

- **Type of Module: SHIPPING MANAGEMENT**

NA0016	PC (Prescribed Core Module)
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- **Level of Module**

Postgraduate

- **Year of Study** MASTER'S

- **Semester** 1st

- **Number of credits allocated** 5

- **Name of lecturer / lecturers : I. Theotokas, M. Progoulaki**

- **Description:**

Shipping companies are complex organizations that operate in a dynamic and continually changing business environment.

The specific characteristics of the shipping industry and of the companies operating in its markets do not always allow the adoption of theories and tools of Management. In many cases an adaptation is needed because of the fact that the business environment of shipping companies as well as their internal environment, create the need for adjustments. Shipping management course aims at analyzing particular aspects of the organization and management of shipping companies, combining theories, methodologies and tools of Management, Organizational Theory and Organizational Behavior, adjusting them to the specific needs of the shipping environment.

The course aims at analyzing the organizational and managerial phenomena of shipping companies in the context that the shipping markets create. Emphasis is given to the analysis of aspects related to challenges that shipping companies face in the changing business environment as well as to the analysis of practical aspects and case studies. In this context, the task environment of shipping companies and the limitations it creates to their management are analyzed.

The main topics that are examined are Introduction to the course, the business environment of shipping, Planning and decision making in shipping, Functions and operations of shipping companies, Organisation and organizational culture of shipping companies, Departmentalization of shipping companies, Outsourcing, Human resources management in shipping companies, Management of safety, quality and environmental awareness in shipping, Corporate social responsibility.

- **Prerequisites:**

N/A (Not Applicable / No Lab)

- **Module Contents (Syllabus):**

The course is structured as follows:

The first section includes lectures. In each lecture a group of students analyses an issue that is related to the subject discussed. The second section includes the exercise/short essay which is conducted during the course of the study and it is related to the sections that have been discussed during the lectures. The third section includes the writing of a paper (project) on a given subject.

	Section	Bibliography
1.	Course description Introduction – The shipping company	1 (Chapt.1), 2, 5, 15
2.	The business environment of shipping companies	1 (Chapt 1, 2 και 3), 5,
3.	A. Planning in s.c. B. Decision making in sc.	1 (Chapt. 2), 3, 7, 20, 21, 23, 33
4.	Operations of s.c.	1 (Chapt. 4), 9, 16, 34
5.	Organization of s.c.	1 (Chapt και 6), 2, 3, 4, 7, 15,
6.	Organisational culture of s.c.	1 (Chapt 6), 2, 4, 25,
7.	Departmentalization of s.c. Case studies	1 (Chapt. 7)
8.	Human Resource Management in s.c.	1 (Chapt 8 -9), 5, 6, 10, 14, 17, 32
9.	Safety, Quality and Environmental management in s.c.	1 (Chapt. 10), 27, 29
10.	A. Corporate structure and governance in s.c. B. Outsourcing in s.c.	1 (Chapt. 11), 8, 11, 13, 18, 19, 26
11.	A. Leadership, Innovation and entrepreneurship in s.c. Μελέτη Περίπτωσης B. CSR in s.c.	4, 5, 22, 28, 31, 1 (Chapt. 12), 12, 30,
12.	Papers presentation and discussion	
13.	Final exams	

Language of instruction / Γλώσσα διδασκαλίας
Greek

Name and contact info of lecturer / Στοιχεία διδάσκοντα

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Expected learning outcomes / Μαθησιακοί στόχοι

The course aims at providing the knowledge basis for the understanding of organization and management of shipping companies in the wider business environment of global shipping industry. Concurrently, the course is based on the analysis of case studies of successful shipping companies in specific sections. It is structured in a way that examines the organizational and managerial needs of the shipping companies, however, a focus is given on the companies operating in bulk shipping markets, not only because the complexity of these markets but also due to the fact that the vast majority of Greek-owned shipping companies are active in these markets.

Upon successful completion of this course students should be able to adjust theories and tools of the Management to the needs of businesses that operate in the shipping sector and to understand the organization and management of shipping companies. In addition, they should be able to understand the internal articulation and the functions of shipping companies.

Compulsory & recommended reading / Υποχρεωτική & Συνιστώμενη βιβλιογραφία

1. Theotokas I. (2011), *Organization and Management of shipping companies*, Alexandria, Athens (in Greek).
 2. Theotokas I. – Harlafti G. (2007), *Greek shipowners and shipping companies*, Alexandria, Athens (in Greek)
 3. Morgan G. (2000), *Organization*, Kastaniotis, Athens (in Greek)
 4. Robbins S.P. – Judge T.A. (2011), *Organizational Behavior*, Kritiki, Athens (in Greek)
 5. Harlaftis G., Thanopoulou H., Theotokas I. (2009), *Greek shipping. Current trends and future prospects*, Academy of Athens (In Greek).
 6. Theotokas I., Lekakou M., Pallis Th., Syriopoulos Th., Tsamourgelis I., (2008), *Greek shipping, competitiveness and employment*, Gutenberg, Athens (in Greek).
 7. Richard L. Daft, (2005) *Organisational theory and planning*, 8th US edition, Kledarithmos editions, Athens.
 8. Willingale, M., (1998), *Ship Management*, Lloyd's of London Press, London
 9. Downard, John M. (1990), *Managing Ships*, Fairplay Publications,
 10. Progoulaki M. – Theotokas I. (2010), «Human Resource Management and competitive advantage: an application of Resource-Based View in the shipping industry», *Marine Policy*, vol.34, no.3, 575-582
 11. Syriopoulos Th. - Theotokas I. (2007), «Value creation through corporate destruction? Corporate governance in shipping takeovers» *Maritime Policy and Management*, vol. 34, no. 3, 225-242.
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12. 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*, vol. 30, no. 4, pp. 412-419
13. Harlaftis, G. and Theotokas, I., (2004) «European family firms in international business: British and Greek tramp shipping firms», *Business History*, 46 (2) 219-255.
14. Theotokas I. - Progoulaki M. (2007), «Cultural diversity, manning strategies and management practices in Greek shipping», *Maritime Policy and Management*, vol.34, no. 4, 383-403
15. 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, vol. 21, 63-93.
16. Lagoudis I.N, - Theotokas, I. (2007), «Competitive advantage in the Greek shipping industry: A supply chain management approach», in Pallis, A., *Maritime Transport: The Greek Paradigm*, Elsevier, Research in Transportation Economics, vol. 21, 95-120
17. Theotokas I. – Progoulaki M. (2007), "Seafarers as a strategic resource of shipping companies: the Greek context", *International Association of Maritime Economist (IAME) Annual Conference*, Athens, Greece
18. 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*, vol 10, no 3, 261-278
19. 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
20. Frankel, E.G., (1989), "Strategic planning applied to shipping and ports", *Maritime Policy and Management*, 16 (2), 123-132.
21. Rich, C.A., (1978), "Corporate planning in shipping: relating theory to practice. Part 2: Corporate strategy" *Maritime Policy and Management*, 5, 39-50.
22. Jenssen, J.I., – T. Randoy, T.,(2002), "Factors that promote innovation in shipping companies", *Maritime Policy and Management*, 29 (2), 119-133, 2002
23. Thanopoulou, H.A, (2002), Shipping Investment: an essay on constraints, risk and attitudes. Chapter 28 in Grammenos, C. ed. *The Handbook of Maritime Economics and Business*. London: Lloyd's of London Press. pp.623-641.
24. Makridakis, S., Caloghirou, Y., Papagiannakis, L., and Trivellas, P. (1997), "The dualism of Greek firms and management: present state and future implications", *European Journal of Management*, 15 (4), 381-402.
25. Hofstede, G., (1990), "Motivation, Leadership and Organization: Do American Theories Apply Adroad? στο Pugh, D.S., *Organization Theory. Selected Readings*, Penguin, third edition
26. King, J, – Mitroussi, K., (2003), "Third party ship management: A Greek perspective", *Maritime Economics and Logistics*, 5, 301-310
27. K. Pun, R.C.M. Yam and W.G.Lewis, "Safety Management System registration in the shipping industry", *International Journal of Quality and Reliability Management*, vol. 20, no. 6, 2003, 704-721
28. Jenssen, J.I. (2003) "Innovation, capabilities and competitive advantage in Norwegian Shipping", *Maritime Policy and Management*, vol 30, no.2, 93-106
29. Chauvel, A-M., (1997), *Managing Safety and Quality in Shipping. The key to success*, The Nautical Institute.
30. OECD, "Corporate Responsibility: Private Initiatives and Public Goods", May, Paris, 2001.
31. Thanopoulou H., Theotokas I., Constantelou A., (2010), «Leading by following: innovation and post-war strategies of Greek shipowners», *International Journal of Maritime History*, XXII, no. 2, 199-255
32. E. Kahveki, T. Lane and H. Sampson, (2001), *Transnational Seafarers Communities*, Cardiff University, Seafarers International Research Centre, Cardiff
33. Koufopoulos, D.N., Lagoudis, I.N., Pastra, A., (2005), "Planning practices in the Greek ocean shipping industry", *European Business Review*, 17 (2), 151-176
34. Lagoudis, I. N., Lalwani, C. S., Naim, M. M. (2004), A Generic Systems Model for Ocean Shipping Companies in the Bulk Sector, *Transportation Journal*, Vol. 43 Issue 1, 56-76

Also, additional notes on specific issues will be provided by the instructor. For the preparation of essays supplementary literature will be used, depending on the subject. Several other Greek and foreign books and journals are available at the library. Students are given access to the presentation of each lecture, which is uploaded in the e-class.

Assessment methods & criteria / Μέθοδος & κριτήρια αξιολόγησης

Assessment is based on:

- The exercise/ short essay submitted during the course (representing 15% of overall grade);
 - Writing and presentation of a project (40%);
 - Final exam (45%).
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