

DEREE COLLEGE SYLLABUS FOR: SH 4270 MARITIME HUMAN RESOURCE MANAGEMENT		3/0/3										
(Previously: MG 4270 MARITIME HUMAN RESOURCE MANAGEMENT) (Updated: FALL 2026)		UK LEVEL: 4 UK CREDITS: 15										
PREREQUISITES:	SH 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:	<i>As a result of taking this course, the student should be able to:</i> 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. 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: • Classes: Classes consist of lectures, discussions, case study analyses and the carrying of a major research project. • 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. • Use of Blackboard: The instructor will post lecture notes, additional teaching material and readings, as well as assignments instructions and announcements.											
ASSESSMENT:	Summative:<table><tr><td>1st assessment: (1 hour).</td><td>40%</td></tr><tr><td></td><td></td></tr><tr><td>Final assessment: Final Examination (2 hours)</td><td>60%</td></tr></table> Formative:<table><tr><td>Exercises, case studies</td><td>0%</td></tr><tr><td>Mock examination</td><td>0%</td></tr></table>		1 st assessment: (1 hour).	40%			Final assessment: Final Examination (2 hours)	60%	Exercises, case studies	0%	Mock examination	0%
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	The formative “exercises, case studies and mock examination” aim to prepare students for the examination. The 1st Assessment tests Learning Outcome 1. The Final Assessment tests all Learning Outcomes of the module. Students are required to resit failed assessment in this module
INDICATIVE READING:	REQUIRED READING: Tang, L. and Zhang, P., 2021. <i>Human resource management in shipping: Issues, challenges, and solutions</i>. Routledge. RECOMMENDED READING: <u>BOOKS</u> Wulandari, R.S., 2024. Navigating HRM Challenges in Port and Shipping Management: Insights from Maritime Institute Graduates. <i>Dinasti International Journal of Education Management & Social Science</i>, 5(6). <u>ARTICLES</u> • Theotokas, I.N., Lagoudis, I.N. and Raftopoulou, K., 2024. Challenges of maritime human resource management for the transition to shipping digitalization. <i>Journal of Shipping and Trade</i>, 9(1), p.6. • Aydoğan, E. and Arslan, Ö., 2021. HRM practices and organizational commitment link: maritime scope. <i>International journal of organizational analysis</i>, 29(1), pp.260-276. • Karakasnakı, M., 2024. Exploring ethical leadership and green human resource management for social sustainable performance improvement: evidence from the Greek maritime industry. <i>Industrial and Commercial Training</i>, 56(4), pp.328-342.
INDICATIVE MATERIAL: (e.g. audiovisual, digital material, etc.)	REQUIRED MATERIAL: RECOMMENDED MATERIAL:
COMMUNICATION REQUIREMENTS:	Use of appropriate academic conventions as applicable in oral and
SOFTWARE REQUIREMENTS:	MS Office and Blackboard CMS
WWW RESOURCES:	www.globalmaritimeforum.org www.ilo.org www.lloydslist.com www.marineinsight.com www.missiontoseafarers.org/ www.nautinst.org/en/Publications/the-navigator/index.cfm www.safety4sea.com www.seafarersrights.org www.theseanation.gr
INDICATIVE CONTENT:	1. Introduction to human resource management (HRM) 2. Introduction to crew management and Maritime HRM 3. Describing the world maritime labour market 4. Maritime Human Resource Planning

	5. Recruitment of ship's and shore-based personnel 6. Selection and placement of ship's and shore-based personnel 7. Training and development of ship's crew and shore-based personnel 8. Performance evaluation onboard and ashore 9. Compensation and rewards in the shipping industry 10. Outsourcing of maritime HRM practices 11. The competitive advantage from maritime HRM systems 12. Multiculturalism in the shipping industry - Different aspects of the multicultural dimensions in shipping, and its correlation with safety, risk management, leadership, etc.
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