DEREE COLLEGE SYLLABUS FOR:

MG 4168 CROSS CULTURAL MANAGEMENT IN SHIPPING

UK LEVEL: 6
UK CREDITS: 15
US CREDITS: 3/0/3

(New: Spring 2015)

PREREQUISITES:	MG 2003 Management Principles or MG 3034 Managing People and Organisations
CATALOG DESCRIPTION:	Cross cultural management principles and the impact of national cultures on management practice, with special emphasis on the shipping industry. Managerial perspective of cross cultural interaction, communication, conflict resolution, leadership and teamwork of culturally diverse crew and maritime human resources. Emphasis on the culture and structure of the multicultural crew, working teams, organizations and international assignments in shipping.
RATIONALE:	The course provides knowledge and understanding of the cultural concept and the dynamics of cross cultural teams in the shipping industry, and empowers students to handle a broad array of cultural differences in increasingly complex working environment of the maritime sector, and to manage cross culturalism in practice. The shipping sector is highly globalized and the maritime labor market is widely multicultural. Therefore, shipping companies are increasingly aware of the importance of cross cultural training and management. The culturally diverse working conditions on board a ship mean cross cultural competence is an essential skill in the shipping industry.
LEARNING OUTCOMES:	Upon completion of the course, students should be able to: 1. Compare and contrast the different meanings and dimensions of culture and explain their significance to management practices in the shipping industry (analysis and evaluation) 2. Analyze and integrate diverse theoretical perspectives on ways to build bridges between people from diverse cultures, with special focus on the shipping industry (analysis and synthesis) . 3. Formulate and assess strategies for managing effectively multicultural crew, international teams and projects in the shipping industry (synthesis and evaluation)
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. Throughout the lectures students develop knowledge and understanding related to the subject content. Discussions reinforce students' cognitive and key transferable skills, as well as communication skills. (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:	**Summative**: Midterm Examination; 1 hour in-class — **40%** Written Project; Individual; 2,000-2,400 words — **60%** **Formative:** Exercises, Case studies — **0%**

Mock Examination	**0%**

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.

INDICATIVE READING:

REQUIRED READING:

Thomas, C.D. and Peterson, M.F. (2014), *Cross-Cultural Management. Essential concepts*, 3rd edition, Sage Publications Inc. [ISBN: 9781452257501]

Other sources include shipping and maritime-related journals and newspaper articles, research papers and the like recommended by the instructor during the semester.

RECOMMENDED READING (in alphabetic order):

BOOKS AND REPORTS:

Barsoux, J.L. and S.C. Schneider (2002), *Managing across cultures*, Prentice Hall, New York.

Ferraro, G.P. (1998), *The cultural dimension of international business, 3rd edition,* Prentice Hall.

Hall, E.T. (1981), *Beyond Culture*, Doubleday: Anchor Books.

Hoecklin, L. (1996), *Managing Cultural Differences, Strategies for competitive advantage*, Wokingam: Addison-Wesley.

Hofstede, G. H. (1997), Cultures and organizations: software of the mind, London: McGraw- Hill.

Hofstede, G. (2001), *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organization Across Nations*, Sage: Thousands Oaks, CA.

Hofstede, G. and Hofstede, G.J. (2005), *Cultures and Organizations: Software of the Mind, 3rd Millennium Edition*. McGraw-Hill.

KNOWME (2013), *Cross Cultural Training,* free e-course, on-line textbook available at: http://knowmecct.oncampus.de

Kossek, E.E., and Lobel, S.A., (1996), *Managing Diversity, Human Resource Strategies for Transforming the Workplace*, Blackwell Business HRM.

Parsons, J., Potoker, E., and M. Progoulaki (2011), *Cross-cultural competency development for maritime professionals through education and training- Phase II,* Research project awarded by The Nippon Foundation through International Association of Maritime Universities, Memorial University, Marine and Fisheries Institute, St. John's, Newfoundland, Canada, December.

Parsons, J., Potoker, E., Progoulaki, M. and B.P. Batiduan (2010), *Cross-cultural competency development for maritime professionals through education and training- Phase I*, Research project awarded by The Nippon Foundation through International Association of Maritime Universities, Memorial University, Marine and Fisheries Institute, St. John's, Newfoundland, Canada, December.

Triandis, H.C. (1995), *Individualism and Collectivism*, Boulder, CO: Westview

Trompenaars, F. (2007), *Riding the Waves of Culture, Understanding Cultural Diversity in Business*, McGraw-Hill Companies, London, November.

PAPERS IN SCIENTIFIC JOURNALS:

Ardichvili, A. and Gasparishvili, A. (2001), Socio-Cultural Values, Internal Work Culture and Leadership Styles in Four Post-Communist Countries Russia, Georgia, Kazakhstan and the Kyrgyz Republic, *International Journal of Cross Cultural Management*, 1(2): 227-242.

Adler, N.J. (1983a), A typology of management studies involving culture, *Journal of International Business Studies*, 14(2): 29-47.

	Ashkanasy, N.M. (2002), Leadership in the Asian Century: Lessons from GLOBE, *International Journal of Organisational Behaviour*, 5(3): 150-163. Cox, T.J. and Blake, S. (1991), Managing cultural diversity: Implications for organizational competitiveness, *Academy of Management Executive*, 5(3): 45-56. Cox, T.J., Lobel, S.A., and McLeod, P.L. (1991), Effects of ethnic groups cultural differences on cooperative and competitive behavior on a group task, *Academy of Management Journal*, 34(4): 827-847. Hampden- Turner H., and F. Trompenaars (1997), Response to Geert Hofstede, *International Journal of Intercultural Relations*, 21(1): 149 -159. Hofstede, G. (1996), Riding the waves of commerce: a test of Trompenaar's "model" of national cultural differences, *International Journal of Intercultural Relations*, 20(2): 189-198. Isajiw, W.W. (2000), Approaches to ethnic conflict resolution: paradigms and principles, *International Journal of Intercultural Relations*, 24(1): 105-124. Jackson, T. (2002), The management of people across cultures: valuing people differently, *Human Resource Management*, Winter, 41(4): 455–475. Luo, Y., and Shenkar, O. (2006), The multinational corporation as a multilingual community: Language and organization in a global context, *Journal of International Business Studies*, 37: 321-339. **JOURNALS AND MAGAZINES:** Cross Cultural Management: An International Journal International Journal of Cross Cultural Management International Journal of Intercultural Relations Maritime Policy and Management WMU Journal of Maritime Affairs Marine Policy Human Resource Management Management International Review Journal of International Business Studies International Business Review European Journal of International Management
INDICATIVE MATERIAL: N/A *(E.g. audiovisual, digital material, etc.)*	**REQUIRED MATERIAL:** **RECOMMENDED MATERIAL:**
COMMUNICATION REQUIREMENTS:	Written project presented in Word. Use of proper English, both oral and written.
SOFTWARE REQUIREMENTS:	Microsoft Office: Word, Excel
WWW RESOURCES:	Geert Hofstede www.geerthofstede.com Trompenaars Hampden-Turner www.7d-culture.nl Delta Intercultural Academy www.dialogin.com Negotiation Resources www.negotiations.biz World Factbook www.cia.gov/cia/publications/factbook Seahealth www.seahealth.dk/en Fairplay www.fairplay.co.uk Lloyd's List www.lloydslist.com Tradewinds www.tradewinds.no The Maritime Executive www.maritime-executive.org Marine Log www.marinelog.com Maritime News www.maritime.com Maritime Today www.maritimetoday.com Marine Insight www.marineinsight.com

INDICATIVE CONTENT:	1. Describing culture 2. Describing cultural differences 3. Fundamentals of cross-cultural interaction 4. Cross-cultural dimensions of decision making 5. Communicating and negotiating across cultures 6. Motivation and leadership across cultures 7. Multicultural work groups and teams 8. Structure and culture of international organizations 9. International assignments 10. Cross-cultural conflict and conflict resolution 11. Multiculturalism in the shipping industry 12. Different aspects of the multicultural dimensions in shipping, and its correlation with safety, risk management, leadership, etc.