

Course Title	Leadership, Team Building and Crew Management				
Course Code	SOM 002				
Course Type	Lectures				
Level	Postgraduate				
Year / Semester	1 <sup>st</sup> / 1 <sup>st</sup>				
Teacher's Name	Dr. Demos Petropoulos				
ECTS	10	Lecture hours (total)	10 hours	Laboratory hours (total)	6 hours
Course Purpose and Objectives	<p>The purpose of the course is to provide fundamental understanding of key management concepts including the functions of management, the role of managers in organisations, concepts pertaining to leadership and entrepreneurship, team building and crew management. Management functions such as planning, organizing, leading, staffing, co-ordinating, controlling and delegation and decentralization will be analyzed.</p> <p>Leadership, team building and the management of crew are an integral part of the management of a shipping company. Crew management is a fundamental component within ship management operations and includes - among other tasks- the employment, training, retention, safety and quality standards and performance management of the seafarers. The aim of this course is to provide students with a thorough understanding of human resource practices in maritime management and in particular with the all-important functions of crew management leadership and team building.</p> <p>Specific objectives include:</p> <ul style="list-style-type: none"> <li>• Know the key management concepts, of planning organizing, leading, staffing, co-ordinating and controlling, delegation and decentralization</li> <li>• Appreciate the role of top managers in organisations</li> </ul>				

	<ul style="list-style-type: none"> <li>• Know the key concepts of leadership and entrepreneurship</li> <li>• Understand the characteristics of leaders</li> <li>• Appreciate the importance of team building in a shipping context</li> <li>• Understand the challenges faced by companies when implementing team building practices and know the process for effective team building</li> <li>• Understand crew demand and supply issues</li> <li>• Understand the challenges and prerequisites for selecting and recruiting crew</li> <li>• Know best practices in crew recruitment and management</li> <li>• Understand crew remuneration and welfare and retention issues</li> <li>• Appreciate the importance of crew performance monitoring</li> <li>• Use best practices to develop crew management performance goals</li> <li>• Appreciate how KPIs may be used to measure crew management performance</li> <li>• Know relevant KPIs for crew performance monitoring</li> </ul>
<p><b>Learning Outcomes</b></p>	<p>By the end of the course students will be able to identify and characterize several aspects of leadership, team building and crew management.</p> <p>This course aims at describing leadership and team building concepts and in addition to provide comprehensive understanding of key crew management concepts that include the recruitment, training and retention of seafarers. In addition, the course provides a comprehensive review of crew management demand and supply issues, analyse the reasons for the shortage of qualified and competent seafarers and provide an overview of crew management operations. This will entail a detailed analysis of the factors associated with</p>

	<p>crew management that will lead to the identification of best practices in crew management operations in the context of ship operations management.</p> <p>Crew management is an integral part of shipping operations. Crew management includes the attraction, identification, selection, recruitment, training and development, employment, retention and performance management of seafarers in compliance with statutory and international regulations and in accordance with customer requirements.</p> <p>The selection process is driven by various parameters including vessel type and, preferred nationality, competence levels, trading areas, customer requirements, vessel requirements, time in rank, time with operator, time on vessel type and salary levels. Vessel type is of utmost importance during the selection process. Identifying competencies is initially based on the seafarer's past sea going experience and the need to align the seafarer's area of expertise with the recommended on-board position.</p> <p>Crew management is a multifaceted activity that requires highly qualified, knowledgeable and experienced personnel. It entails action to uphold mandatory requirements such as the development of a strategic training matrix as well as more sophisticated on-board operations.</p> <p>In addition, reference will be made to the monitoring and control of crew management practices through the development of relevant KPIs. Students will appreciate how KPIs may be used to measure crew management performance and learn relevant KPIs for crew performance monitoring.</p>		
Prerequisites		Required	None
Course Content	<ul style="list-style-type: none"> <li>• Managing</li> <li>• Management, leadership and entrepreneurship</li> </ul>		

	<ul style="list-style-type: none"> <li>• Teambuilding</li> <li>• Crew management</li> <li>• Crew recruitment and training</li> <li>• Crew management performance and monitoring</li> </ul>
Teaching Methodology	<ul style="list-style-type: none"> <li>• Audiovisual lectures</li> <li>• Exercises</li> <li>• Assignments</li> <li>• Extensive readings of the international literature</li> <li>• Live sessions</li> </ul>
Bibliography	<p>Anastasiou, J. (2017) Crew Operations Management in Visvikis, I.D. and Panayides, Ph.M. Ship Operations Management, Netherlands: Springer (chapter 4, pp. 73-98)</p> <p>Dickie, J.W. (2014) Reed's 21<sup>st</sup> Century Ship Management, (Chapter 7: Working as Part of a Team and What That Means. Chapter 8. Job Descriptions and What They Mean)</p> <p>Dyer, W. G., Dyer, W. G., &amp; Dyer, J. H. (2007). <i>Team building: Proven strategies for improving team performance</i>. San Francisco: Jossey-Bas</p> <p>Grammenos, C. Th. (ed.) (2010) The Handbook of Maritime Economics and Business (The Grammenos Library), London: LLP.</p> <p>Griffin, R.W. (2016) Fundamentals of Management, Cengage Learning: Boston USA</p> <p>Salas, E., Diazgranados, D., Klein, C., Burke, C. S., Stagl, K. C., Goodwin, G. F., &amp; Halpin, S. M. (2008). Does Team Training Improve Team Performance? A Meta-Analysis. <i>Human Factors: The Journal of the Human Factors and Ergonomics Society</i>. <b>50</b> (6): 903–933.</p>
Assessment	<p>2 Assignments: 30%</p> <p>Final Examination: 70%</p>
Language	English