280707 - Leadership and Management of Maritime Industries

Coordinating unit: 280 - FNB - Barcelona School of Nautical Studies
Teaching unit: 742 - CEN - Department of Nautical Sciences and Engineering
Academic year: 2017
Degree: MASTER'S DEGREE IN NAUTICAL SCIENCE AND MARITIME TRANSPORT MANAGEMENT (Syllabus 2016). (Teaching unit Compulsory)
MASTER'S DEGREE IN THE MANAGEMENT AND OPERATION OF MARINE ENERGY FACILITIES (Syllabus 2016). (Teaching unit Compulsory)
ECTS credits: 5  Teaching languages: Catalan, Spanish, English

Teaching staff
Coordinator: Alejandro Leon
Others: Alejandro Leon

Opening hours
Timetable: Thursday 10:00 to 12:00

Prior skills
None

Degree competences to which the subject contributes
Specific:
CE15MENTM. Lead and manage a team in the maritime field and mainly to the crew of a ship.

Generical:
CG3MENTM. Manage and exercise control the direction of the ship.

CG8MENTM. Direct, plan and supervise multidisciplinary teams.

Transversal:
CT3. TEAMWORK: Being able to work in an interdisciplinary team, whether as a member or as a leader, with the aim of contributing to projects pragmatically and responsibly and making commitments in view of the resources that are available.

Teaching methodology
MD1. Lectures
MD2. Participative lessons
MD3. Cooperative learning
MD4. Autonomous learning by solving exercises
MD5. Project-based learning

Learning objectives of the subject
- The student knows and understands advanced tools to develop leadership, teamworking and communication skills.
- Has advanced working knowledge of shipboard personnel management and training.
- Has knowledge of related international maritime conventions and recommendations, and national legislation.
- Knows and understands advanced tools to apply task and workload management.
- Knows and understands advanced tools to apply effective resource management.
- Knows and understands advanced tools to apply decision-making techniques.
- Knows and understands how motivation may affect subordinate and peer commitment and performance

On the other hand, one of the objectives of this subject is provide the knowledge, understanding and proficiency of the competency "Use of leadership and managerial skill" (20), competency required and defined in Section A-II/2 (Mandatory minimum requirements for certification of masters and chief mates on ships of 500 gross tonnage or more) of the Seafarers' Training, Certification and Watchkeeping (STCW) International Code.

This competence will be evaluated thought the simulator of navigation, in accordance of STCW Code.

Study load

| Total learning time: 45h | Hours large group: | 45h | 100.00% |
## 280707 - Leadership and Management of Maritime Industries

### Content

<table>
<thead>
<tr>
<th>Introduction</th>
<th><strong>Learning time:</strong> 12h</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Theory classes: 2h</td>
</tr>
<tr>
<td>- A knowledge of related international maritime conventions and recommendations, and national legislation</td>
<td>Practical classes: 4h</td>
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<tr>
<td>- Development, implementation, and oversight of standard operating procedures</td>
<td>Self study: 6h</td>
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<td>(this knowledge is necessary in accordance with STCW Code)</td>
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<tr>
<th>Communication</th>
<th><strong>Learning time:</strong> 16h</th>
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<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Theory classes: 2h</td>
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<tr>
<td>- Effective communication on board and ashore</td>
<td>Practical classes: 4h</td>
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<tr>
<td>o decisions reflect consideration of team experiences</td>
<td>Self study: 10h</td>
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<td>o assertiveness and leadership, including motivation</td>
<td>(this knowledge is necessary in accordance with STCW Code)</td>
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<td>o obtaining and maintaining situation awareness</td>
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<tr>
<td>- Communication barriers</td>
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<td>- Emotional Intelligence (truth and myths)</td>
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<td>- Feedback</td>
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<td>- Non-verbal communication</td>
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<td>- Risks of first impressions (halo/horns effect)</td>
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<td>- Paradigms and interpretations</td>
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<td>- NLP principles</td>
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<td>- Authority and communication gradient</td>
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<td>- Understanding (5 Why?s technique)</td>
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## Motivation

**Learning time:** 16h

- Theory classes: 2h
- Practical classes: 4h
- Self study: 10h

**Description:**
- Concept
- Intrinsic and extrinsic motivation
- Primary and Secondary Motives
- Locus of Control
- Main theories of motivation

## Effective management

**Learning time:** 18h

- Theory classes: 2h
- Practical classes: 6h
- Self study: 10h

**Description:**
- Knowledge of shipboard personnel management and training
- Ability to apply task and workload management, including:
  - Planning and co-ordination
  - Personnel assignment
  - Time and resource constraints
  - Prioritization
- Knowledge and ability to apply effective resource management: allocation, assignment, and prioritization of resources
  (this knowledge is necessary in accordance with STCW Code)

## Sense-making and decision making

**Learning time:** 10h

- Theory classes: 2h
- Practical classes: 4h
- Self study: 4h

**Description:**
- Knowledge and ability to apply decision-making techniques:
  - Situation and risk assessment
  - Identify and generate options
  - Selecting course of action
  - Evaluation of outcome effectiveness
  (this knowledge is necessary in accordance with STCW Code)
### 280707 - Leadership and Management of Maritime Industries

#### Transformational leadership and leadership development

<table>
<thead>
<tr>
<th>Learning time: 24h 30m</th>
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</thead>
<tbody>
<tr>
<td>Theory classes: 1h 30m</td>
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<tr>
<td>Practical classes: 3h</td>
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<td>Self study : 20h</td>
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**Description:**
- Knowledge and ability to develop transformational leadership

#### Innovation

<table>
<thead>
<tr>
<th>Learning time: 16h</th>
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<tr>
<td>Theory classes: 2h</td>
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<tr>
<td>Practical classes: 2h</td>
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<td>Self study : 12h</td>
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**Description:**
- Innovation Management
- Intellectual stimulation
- Culture of innovation
- Adapting to Change
- Adoption of new procedures and technology

#### Qualification system

Option A: Final Exam (100%)
Option B: Continuous Evaluation

B1: Class activities (B1a individual; B1b group) (25% & 30%)
B2: Homework activities (15%)
B3: Mid-term prove (15%)
B4: Final prove (15%)

This competency is evaluable by simulator according to the STCW code, Faculty simulators are suitable.

#### Bibliography

**Basic:**


**Complementary:**
