

DEREE COLLEGE SYLLABUS FOR:		US CREDITS: 3/0/3									
MG 4270 MARITIME HUMAN RESOURCE MANAGEMENT – LEVEL 6		UK CREDITS: 15									
(Updated Fall 2021)											
PREREQUISITES:	MG 2010 Introduction to Shipping MG 2003 Management Principles or MG 3034 Managing People and Organizations										
CATALOG DESCRIPTION:	Managing maritime human resources for the sustainable competitive advantage of shipping companies. Characteristics of the seagoing and shore-based workforce. Special emphasis on analyzing the importance of a unified and coherent maritime human resource management system.										
RATIONALE:	The course provides knowledge and understanding of the manning, crewing, and managing maritime human resources in the shipping industry, taking into consideration the dynamics of the maritime sector. Students are empowered to examine and evaluate the different maritime human resource management practices in a highly globalized and widely multicultural industry.										
LEARNING OUTCOMES:	Upon completion of the course, students should be able to:  1. Explain the meaning of maritime human resources, the concept of crew and manning a vessel, and the structure of the world maritime labor market. 2. Analyze the system and fundamental processes of managing maritime human resources and integrate theoretical perspectives on ways to build bridges between people from diverse cultures. 3. Compare and evaluate strategies for managing maritime human resources, both onboard and ashore, placing emphasis on ethical behaviour.										
METHOD OF TEACHING AND LEARNING:	In congruence with the teaching and learning strategy of the college, the following tools are used: (a) Classes: Classes consist of lectures, discussions, case study analyses and the carrying of a major research project. (b) Office hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course’s content. Also, students may contact the instructor via e-mail for any questions relevant to the lectures. (c) Use of Blackboard: The instructor will post lecture notes, additional teaching material and readings, as well as assignments instructions and announcements.										
ASSESSMENT:	<div>Summative:<table><tr><td>First Assessment: Midterm Examination</td><td>40%</td></tr><tr><td>Final Assessment: Written Project (Individual; 2,300-2,700 words)</td><td>60%</td></tr></table></div> <div>Formative:<table><tr><td>Exercises, case studies</td><td>0%</td></tr><tr><td>Mock examination</td><td>0%</td></tr></table></div> <p>The formative “exercises, case studies and mock examination” aim to prepare students for the examination. The midterm examination tests Learning Outcome 1. The written project tests Learning Outcomes 2 and 3.</p>			First Assessment: Midterm Examination	40%	Final Assessment: Written Project (Individual; 2,300-2,700 words)	60%	Exercises, case studies	0%	Mock examination	0%
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Final Assessment: Written Project (Individual; 2,300-2,700 words)	60%										
Exercises, case studies	0%										
Mock examination	0%										
INDICATIVE READING:	REQUIRED READING:  Price, A. (2015). <i>Fundamentals of Human Resource Management</i> . Cengage Learning										

## RECOMMENDED READING:

### BOOKS

Christodoulou- Varotsi, I. and Pentsov, D. (2008), Maritime Work Law Fundamentals: Responsible Ship owners, Reliable Seafarers, Springer.

Kahveci, M., Lane, T, Sampson, H. (2002), Transnational Seafarer Communities, SIRC: Cardiff University, March.

Lijun T., Pengfei Z. (2021), Human Resource Management in Shipping. Issues, Challenges and Solutions

Progoulaki, M. (2011), Managing Multicultural Human Resources: integrated management practices and strategies for competitive advantage, in M.F. Rizzo and A. Gallo (eds.), Human Capital and Resources: Developments, Management and Strategies, NY: Nova Publishers (pp. 1-32).

### ARTICLES

Barnett, M. L., & Pekcan, C. H. (2017). The human element in shipping. *Encyclopedia of Maritime and Offshore Engineering*, 1-10.

Brenker, M., Möckel, S., Küper, M., Schmid, S., Spann, M., & Strohschneider, S. (2017). Challenges of multinational crewing: a qualitative study with cadets. *WMU Journal of Maritime Affairs*, 16(3), 365-384.

Chow, R., Burke, C. R., & Witzke, L. C. D. (2016). A systems approach to naval crewing analysis: Coping with complexity. *Canadian Naval Review*, 11(16), 16-21.

Fan, L., Fei, J., Schriever, U., & Fan, S. (2017). The communicative competence of Chinese seafarers and their employability in the international maritime labour market. *Marine Policy*, 83, 137-145.

Kuo, S. Y., Lin, P. C., & Lu, C. S. (2017). The effects of dynamic capabilities, service capabilities, competitive advantage, and organizational performance in container shipping. *Transportation Research Part A: Policy and Practice*, 95, 356-371.

Mallam, S. C., Nazir, S., & Sharma, A. (2020). The human element in future Maritime Operations—perceived impact of autonomous shipping. *Ergonomics*, 63(3), 334-345.

Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36-52.

Pantouvakis, A., and Vlachos, I. (2020). "Talent and leadership effects on sustainable performance in the maritime industry." *Transportation Research Part D: Transport and Environment* 86: 102440.

Progoulaki, M., & Theotokas, I. (2016). Managing culturally diverse maritime human resources as a shipping company's core competency. *Maritime Policy & Management*, 43(7), 860-873.

Progoulaki, M., Tsioumas, V., Voutsina, K. (2021). Turning Followers into Leaders: Commercial Shipping versus Navy. *Maritime Economics and Logistics (MEL)*.

Yao, C., & Huang, P. (2018). Effects of Leadership Style on Job Satisfaction and Intention to Stay in Shipping Industry. *Journal of Coastal Research*, 83(sp1), 796-801.

Zhao, Z., Jepsen, J. R., & Tang, L. (2016). The reform of Chinese state-owned ship crewing agencies and implications for China's seafaring labour export. *Maritime Policy & Management*, 43(6), 737-747.

<b>COMMUNICATION REQUIREMENTS:</b>	Use of appropriate academic conventions as applicable in oral and written communications.
<b>SOFTWARE REQUIREMENTS:</b>	MS Office: Word, Excel
<b>WWW RESOURCES:</b>	<a href="http://www.globalmaritimeforum.org">www.globalmaritimeforum.org</a> <a href="http://www.ilo.org">www.ilo.org</a> <a href="http://www.lloydslist.com">www.lloydslist.com</a> <a href="http://www.marineinsight.com">www.marineinsight.com</a> <a href="http://www.missiontoseafarers.org/">www.missiontoseafarers.org/</a> <a href="http://www.nautinst.org/en/Publications/the-navigator/index.cfm">www.nautinst.org/en/Publications/the-navigator/index.cfm</a> <a href="http://www.safety4sea.com">www.safety4sea.com</a> <a href="http://www.seafarersrights.org">www.seafarersrights.org</a> <a href="http://www.theseanation.gr">www.theseanation.gr</a>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. Introduction to human resource management (HRM)</li> <li>2. Introduction to crew management and Maritime HRM</li> <li>3. Describing the world maritime labour market</li> <li>4. Maritime Human Resource Planning</li> <li>5. Recruitment of ship's and shore-based personnel</li> <li>6. Selection and placement of ship's and shore-based personnel</li> <li>7. Training and development of ship's crew and shore-based personnel</li> <li>8. Performance evaluation onboard and ashore</li> <li>9. Compensation and rewards in the shipping industry</li> <li>10. Outsourcing of maritime HRM practices</li> <li>11. The competitive advantage from maritime HRM systems</li> <li>12. Multiculturalism in the shipping industry - Different aspects of the multicultural dimensions in shipping, and its correlation with safety, risk management, leadership, etc.</li> </ol>