

COURSE OUTLINE

(1) GENERAL

SCHOOL	Maritime and Industrial Studies		
ACADEMIC UNIT	Maritime Studies		
LEVEL OF STUDIES	Postgraduate		
COURSE CODE	MIS112	SEMESTER	1 st
COURSE TITLE	Management of Shipping Enterprises		
INDEPENDENT TEACHING ACTIVITIES <i>if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i>		WEEKLY TEACHING HOURS	CREDITS
Lectures, exercises & applications, laboratory exercises		3	5
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
COURSE TYPE <i>general background, special background, specialised general knowledge, skills development</i>	Special background		
PREREQUISITE COURSES:	No		
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	English		
IS THE COURSE OFFERED TO ERASMUS STUDENTS	No		
COURSE WEBSITE (URL)	https://eclass.unipi.gr/courses/MIS112/		

(2) LEARNING OUTCOMES

<p>Learning outcomes</p> <p><i>The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.</i></p> <p><i>Consult Appendix A</i></p> <ul style="list-style-type: none"> • <i>Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area</i> • <i>Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B</i> • <i>Guidelines for writing Learning Outcomes</i>
<p>By the end of this module, students will be able to:</p> <ul style="list-style-type: none"> • Assess and critically evaluate the forces of the business environment of shipping and the way these affect organization and management of shipping enterprises • Understand the dimensions and the contextual factors of the organisational structure of shipping enterprises • Analyse organization of shipping enterprises • Make synthesis of complex data and approaches and propose solutions for the organization and management of shipping enterprises in specific context • Work in teams to solve complex organizational problems of shipping enterprises • Understand the weaknesses and opportunities that shipping enterprises operating in

the global markets are facing

General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

Search for, analysis and synthesis of data and information, with the use of the necessary technology

Adapting to new situations

Decision-making

Working independently

Team work

Working in an international environment

Working in an interdisciplinary environment

Production of new research ideas

Project planning and management

Respect for difference and multiculturalism

Respect for the natural environment

Showing social, professional and ethical responsibility and sensitivity to gender issues

Criticism and self-criticism

Production of free, creative and inductive thinking

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Others...

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- Search for, analysis and synthesis of data and information, with the use of the necessary technology
- Adapting to new situations
- Decision-making
- Working independently
- Team work
- Working in an interdisciplinary environment
- Production of free, creative and inductive thinking

(3) SYLLABUS

1st Lecture: INTRODUCTION

Introduction in Management of Shipping Enterprises, Major ship types and Cargoes
The shipping enterprise – the categorization of shipping enterprises – systems approach to organization – framework for the analysis of organization and management of shipping enterprises. Major ship types and cargoes.

2nd Lecture: External Environment of Shipping Enterprises

The technological, legal, political, economic, cultural and social factors of the macro-environment – The immediate environment of shipping enterprises: customers, competitors, suppliers, human resources – Business environment and uncertainty

3rd Lecture: The Processes of Shipping Enterprises

The framework for analysis of shipping enterprises' processes – processes and systems of shipping enterprises.

4th Lecture: Organisation of Shipping Enterprises

The function of organization - Organizational structure of shipping enterprises – the structural dimensions of structure: formalization, centralization, complexity

5th Lecture: Contextual factors of Structure of Shipping Enterprises

The size of the enterprise – The technology level and the specialization of fleet – The environment – The strategy of the enterprise – The organizational culture of the enterprise

6th Lecture: Departmentalization of Shipping Enterprises

The different approaches to departmentalization of shipping enterprises - The functional approach – The divisional approach – The matrix approach – The geographical approach – The team approach – The network approach – Hybrid approaches

7th Lecture: Outsourcing of Processes and Activities in Shipping Enterprises

Definition of outsourcing as strategic choice – Outsourcing in shipping – Advantages and disadvantages of outsourcing – The independent ship management companies and their services

8th Lecture: Safety and Corporate Social Responsibility in Shipping Enterprises

ISM Code – The framework for analysis of CSR in shipping – The different approaches of shipping enterprises– Flags and regulations, protection of the environment and management of human resources.

9th Lecture: Voyage estimation, cost and freight/ hire collection

Fixed, operating and voyage costs – freight/ hire collection – demurrage and dispatch – voyage estimation

(4) TEACHING and LEARNING METHODS - EVALUATION

<p style="text-align: center;">DELIVERY</p> <p style="text-align: center;"><i>Face-to-face, Distance learning, etc.</i></p>	Face-to-face													
<p style="text-align: center;">USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY</p> <p style="text-align: center;"><i>Use of ICT in teaching, laboratory education, communication with students</i></p>	<p>Use of ICT in Teaching and Laboratory Education</p> <p>Use of ICT in Communication with students:</p> <ul style="list-style-type: none"> - Course's e-learning platform (messages, announcements) - E-mails 													
<p style="text-align: center;">TEACHING METHODS</p> <p><i>The manner and methods of teaching are described in detail.</i></p> <p><i>Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.</i></p> <p><i>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;"><i>Activity</i></th> <th style="text-align: center;"><i>Semester workload</i></th> </tr> </thead> <tbody> <tr> <td>Lectures, exercises & applications, laboratory exercises</td> <td style="text-align: center;">50</td> </tr> <tr> <td>Self-study</td> <td style="text-align: center;">67</td> </tr> <tr> <td>Written assignments</td> <td style="text-align: center;">15</td> </tr> <tr> <td>Final exams</td> <td style="text-align: center;">18</td> </tr> <tr> <td>Course total</td> <td style="text-align: center;">150</td> </tr> </tbody> </table>		<i>Activity</i>	<i>Semester workload</i>	Lectures, exercises & applications, laboratory exercises	50	Self-study	67	Written assignments	15	Final exams	18	Course total	150
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<p style="text-align: center;">STUDENT PERFORMANCE EVALUATION</p> <p><i>Description of the evaluation procedure</i></p> <p><i>Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other</i></p> <p><i>Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</i></p>	<p>Evaluation:</p> <ul style="list-style-type: none"> • A 2000-word individual report (40%) - Students will perform an individual assignment following the format of a case study. Students may work in groups to evaluate the case study. • Written exams- A 2hours written exam in the section of finance (40%) • Presentation in class – Students will be asked to prepare a presentation for a topic related the subjects discussed in class every week. (20%) 													

(5) ATTACHED BIBLIOGRAPHY

- Suggested bibliography:

- ✓ Theotokas, I. (2018) Management of Shipping Companies, London, Routledge, Chapter 1
- ✓ Stopford, M. (2017), 'On the future of shipping' Splash 24/7 http://splash247.com/dr-martin-stopford-future-shipping/?_lrsc=185b96ff-012a-4687-b223-73df76cc609e
- ✓ Fraunhofer CML & GL (2013), Best Practice Ship Management Study 2013. Germanischer Lloyd –Fraunhofer CML
- ✓ Drewry (2016), Consolidation in the liner industry. White paper. London: Drewry Maritime Advisors.
- ✓ Lorange, P. (2005), Shipping Company Strategies, Oxford: Elsevier
- ✓ Stopford, M. (2017), 'On the future of shipping' Splash 24/7 http://splash247.com/dr-martin-stopford-future-shipping/?_lrsc=185b96ff-012a-4687-b223-73df76cc609e
- ✓ Pantouvakis, A., & Karakasnaki, M. (2018). The human talent and its role in ISM Code effectiveness and competitiveness in the shipping industry. Maritime Policy & Management, 1-16.
- ✓ Panayides, P.M. (2003) "Competitive strategies and organizational performance in ship management", Maritime Policy & Management, 30:2, 123-140 Downard, John M. (1990), Managing Ships, Fairplay Publications.
- ✓ Lagoudis, I. N., Lalwani, C. S., Naim, M. M. (2004), A Generic Systems Model for Ocean Shipping Companies in the Bulk Sector, Transportation Journal, 43 (1), 56-76.
- ✓ Pantouvakis, A., & Karakasnaki, M. (2018). The role of agility and organisational learning culture in forming long lasting relations in shipping. International Journal of Shipping and Transport Logistics, 10(2), 160-180..
- ✓ Pantouvakis, A., & Karakasnaki, M. (2016). An empirical assessment of ISM Code effectiveness on performance: the role of ISO certification. Maritime Policy & Management, 43(7), 874-886.
- ✓ Koufopoulos, D.N., Lagoudis I.N., Syriopoulos T. and Theotokas I. (2010), 'Corporate governance and Board practices by Greek shipping management companies» CORPORATE GOVERNANCE: The International Journal of Business in Society, 10 (3), 261-278
- ✓ Theotokas I. (2007), 'On top of world shipping: Greek shipping companies organization and management» in Pallis, A., Maritime Transport: The Greek Paradigm, Elsevier, Research in Transportation Economics, 21, 63-93.
- ✓ Willingale, M., (1998), Ship Management, Lloyd's of London Press, London.

- ✓ Cariou, P. and Wolff, C.F., (2011) Ship-Owners' Decisions to Outsource Vessel Management, *Transport Reviews*, 31:6, 709-724
- ✓ Papadimitriou, G., Progoulaki, M. and Theotokas, I., (2005) 'Manning strategies in shipping: the role of outsourcing', *Proceedings of International Association of Maritime Economists (IAME) Conference, Contemporary developments in shipping: efficiency, productivity, competitiveness, Cyprus*
- ✓ King, J, – Mitroussi, K., (2003), 'Third party ship management: A Greek perspective', *Maritime Economics and Logistics*, 5, 301-310
- ✓ Lekakou, M., Theotokas, I. & Stefanidaki, E. (2016), 'Corporate Social Responsibility in the shipping industry' in Ortenblad, A. *Research Handbook on Corporate Social Responsibility in Context*. Cheltenham: Edward Elgar pp. 154-174
- ✓ Fafaliou, R., Lekakou, M., & Theotokas, I. (2005) 'Is the European shipping industry aware of corporate social responsibility? The case of the Greek-owned short-sea shipping companies', *Marine Policy*, 30 (4), pp. 412-419
- ✓ OECD, 'Corporate Responsibility: Private Initiatives and Public Goods', May, Paris, 2001
- ✓ Drobets, W., Merikas, A., Merika, A. & Tsionas, M. (2014), 'Corporate social responsibility disclosure: The case of international shipping' *Transportation Research Part E* 71, pp. 18-44.
- ✓ Hargett, T.R. & Williams, M.F. (2009), 'Wilh. Wilhelmsen Shipping Company – Moving from CSR Tradition to CSR Leadership' *Corporate Governance*. 9 (1) pp.73-82

- Related academic journals:

- ✓ *Maritime Policy & Management*, IAME
- ✓ *Maritime Economics & Logistics*, IAME
- ✓ *International Journal of Shipping and Transport Logistics*
- ✓ *WMU journal of maritime affairs*
- ✓ *Transportation Research (Parts A – F)*