



Certificate No.

Registration No.

CERTIFICATE OF COMPLETION

(NMC Course no. 61)

This certificate is issued to

for having successfully completed the training in

Global Cultural Relationships

Summary of Contents:

- *Overview of Multiculturalism in the Maritime Sector*
- *Pros and Cons of a Multicultural Crew*
- *Culture and Culture Shock*
- *Impact of Culture on the Working Environment*
- *Cross Cultural Communication, Filters and Language*
- *Do's and Don't's in a Multicultural Shipping Environment Consisting of Croatian, Chinese, Japanese, Indian, Filipino, Romanian, Indonesian, Vietnamese, Russian Crew*
- *Coping with Multicultural Crews*
- *4 Levels of Cultural Awareness*
- *Case Studies*

This certificate is valid on vessels managed or manned by NYK SHIPMANAGEMENT PTE LTD.

CAPT. ELISEO Z. CLEMENTE, JR.
General Manager