a few known cases of strikes on the board of a maritime ship.

The role of the master in motivating the personnel

The multitude of the responsibilities of the ship master, as it results from the previous presentations, makes that he should have a series of responsibilities. Among these, the most important are the professional, the legal and the moral ones. The professional and the legal ones are established by the internal and international laws, but the moral ones have another connotation during this century.

A).The professional responsibilities of the ship master. It means that he must use all his knowledge and experience to fulfil the attributes and the tasks of his position in according with the ISM Code. The professional responsibilities of a ship master can be grouped according to the following criteria thus:

-Responsibilities regarding programming the current activities on the board of the ship. Among these, the master has in fact the responsibility of accomplishment, quantity and quality, of the general and specific objectives which derive from the transport contract. Besides this, an important aspect is the conciliation of all activities with the real possibilities of each member of the crew. Some of the ship masters consider that each member of the crew then when he arrives on board must be very well prepared and from the first moment he must be able to solve the job problems. In this context, it must be understood the aspects connected with the conciliation of the activities on the board of the ship. Because of this, it is recommended that a ship master should have access to all the files of the crew members, which have to be put at his disposal by the human resources department of the company or of the crewing company, before the people's arrival on the board. The study of the crew's files can help the master very much in planning the activities and, in fact, he should know who he could count on during the different activities, where it is necessary to display supplementary activities of training and of improvement of the officers and of the sailors.

-Responsibilities regarding the organization for certain of the activities. This can lead to the accomplishment of the main responsibility of the ship master. The way how it was conceived the organizational frame and the functioning of each department of the ship, in fact, the master is responsible for it. In this way, the responsibility of the master must be the rational organization of the work on board and of the watches so that he could ensure the maintenance of a similar climate between the crew members.

-Responsibilities regarding the direct running of the ship and of the crew. The coordination refers especially to the transmission by the subordinates

of the decisions or information necessary to the conciliation and synchronization of the efforts of all crew members. In the specific sea conditions, of increasing the number of natural disasters, of the legal restrictions and of the requests imposed by the ship-owners, the responsibility of the assignment of the tasks for each member of the crew gets new dimensions, because the accomplishment or unaccomplishment of the tasks from the board, not only it would put into danger the accomplishment of the ship and of the company objectives, but also it would have negative social implications, by the fact that the wages can't be paid anymore, the ship can be arrested, etc.

-Responsibilities in the training field and of the subordinate's motivation. The training supposes involving the personnel in the accomplishment of the tasks of the ship. The importance of this task is observed from the fact that without the participation of the crew, the ship can't leave the port! Even though all have a contract that they should respect, even though they know very well their attributes, the people still have different problems connected to their involving in activities. It means they won't involve reflexively in the accomplishment of the objectives or of the work plans on the board. This means that the process of participation of the crew members at what the master wants to get from them is determined by other factors, it means there is other competence which can put a person into "movement". The training consists thus in the action of the master of involving the crew so that the system mechanism, the ship as a whole, could work normally and get economical efficiency. This situation asks to the ship master a lot of will, tenacity, the transmission of a certainty to all the members of the crew in accomplishing the established tasks. Exercising this position of management by the ship master it imposes a careful

selection and training of the subordinates, acting with an assembly of means through which he can influence directly the members of the crew which he runs, orientating his actions towards the wanted way. Involving the components of a unit into its activity has as a basic support the motivation, regarded in the whole complexity of its elements.

-Responsibilities in the control field. Among the master attributes, those connected with the controls are the most important and the clearest. The content and the forms of its exercising are different, from a ship type to another, according to the crew structure, the technical characteristics of the ship, the transported goods, etc.

B).Legal responsibilities. These were presented previously; they come from the obligation of each ship and implicitly of the whole crew to obey the legal stipulations of the flag state, of the international maritime and port legislation, of the transport contract, of the working contract, etc. Nowadays, the volume of documents and laws which must be obeyed is very large, this having not only positive effects in the way of protecting the interests of the crew or of the ship-owner, but also negative ones, in the way of getting penalties and sanctions which can appear. Nowadays, the master of the ship hasn't the right and he can't ignore the national and international legal stipulations, their effects upon the ship, the crew and the navigation company. Ignoring or minimising these legal aspects can lead to very serious effects, from stopping the ship from leaving, to arresting or even putting the ship for sales.

C).The moral responsibility of the ship master. Being the leader of the ship, he is the one who is morally responsible for the physical integrity of the crew, for the technical condition of the ship and for the respect of the transport contract. This has to bring the ship into port and the sailor's safe

home! This responsibility imposes to the master a dignified behaviour in his relationships with the crew members, with the representatives of the company, with the authorities and with the customers. If the crew members are responsible only for their own activities, the master is responsible both for what he is doing personally and for what his subordinates are doing. This has a determined role in ensuring on board of a climate without tensions, of trust in each sailor and officer, an important premise for the integral accomplishment and with quality of the attributes and of the tasks received by the subordinates. The dignified behaviour of the master ensures him much more respect and trust, these being useful in all the situations which can appear on the board of a maritime ship.

The function of motivating the personnel has a great importance, first due to the displayed activities, of the dangers due to the activity on the ships' board, the requirements imposed by the international organizations referring to the organization of the activities, the payment of the wages, insurance in cases of disasters, etc. The structure of the motivation in a maritime navigation company starts from the following aspects (Iordanoaia, 2005):

1).Material and wages thus:

-High wages earnings in relation with other functions from the land.

-The safety of the job reported to the situation of the previous years when there was no unemployment at the transport companies.

2).The supplementary advantages, the received facilities and gratuities:

-The meal is free on the deck of the ship.

-The holidays, which can be from 3 to 6 months a year.

For the people from the management of the ship, the master, the executive officer, the mechanical chief:

-the very high wages,

-other benefits and bonuses.

-free post university training courses, etc.

3).Psychosocial, which derives from the taken position:

-The respect and the social statute, towards a master of a ship.

-The national and international prestige of the company.

On the ship board, the master can motivate the personnel thus:

-To the Officers:

-giving credit for solving the tasks,

-saying the congratulations messages in front of the whole crew,

-giving and writing very good qualifications in their documents,

-helping them for preparing the promotion exams,

-organizing their birthday parties.

-To the Sailors:

-reducing the distance between the master and the sailors by allowing them

the direct access on report, without passing to the hierarchical chief,

-knowing the problems which they are dealing with and their moral stimulation.

The current training of the ship master

In order to become a ship master it is necessary to go through a sea career between 7 and 10 years or even more than that. After graduating from the faculty, the career of a deck officer until the position of a maritime ship master is the following:

-A university licence exam, obtaining the engineer diploma.

-Courses IMO STCW.

-Training period of 12 months of embarking on the ship board.

-Exam for obtaining the certificate of competency to become a watch deck officer.

-Watch officer, with 24 months period of embarking on the ship board.

-Courses IMO STCW.

-Exam to obtain the certificate of competency for an executive officer.

-Executive maritime officer, with 24 months period of embarking on the ship board.

-Courses IMO STCW.

-Exam for obtaining the certificate of competency for Captain of long course (Master).

In order to advance in the career, it is necessary passing through the

following courses, after graduating and obtaining the licence diploma:

-Initial courses.

-Up-to-date courses.

-Training courses regarding the exam for obtaining the certificate of competency.

-Reconfirmation courses.

These are presented in table 3.

Table 3

THE TRAINING COURSES AND PROMOTION

TYPES OF COURSES	THE CONTENT OF THE COURSES
INITIAL COURSES	GMDSS-GOC-I. The danger and maritime safety. Certificate of General Operator. GMDSS-ROC. Certificate of Restricted Operator. ME-D-I. Deck Maritime English Language. Beginner. RNPO-I. Radar Navigation, Radar plotting and using ARPA. MFA-I. Elementary Medical First Aid. AFF-I. Preventing and fighting against the fire. MC-I. Medical Assistance. Initial. PPME-I. Preventing the pollution of the marine environment MARPOL 7378. PSCRB-I. The competence in using the survival means, other than the quick life-saving boats. PSSRB-S-I. Individual protection and social responsibilities on the ship board. PST-I. Individual techniques of survival on the sea. THDHC-I. The transport and the manipulation of dangerous goods.
UP-TO-DATE COURSES	ME-D-A. Deck Maritime English Language (RN-PP). R GMDSS-GOC. The international system of danger and Maritime Safety. The reconfirmation of the certificate of the General Operator. RBTSRM-A. Radar ARPA, the watch crew activity in command, Search and Saving. Managerial Level. RNPO-A. Radar Navigation, radar plotting and using ARPA. Operational Level. AFF-A. Preventing and fighting against the fire. MC-A. Medical Assistance. MFA-A. Medical First Aid. PPME-A. Preventing the pollution of the marine environment. PSCRB-A. The competence in using the survival means and of the life-saving boats, other than the quick life-saving boats. PSSRBS-A. Individual protection and social responsibilities on the ship board. PST-A. Individual techniques of survival on the sea.

	THDHHC-A. The transport and the manipulation of dangerous goods.
RECONFIRMATION COURSES	THE OPERATIONAL LEVEL CROP. The course for the reconfirmation of the certificate of competency for deck officer. THE MANAGERIAL LEVEL CRMNG. The course of the reconfirmation of the certificate of competency for deck officer.
TRAINING COURSES REGARDING THE PROMOTION EXAM	CPOPS. A promotion course from the operational level to the managerial level for the certificate of competency for executive deck officer for maritime ships with a gross weight of 3000 tdw or even bigger.
OPTIONAL COURSES	INBS-I. Navigation in the Ice in The "Baltic Sea", Basic Level. SHMS. Making the ship manoeuvring with the help of simulator. ECDIS. Devices of displaying the electronic maps and informational systems. BTRM-I. The management of the activity and of the resources of the watch crew found in command.

Source: IMO STCW 1995; Ceronav 2009.

The certificates of competency which can be obtained by the deck personnel are presented in table 4.

Table 4

The certificates of competency of the deck personnel

CERTIFICATE OF COMPETENCY	THE EQUIVALENT POSITION STCW'95	ZONE LIMITATION	GROSS TONNAGE LIMITATION	THE RULE STCW'95	THE RULE ANNEX I
Deck officer	Officer in charge of a navigational watch	unlimited	unlimited	II/1	II/1
		coastal	TB < 500	II/3	II/3
Chief mate	Chief mate	unlimited	unlimited	II/2	II/2
		unlimited	500 < TB < 3.000	II/2	II/2
Master	Master	unlimited	unlimited	II/2	II/2
		unlimited	500 < TB < 3.000	II/2	II/2
		coastal	TB < 500	II/3	II/3

Source: IMO STCW 1995; Ceronav 2009.

In order to take part into the exam of ship master, for maritime ships with the gross tonnage of 3000 or even bigger than that, there must be accomplished the following conditions:

-Each person who fulfils the master position on maritime ships with the gross tonnage of 3000 or even bigger than that, must have an equivalent certificate.

-Each candidate for obtaining the certificate of competency of master on maritime ships with the gross tonnage of 3000 or even bigger than that must fulfil the following requests:

-owns the certificate of competency of an executive deck officer on ships with the gross tonnage of 3000 or even bigger than that,

-has an embarking period as executive deck officer on ships with gross tonnage of 3000 or even bigger than that, of minimum 24 months, from which at least 12 months in the last 5 years,

-fulfils the standards of competency specified in Section A-II/2 of the Code STCW.

From the analyse of these courses, from those of initiation, to those of reconfirmation, there can be drawn up the following conclusions:

-The obligatory courses are orientated towards the specialized fields, from those of Navigation, to those of saving and survival on the sea.

-The number of the courses for the improvement in the field of running the activities is reduced, only that of "Management of the activity and the resources of the watch crew found in

the command" and that of "Individual protection and Social Responsibilities on board" have a connection with these.

-In order to advance into the position of master, there aren't underlined the managerial aspects of running the personnel, but the aspects of technical management, the safety of the ship and the legal aspects.

The future training of the ship master

In order to understand the aspects connected with the profile of the training of a ship master, who can deal with the current requirements must take into account the following aspects:

-What does a ship master do for certain on a ship board, during the voyage and in port?

-What kind of problems does a ship master have?

-What should he do more, despite his current attributes?

In order to find out some answers I made a questionnaire on a number of 26 ship masters. The used questionnaire is presented in table 5.

Table 5

Questionnaire of appreciation of the ship master activity

QUESTIONS	ANSWERS			
1. HOW LONG HAVE YOU BEEN A SHIP MASTER, ASSIGNED IN THIS POSITION?	1-3YEARS YEARS <input type="checkbox"/>	4-6 YEARS <input type="checkbox"/>	7-10 YEARS <input type="checkbox"/>	OVER 10 YEARS <input type="checkbox"/>
2. HOW DO YOU THINK IT IS THE NEW PROGRAM IMO-STCW 95 FOR PROMOTING THE EXAM OF LONG-COURSE CAPTAIN?	<input type="checkbox"/> Very Good <input type="checkbox"/> Good <input type="checkbox"/> outdated <input type="checkbox"/> Must be changed			
3. WHICH ARE THE MOST IMPORTANT COURSES YOU THINK YOU WILL NEED FOR YOUR IMPROVEMENT?	Multiple Answers <input type="checkbox"/> Commercial Management <input type="checkbox"/> Management of the Risks <input type="checkbox"/> Management of the conflict <input type="checkbox"/> Management of stimulating			

	<p style="text-align: right;">the personnel</p> <input type="checkbox"/> <p>Others: _____</p>
<p>4. IN THE ACTIVITY ON THE SHIP BOARD WHICH ARE THE PROBLEMS YOU HAVE DEALT WITH FOR THE LAST THREE YEARS?</p> <p>-Establish an order of their importance, from 1 to 5.</p>	<p style="text-align: center;">Multiple Answers</p> <input type="checkbox"/> The damage of the installations _____ <input type="checkbox"/> A large number of controls of the authorities _____ <input type="checkbox"/> A large number of documents to draw up _____ <input type="checkbox"/> Bad-trained _____ officers <input type="checkbox"/> Bad-trained _____ sailors <input type="checkbox"/> Bad-trained _____ cadets <input type="checkbox"/> The indiscipline of the crew members _____ <input type="checkbox"/> The bad relations with the company managers _____
<p>5. HOW DO YOU CHARACTERISE THE RELATIONS WITH THE SUBORDINATES FROM THE LAST THREE VOYAGES?</p>	<p>WITH THE OFFICERS <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Weak <input type="checkbox"/> Bad <input type="checkbox"/> Very bad</p> <p>WITH THE SAILORS (OTHER CATEGORIES OF PERSONNEL) <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Weak <input type="checkbox"/> Bad <input type="checkbox"/> Very bad</p>
<p>6. HOW DO YOU CHARACTERISE YOUR RELATIONS WITH YOUR SUPERIORS AND THE REPRESENTATIVES OF THE NAVIGATION COMPANY FROM THE LAST 3 YEARS?</p>	<p>WITH THE MANAGERS <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Weak <input type="checkbox"/> Bad Very bad</p> <p>WITH THE REPRESENTATIVES(AGENTS, BROKERS, ETC) <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Weak <input type="checkbox"/> Bad Very bad</p>
<p>7. WHAT DO YOU THINK THAT THERE ARE THE OPINIONS (REPROACHES)</p>	<input type="checkbox"/> Very exigent <input type="checkbox"/> Very well prepared <input type="checkbox"/> Fair to them <input type="checkbox"/> Exigent <input type="checkbox"/> Well prepared <input type="checkbox"/> Not fair to

<p>WHICH YOUR SUBORDINATES HAD (OR THEY MADE TO YOU) IN THE LAST THREE VOYAGES?</p>	<p>them</p> <p><input type="checkbox"/> "Good guy" <input type="checkbox"/> Bad prepared <input type="checkbox"/> Careless to them</p> <p>Just one answer for each column!</p>
<p>8. WHICH ARE THE REPROACHES WHICH THE SUPERIORS REPROACHED TO YOU IN THE LAST THREE YEARS?</p>	<p>Multiple Answers</p> <p><input type="checkbox"/> A large number of remarks during the controls</p> <p><input type="checkbox"/> A large number of observations during the controls</p> <p><input type="checkbox"/> High costs of the maintenance of the ship</p> <p><input type="checkbox"/> The damage produced on the board (at the goods)</p> <p><input type="checkbox"/> The penalties for delays</p> <p><input type="checkbox"/> The conflicts with the members of the crew</p> <p><input type="checkbox"/> The conflicts with the superiors (the controllers)</p> <p><input type="checkbox"/> Others: _____</p>
<p>9. WHICH IS THE STAGE FROM YOUR CAREER WHICH YOU CONSIDER TO BE THE MOST IMPORTANT?</p> <p>-Establish an order of their importance from 1 to 5.</p>	<p><input type="checkbox"/> The Navigation University _____</p> <p><input type="checkbox"/> Post-university studies (Master, PhD) _____</p> <p><input type="checkbox"/> Post university courses (according to IMO STCW) _____</p> <p><input type="checkbox"/> Training to the company headquarters _____</p> <p><input type="checkbox"/> The period of being a cadet _____</p> <p><input type="checkbox"/> The period of time as a watch officer _____</p> <p><input type="checkbox"/> The period of time as an executive officer _____</p>

<p>10. ARE YOU THINKING OF GETTING A MANAGERIAL POSITION AT NAVIGATION COMPANY I THE FOLLOWING PERIOD?</p>	<p><input type="checkbox"/> No, I will stay on the ship until my retirement</p> <p><input type="checkbox"/> No, I will look for a position in another field (private enterprise, administration, education)</p> <p><input type="checkbox"/> Yes, in the next 1-2 years.</p> <p><input type="checkbox"/> Yes, in the next 3-5 years.</p> <p><input type="checkbox"/> I don't know.</p>
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Source: the author's study, original.

After analysing the answers of this questionnaire, I stated the following aspects:

-The programme IMO STCW is good, but out-dated.

-The most important courses which they think they need are the following: the management of motivation of the personnel, the management of the risks and the management of the conflicts.

-On the ship board, the most problems are the following: the damaged installations, the large number of documents to be drawn up, the controls of the authorities, the indiscipline of the crew members and the bad-training of the officers, the human errors (Grech, Horberry, 2008) et al.

Referring to the other questions, I agree with the attributes described in the regulations, according to The ISM Code, with the disposals received from the managers of the navigation company. From here it results the necessity of training the ship masters for dealing with the new challenges of their job, taking into account the increase of the importance of the management of the motivation of the personnel, of the risks, of the conflicts and of the commercial one.

The master of the ship = manager and instructor of the crew

Nowadays the master of the ship besides the fact that he must be a manager in the real sense of the word,

he must become an instructor of the board crew. Even if his time is very short, even if he has a lot of tasks to solve, he still has to deal with the training of the sailors and of the young officers, of his subordinates. Why do I insist on the phrase "master = instructor"? Because it is the only way to succeed in obtaining superior results from his crew. Through instruction and continuing trainings the master can succeed what family, school, university and society in its assembly didn't succeed. To help to grow up the young graduates, cadets, officers at their first voyages, even the executive officer. His experience on the sea is much more important than an entire drawer with specialized literature. On the one hand, because he has not too much time at his disposal, as a teacher has in order to teach a lot of notions to his students, on the other hand he will aim to orientate his subordinates to study, to train themselves and to prepare for the most important professional aspects.

For this, first he must prove a lot of patience (Daniels, 2007). "Patience is a lost virtue?" As this states "patience comes along with the age", although the youngest master ever on the big ships, which go on the seas and the oceans of the world, can be less over 30 years old and an experience minimum of 5 years on sea. Is it much or little? Anyway during 5 years a person can grow up very much, he can even change completely, in a positive way. Even though he would have in his crew

people who are older and the young master can become their instructor. What does it mean exactly to be the instructor of the crew?

Firstly, the master is obliged to plan and to execute a series of exercises of alarming the crew for critical situations: man over board, fire, explosion, wreck, water hole, etc, in according with the ISM Code. Following the way these exercises are done is like a real content of situations which can be analysed and interpreted later by the master. The conclusions which he will obtain will represent a real "feed-back" for each member of the crew. Secondly, the company can ask him in advance to respect a training program for the cadets and for the young officers.

In the following, there are imposed the following measures of instruction and improvement of the officers:

A).For the executive officer. Apparently, the executive officer is the best-trained person after the master. But it happens that he can come from other types of ships, that he shouldn't have worked with that type of goods which the ship was going to transport. The mixed crews, used today all over the world, determine the existence of a great movement of the officers of any degrees, at different ships as a profile or which transport different goods. At many ships, the attributes of the executive officer are connected with the manoeuvring of the goods and the drawing up of the documents. The ship master is the one who guides them and follows their activity, helps them there where he encounters difficulties. The master experience in manoeuvring the goods is a real help for the executive officer. An often situation is that connected with the ship documents work, which the master knows very well and through what he is going to ask to the executive officer, he obliges him, in fact, to know and even to work with these kinds of documents. Another situation is that connected with the drawing up of the cargo plan. This

activity is like a real "challenge" for the deck officers. Drawing up the cargo plan in parallel both by the executive officer and by the watch officers, even it takes them a lot of time, it will be a measure beneficial for their future training. After the ship leaving the port, in the free watch, the master will analyse the drawing up of the cargo plan and he will help the officers to understand "where did they make mistakes?" and "why?"

B).For the watch officers and especially for the officers without experience, but also for the cadets found during their specialized training, the role of the master as instructor becomes more and more important because:

-The young officers and the cadets have theoretical knowledge, but they don't have enough experience and they didn't encounter all the specific situations connected with the manoeuvring of the ship, the coastal navigation, the making of the controls, etc.

-They are not used to working in teams, to communicating and to assuming the responsibility for the decisions they make at the ship command, during the voyage. There were situations when the young officers got into panic in some situations, which they wrongly appreciated, thing went so far that they raised the general alarm on the ship or even they sent the disaster signal "My day" and "SOS" (Solas, 1974).

-They don't have sufficient knowledge of navigation, of manoeuvring the ship, Colreg, etc.

-They don't respect the working schedule, they don't fit in the established terms for finishing the activities, for preparing the ship to go, for receiving the controls on board.

-They don't prove discipline and respect towards the superiors or colleagues, causing conflicts.

For all these, the master has at his disposal a series of legal aspects, which allows him to take some measures to

correct the digressions. But, nowadays the main problem doesn't have to be that of punishment but that of helping to correct themselves. That's how the difficulties of the master appear, (Zlate, 2004), which are: psycho individual, psychosocial, psycho organizational. The psycho individual characteristic which facilitates or blocks the obtaining of the organizational success is the character, (Kerjean, 2002). But how can a ship master develop the character of a cadet or a young graduate? Through a series of actions thus:

-Giving the tasks of professional training, from the first days of his arrival on board, after a short period of adapting himself, beginning from the easy tasks to the difficult ones. The tasks can start from easy calculations of navigation, measuring the bearings and of the heights towards the stars, plotting some targets on radar, drawing up the cargo plan, the work with the pilot books, searching information in the port guide, etc. All these must be done carefully in order not to burden too much his schedule, because in the first days there is trouble connected with his adaptation with the time zone, with the accomplishment of the watches, the change of his way of eating and his sleep.

Many of these are like stress factors, which will burden his adaptation to the activities of the ship

-Asking some questions about his specialization, about the theoretical aspects from navigation, seamanship, Colreg, meteorology, etc.

-Following his activity indirectly, so that the cadet or officer should not be aware of the fact that he is checked, but he would rather think he is helped to solve his tasks.

-If he made mistakes, inherent for a beginner, he would not be quarrelled or punished, but encouraged to search for solutions, to see where he made the mistake. The way he will be talked to, will have psychic effects, will influence his ulterior activities. If he is treated like

"a stupid, like a stupid he will behave in the following!" Or he will be asked his debarkation in the first port. What it is not desirable for anybody!

-Some companies of navigation impose to the officers by contract the passing through certain programs of training, of doing some specialized homework. The master can be detached by his rights as a representative of the ship-owner and can control the homework of that person involved. It is important that that person should do correctly and not just copy it from somewhere.

-The master of the ship mustn't accept the idea that each officer must fulfil just the tasks of his position, without being interested in what other officers are doing. Such an attitude is damaging to the specialized training and to the improvement of the officers. The master of the ship must impose to the officers to know the others' attributes. Thus, the officer from watch 3 must know the attributes of the officer from watch 1 who is on duty and of the others'.

Conclusions

For a ship master the hardest thing is to find a certain personal equilibrium (Tricker, 2000). In order to be a steady person, who can deal with all the requests, the master of the ship must have a series of personal qualities. Nobody is born with them, there are developed in time and this personal development is not a linear ascend one. Life on sea makes the sailors, from ordinary people into strong, brave and conscientious people. Without these characteristics, nobody can resist on board of a maritime ship, in voyages of several months, away from home, family and without a personal life.

So that a ship master, a person with a technical specialized training, should be a real manager, it needs time and the will of training, of learning. The most difficult thing is to learn to make decisions in a team! Then when there

are made decisions in a team, it is created a feeling of power (Blanchard, 2005). The power of a team is bigger than that of a single man. Working in a team is learnt in time, taking part into different types of education, in the universities, in the centre of training and of improvement and into the headquarters of the navigation companies. Thus, the personal training of a ship master can be orientated towards the following directions:

- Organizing some courses of Master or post university courses of improvement, at the marine universities, which should continue the following subjects: The Management of motivation the personnel, The Management of conflicts, The Management of risks in naval transport, The Commercial Management, The organizational culture and leadership, The Marketing in the maritime field, Emotional Intelligence, etc.

- Organizing some courses of training at the headquarters of the companies for: knowing the company policy regarding running the ship and displaying the business, analysis of the costs for each type of ship, analysis of the risks associated with an activity according to the type of ship and type of transported goods,

- Informing at the company headquarters about: the crew members, the characteristics of the ship, the transport contract, etc.

- Studying the personnel files, informing about the direct collaborators, from the company sources or the crewing company. This part has to be the most sensitive because some people consider that the studying of the personal files must be confidential, not to break the right to the protection of their honour and of personal dignity. This happens because they close a working contract with the ship-owner, with the manager of the company, not with the master of the ship, who is just the representative of the ship-owner.

Nowadays, the companies emphasize on the technical training and the safety of the ship, but less on that connected to the human resources. A great step was made by introducing the course of the watch crew management. But this is orientated towards the working way in the navigation command and it is too little to what it happens totally on the ship board. Worthy remarkable it's the fact that for the passengers ships, for luxurious cruise ships, there are hired two ship masters, who have different tasks and by that it was followed the increase of quality of the act of running, by making a running team with two masters. Legally, one has the authority of the position, but it is important the team, the emphasis being put on team working, through The Board Committee, made by: The Executive Officer, The Mechanical Chief, The Executive Mechanical Chief, The Electrical Chief Engineer and others.

The maritime universities and the navigation companies from the European Union can obtain European money for training and improvement of the ship masters through programs of Excellency in the human resources field (EACEA, 2009). The communication with all the crew members is a job obligation of the master, but the communication, the discussing with each officer or sailor, knowing their problems is a moral obligation of the master. This can't and mustn't be ignored, has a great importance mainly through the role of prevention of the situations such as suicide attempts or even of the suicides of those from the board. The representatives of the Japanese company NYK presented at an International Symposium, which took place in 2009, a phrase referring to the ship master, called "the three I", which they defined them thus:

- INTEGRITY: Be respectful and considerate to your customers and colleagues. Stay warm, cordial, courteous, and caring.

-INNOVATION: Continually think of new ideas for improvement, even when conditions appear satisfactory. Remain open to betterment.

-INTENSITY: Carry through with and accomplish your tasks. Never give up. Overcome challenges. Remain motivated.

For this paper I chose the phrase "SOS" for the ship master, which I defined thus:

-SOUL: The Master is the soul of the ship! Because: is the most powerful person on board and this creates the great responsibility; the power for the

Master without the soul is tyranny; the soul is for the good communication and sympathy for the crew members.

-OPTIMISM: Without the optimism the master will be the mediocre person! Optimism is for: to help the crew members for to work in the hard conditions; to accept the contractions on board of the ship. With the optimism the Master will be over the time and the crises!

-SPIRIT: The Spirituality of the Master means: excellence in profession; pro-active attitude; modest and cultured person.

Notations and Abbreviations

BPG = Bridge procedures guide.

BW = Bridge watchkeeping.

EACEA = Education, Audiovisual and Culture Executive Agency.

EC = European Commission.

EU = European Union.

FUS = The Free Union of the Sailors from Romania.

GPE = Guide to Port Entry.

ICS = International Chamber of Shipping.

IMO = International Maritime Organisation.

ISM = International Safety Management Code.

ISPS = International Ship and Port Facility Security Code.

JS = Joint stock company.

Ltd = Limited Partnership Company.

MER = Ministry of Education and Research.

MUC = The Maritime University from Constanta.

PI = P & I Club.

RSB = Rules on ships board for commercial fleet.

SOLAS = International convention for the safety of life at sea-1974.

STCW = Standards of Training, Certification and Watchkeeping.

TC = Trading Company.

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