Special Consideration Items
April 1, 2010

MEMORANDUM

TO: Faculty Senate

FROM: David W. Reed

Chair, Graduate Council

SUBJECT: Department of Maritime Administration request for a Master of Maritime Administration and Logistics

At its regular meeting on April 1, 2010, the Graduate Council approved the request from the Department of Maritime Administration for a Master of Maritime Administration and Logistics.

Attachment
Requested by the Department or Unit of: Maritime Administration

**Program Type, Level, Designation, Title, Description, Hours**

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Certificate Program □</th>
<th>Degree Program X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Level</td>
<td>□ Undergrad Certificate □ Grad Certificate</td>
<td>Bachelor □ Master X □ Doctoral □</td>
</tr>
<tr>
<td>Degree Designation (i.e., BS, BA, MA, MS, MAgri, Med, PhD, EdD, etc.)</td>
<td>MMAL</td>
<td></td>
</tr>
<tr>
<td>Title of proposed program:</td>
<td>Master of Maritime Administration and Logistics</td>
<td></td>
</tr>
<tr>
<td>Proposed CIP Code (if known):</td>
<td>52.0209.00</td>
<td></td>
</tr>
</tbody>
</table>

Brief program description (provide a catalog description for undergraduate and graduate certificates):
The program is a master’s degree in maritime management, commerce and policy. Emphasis will be given to transportation logistics and international business. Students will choose between two program options: shipping and port management, or policy and law.

<table>
<thead>
<tr>
<th>Minimum program semester credit hours (SCH)</th>
<th>Certificates - 12 hours*</th>
<th>Bachelors - 120 hours</th>
<th>Masters - 30 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed program hours:</td>
<td></td>
<td></td>
<td>36</td>
</tr>
</tbody>
</table>

*12 hours minimum to appear on transcript

**Off-Campus or Distance Delivery**

<table>
<thead>
<tr>
<th>% of Program a student can take off-campus or through Distance Education</th>
<th>Program Start Date</th>
<th>SACS Approval**</th>
<th>When Provost needs to inform</th>
<th>SACS</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td></td>
<td>Notification Only</td>
<td>6 months before first day of program</td>
<td></td>
</tr>
<tr>
<td>50%</td>
<td></td>
<td>Approval Required</td>
<td>6 months before first day of program</td>
<td></td>
</tr>
<tr>
<td>80%</td>
<td></td>
<td>Approval Required</td>
<td>6 months before first day of program</td>
<td></td>
</tr>
<tr>
<td>100%</td>
<td></td>
<td>Approval Required</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notification letter arranged through the Assistant Provost and sent by TAMU President.**

**Program Delivery Mode**

<table>
<thead>
<tr>
<th>X On-campus</th>
<th>Location</th>
<th>TAMU-Galveston</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Broadcast / TTVN Specific off-campus location***</th>
<th>In-State</th>
<th>Out-of-State</th>
<th>Start Date</th>
</tr>
</thead>
</table>

| Distance Education / Internet | Will this program be offered with another institution? Yes □ No □ If yes, contact Assistant Provost for additional reporting requirements. | |
| Out-of-Country                | **Is this an approved SACS location? Yes □ No □ If no, a program prospectus must be sent to SACS. Approved locations as of September 2009: TAMU-Galveston, TAMU-Qatar, University Center-The Woodlands, Dubai (EMBA)** | |

**Program Funding**

Has program funding been finalized at the department or college level? Yes X No □

If no, explain or attach budget: ____

Will new costs for the first five years of the program be under $2 million? Yes X No □

If new costs exceed $2 million, coordinating board approval is required.
Submitted by (Contact Person):

Dr. William T. McMullen
Name
Professor and Dept. Head, Maritime Administration
Title
mcmullew@tamug.edu
Email
(409)740-4854
Phone

Certification Statement
By signing below, the Dean of the College certifies the proposed program complies with coordinating board standards. If the program is delivered through Distance Education, the Dean of the College certifies that they are following the Principles of Good Practice for Academic Degree and Certificate Programs and Credit Courses Offered Electronically.

Use additional signature lines if program is between three or more departments or colleges.

3-25-2010
Signature, Department Head or Interdisciplinary Program Chair
Date
William T. McMullen
Typed or Printed Name

Chair, College Review Committee
Date
Dean of College
4/1/2010
Chair, University Curriculum Committee or Graduate Council
Date
David W. Reed
Additional Approvals Required: Faculty Senate and President.
New Program Request Form for Bachelor’s and Master’s Degrees

Administrative Information

1. **Institution**: Texas A&M University at Galveston

2. **Program Name** – Show how the program would appear on the Coordinating Board’s program inventory (e.g., *Bachelor of Business Administration degree with a major in Accounting*): Master of Maritime Administration and Logistics

3. **Proposed CIP Code**: 52.0209.00 – Transportation/Trans. Management

4. **Brief Program Description** – Describe the program and the educational objectives:

   The program is a graduate management degree that emphasizes maritime commerce. Students will complete maritime oriented courses in the areas of international trade, economics, finance, management, logistics, and policy. Students entering the program are expected to have several years experience in a maritime field, or more general management experience and a desire to enter the marine transportation field.

   The curriculum consists of 36 hours (18 courses) with the requirement that students choose to concentrate in one of two modules; shipping and port management, or policy and law. Prerequisites include courses common to most other graduate business degrees. Most students are expected to enroll for 6 credit hours each semester (fall, spring and summer), completing the program over a two year period. There is a thesis option which allows for six credits of thesis registration.

5. **Administrative Unit** – Identify where the program would fit within the organizational structure of the university (e.g., *The Department of Electrical Engineering within the College of Engineering*): The Department of Maritime Administration at Texas A&M University at Galveston.

6. **Proposed Implementation Date** – Report the first semester and year that students would enter the program: Spring Semester 2011
Program Information

I. Need

Note: Complete I.A and I.B only if preliminary authority for the program was granted more than four years ago. This includes programs for which the institution was granted broad preliminary authority for the discipline.

A. Job Market Need – Provide short- and long-term evidence of the need for graduates in the job market.

In the twenty-year period from 2000 to 2020, world trade is expected to double. The United States will fully participate in this growth. Regional limitations on growth on the East and West coast of the United States will cause a tripling of port activity on the Gulf Coast. The demand for trained maritime professionals will increase substantially. Additionally, the opening of the new and significantly larger locks of the Panama Canal in 2014 will allow much larger ships to transit the Canal and deliver greatly increased cargoes per port call. This will further complicate the management of transport functions in the coastal zone for all modes.

To assess the demand for a master’s program in Maritime Administration and Logistics, an external survey of convenience was conducted of 734 maritime industry leaders and graduates of Texas A & M University during the months of June and July, 2005. Questions on the location of courses, delivery method of courses, the technology used in the class, admission criteria and curriculum content were included in the survey. With a response rate of 34.74%, all favorable to program development, the faculty concluded that a high demand exists. Other findings of the study were:

1. Respondents fell into one of the three categories; potential students, managers of potential students and potential employers of graduates.
2. The Houston/Galveston metropolitan area was the preferred location for classes.
3. 46% of respondents anticipated employer reimbursed tuition.
4. 62% of respondents preferred a part-time educational model of the program that allowed for continued employment.
B. **Student Demand** – Provide short- and long-term evidence of demand for the program.

The Department has conducted a number of formal and informal surveys of interest and demand for this program. An important element of this analysis is the geographic distribution of demand for undergraduates who complete their degree at TAMUG. As an example, a survey in 2006 showed that 64.73% of companies that hire MARA graduates are in Texas (145 out of 224 responding). Of these 145, 64% remain in Houston. Considering, the Houston-Galveston metropolitan area, the percentage increases to 85%. On a broader scale, 81% remain on the Gulf Coast of the United States, 9% go to the East Coast, 5% go to the West Coast and 4% go to the Mid-West. There is a clear preference to remain in the Houston-Galveston area and this provides a natural source of supply of students who are familiar with the program in general.

There are currently no other graduate programs of this nature, those addressing the port and shipping industry, on the Gulf Coast, although some are being discussed. Similar accredited programs are located at Maine Maritime Academy (Castine, Maine), and the State Univ. of New York Maritime College (Bronx, N.Y.). There are no related graduate programs at Texas A&M University at Galveston. There are courses offered in logistics and business at the main campus of Texas A&M University, College Station, but they are not focused on water transport.

See Appendix D for letters of support from industry and the Mays Business School.

C. **Enrollment Projections** – Use this table to show the estimated cumulative headcount and full-time student equivalent (FTSE) enrollment for the first five years of the program. *(Include majors only and consider attrition and graduation.)*

<table>
<thead>
<tr>
<th>YEAR</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>110</td>
<td>205</td>
<td>260</td>
<td>260</td>
<td>260</td>
</tr>
<tr>
<td>FTSE</td>
<td>27.50</td>
<td>51.25</td>
<td>65.00</td>
<td>65.00</td>
<td>65.00</td>
</tr>
</tbody>
</table>
II. Quality

A. Degree Requirements – Use this table to show the degree requirements of the program. *(Modify the table as needed; if necessary, replicate the table for more than one option.)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Semester Credit Hours</th>
<th>Clock Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Education Core Curriculum <em>(Bachelor's degree only)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Required Courses</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Prescribed Electives</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Fres Electives</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Other <em>(Specify, e.g., internships, clinical work)</em> <em>(if not included above)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>36</strong></td>
<td></td>
</tr>
</tbody>
</table>

B. Curriculum – Use these tables to identify the required courses and prescribed electives of the program. Note with an asterisk (*) courses that would be added if the program is approved. *(Add and delete rows as needed. If applicable, replicate the tables for different tracks/options.)*

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Required Courses</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARA 610*</td>
<td>International Strategic Planning and Implementation</td>
<td>3</td>
</tr>
<tr>
<td>MARA 623*</td>
<td>Economic Issues in Shipping</td>
<td>3</td>
</tr>
<tr>
<td>MARA 641*</td>
<td>Financial Management in Marine Transportation</td>
<td>3</td>
</tr>
<tr>
<td>MARA 627*</td>
<td>Marketing of transportation Services</td>
<td>3</td>
</tr>
<tr>
<td>MARA 624*</td>
<td>Inter-modal Transportation Operations</td>
<td>3</td>
</tr>
<tr>
<td>MARA 636*</td>
<td>Managerial Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MARA 664*</td>
<td>Production, Operations and Logistics Management</td>
<td>3</td>
</tr>
</tbody>
</table>
Students will choose between two options: (1) Shipping and Port Management and (2) Maritime Policy and Law to satisfy the requirement for 15 credit hours of prescribed elective courses. Students may elect to write a thesis to satisfy up to six hours of prescribed electives; no more than 6 credit hours can be earned through distance learning courses.

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Prescribed Elective Courses</th>
<th>Shiping and Port Management Option</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARA 650*</td>
<td>Distribution Logistics</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 652*</td>
<td>Marine Transportation System Design and Policy</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 640*</td>
<td>Global Logistics</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 616*</td>
<td>Management of Port Facilities and Infrastructure</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 658*</td>
<td>Port Design, Planning and Security</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 660*</td>
<td>Risk Assessment and Marine Insurance</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 691*</td>
<td>Thesis</td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Prescribed Elective Courses</th>
<th>Maritime Policy and Law Option</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARA 670*</td>
<td>Coastal and Inland Waterways Transportation</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 672*</td>
<td>Maritime Global Trading System</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 604</td>
<td>Marine Natural Resource Economics</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARS 620</td>
<td>International Environmental Business Ethics</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARS 635</td>
<td>Environmental Impact Statements and NRDA</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARS 640</td>
<td>Environmental Administrative Law</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARS 660</td>
<td>Environmental Alternative Dispute Resolution</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARS 676</td>
<td>Marine Environmental Policy</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MARA 691*</td>
<td>Thesis</td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>
C. **Faculty** – Use these tables to provide information about **Core** and **Support** 
faculty. Add an asterisk (*) before the name of the individual who will have 
direct administrative responsibilities for the program. *(Add and delete rows 
as needed.)*

<table>
<thead>
<tr>
<th>Name of Core Faculty and Faculty Rank</th>
<th>Highest Degree and Awarding Institution</th>
<th>Courses Assigned In Program</th>
<th>% Time Assigned To Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>*McMullen, William Full Professor</td>
<td>PH.D., University of Wales</td>
<td>MARA 636, 652, 691</td>
<td>50%</td>
</tr>
<tr>
<td>Von Zharen, W. M. Full Professor</td>
<td>Ed.D., University of Florida; J.D. Univ. of South Carolina Law School</td>
<td>MARA 620, 640, 660, 691</td>
<td>50%</td>
</tr>
<tr>
<td>Mileski, Joan P. Associate Professor</td>
<td>PH.D., University of Texas at Arlington, CPA</td>
<td>MARA 604, 610, 640, 691</td>
<td>50%</td>
</tr>
<tr>
<td>Knox, Kris J. Senior Lecturer</td>
<td>PH.D., UT Health Science Ctr. Houston, CPA</td>
<td>MARA 627, 670, 691</td>
<td>50%</td>
</tr>
<tr>
<td>Wang, Grace Assistant Professor</td>
<td>PH.D., Texas A&amp;M University</td>
<td>MARA 623, 672, 691</td>
<td>50%</td>
</tr>
<tr>
<td>Weeks, Kelly Assistant Professor</td>
<td>PH.D., Jackson State University</td>
<td>MARA 624, 650, 658, 664, 691</td>
<td>50%</td>
</tr>
<tr>
<td>Four New Faculty in Calendar Year 2012</td>
<td>TBA</td>
<td>MARA 616, 624, 627, 652, 658, 660, 670, 691</td>
<td>50% each</td>
</tr>
<tr>
<td>One New Faculty in Calendar Year 2014</td>
<td>TBA</td>
<td>MARA 660, 670, 672, 691</td>
<td>50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Support Faculty and Faculty Rank</th>
<th>Highest Degree and Awarding Institution</th>
<th>Courses Assigned In Program</th>
<th>% Time Assigned To Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bodson, Bruce Lecturer</td>
<td>M.S. Univ. of Texas at Dallas, J.D., South Texas College of Law</td>
<td>MARS 635</td>
<td>25%</td>
</tr>
<tr>
<td>Ko, Jae-Young Assistant Professor</td>
<td>PH.D., State Univ. of New York</td>
<td>MARS 676</td>
<td>25%</td>
</tr>
<tr>
<td>Ciminoello, Vito Senior Lecturer</td>
<td>M.S. Northwestern University, C.P.A.</td>
<td>MARA 641</td>
<td>25%</td>
</tr>
<tr>
<td>Baker, Robert Lecturer</td>
<td>M.B.A. University of Houston</td>
<td>MARA 670</td>
<td>25%</td>
</tr>
</tbody>
</table>
D. Students – Describe general recruitment efforts and admission requirements. In accordance with the institution’s Uniform Recruitment and Retention Strategy, describe plans to recruit, retain, and graduate students from underrepresented groups for the program.

Recruitment Efforts – The 2005 demand assessment survey, along with unsolicited responses received by the department, have identified two primary target markets: individuals currently associated with the maritime industry interested in receiving graduate education and individuals outside the industry interested in maritime employment. Many of our alumni, along with persons with engineering backgrounds, make-up the former. The latter largely consists of individuals with general business backgrounds employed in other industries. Recruitment should not represent a problem given the number of unsolicited responses to the department over the last five years. Once the program is operational, word-of-mouth, presentations to professional associations and advertisements placed in trade journals will provide our principal source of promotion. Although there is both national and international interest expressed in the program, the majority of prospective students are expected to be recruited from the Houston/Galveston Metropolitan Area.

Admission Requirements – The requirements for admission to the program will be the same as for admission to Graduate Studies at Texas A&M University. To be admitted to graduate studies an applicant must:
1. hold a four-year baccalaureate degree or higher from a college or university of recognized standing (i.e. a degree recognized as equivalent to a baccalaureate degree awarded in the U.S.);
2. show promise of ability to pursue advanced study and research satisfactorily;
3. have had adequate preparation to enter graduate study in the field chosen; and
4. submit, with the application, acceptable scores on the Graduate Management Admission Test (GMAT).

Uniform Recruitment and Retention Strategy – Increasing retention rates, graduation rates and the number of degrees awarded is central to the student success goals of “Closing the Gap.”

The administration of the program will seek to comply with these goals as part of the overall efforts of Texas A&M University. Specific interventions will include:
1. New student orientation
2. Student advising
3. Career workshops and job fairs through the TAMUG Office of Student Affairs
4. Access to resources available through the TAMUG Writing Lab
5. Information regarding unique financial aid opportunities through the TAMUG Financial Aid Office
E. **Library** – Provide the library director’s assessment of library resources necessary for the program. Describe plans to build the library holdings to support the program.

The following report was submitted by Natalie Wiest, Librarian, Jack K. Williams Library.

The Jack K. Williams Library, including its cooperative and consortia arrangements, and the General Libraries in College Station, are more than adequate to support the needs of this program. A letter from Dr. Colleen Cook, Dean of Libraries for Texas A&M University, promising continued support of the program is provided in Appendix B.

Williams Library has been building its collection in maritime business areas since the program’s founding in the 1970s. The Librarian is unaware of any standard collection listing for this discipline.

In FY07, the Library added $3,588 of books in Maritime Administration subjects to the collection. In FY08, $5,826 was added; and in FY09 $956. To date in FY10, $2,284 has been added.

There is a separate allocation of funds to the Marine Transportation Department. Sometimes these materials are directly related to ship maintenance and navigation, but there is some overlap with MARA. For the same time period as above, $5967 was expended in FY07; $1050 in FY 08; but $0 in FY09. To date in FY10, $396 has been expended and another $1028 expenditure is pending. Please note that the low figures for purchases in FY09 are indicative of the impact of Hurricane Ike on our campus in September 2008; as well as a serious curtailment in ordering due to a staff problem within the Library.

As a guide to Transportation resources, the librarian consulted the subject listing developed by librarians in College Station, currently at: [http://library.tamu.edu/subject-guides/transportation](http://library.tamu.edu/subject-guides/transportation). In addition, the Maritime Administration faculty suggested a list of six journal titles they considered to be essential; and the Librarian has added a few titles currently held for consideration. The titles are as follows:

**Recommended by MARA Faculty:**


2. International Journal of Shipping and Transport Logistics. This new title began publication in 2008; not currently subscribed by TAMUG; proposed addition at cost of $500 year for electronic access.


Additional titles recommended by Librarian and currently held by the Library:

2. Shipping Statistics and Market Review. Contains worldwide information on merchant fleet figures, freight rate indices, statistical information on trading, shipbuilding markets, and port traffic development.
3. BMT Abstracts: international maritime technology. Contains bibliographic information providing a reference and description for technical articles, reports, conference and transaction papers on all aspects of maritime technology and transportation worldwide.
4. Transportation Research Part E: Logistics and Transportation Review.

As an estimate of the TAMUG Library’s holdings, the catalog was searched by call number ranges that would include maritime transportation and logistics. From a total of 71,608 item level records, there were 1946 in the classification for transportation and communications (HE); 195 in Commerce (HF); 1772 in Navigation and Merchant Marine (VK); and 2252 in Naval engineering and shipbuilding (VM). Most of these holdings are in paper format but increasingly the library is adding electronic books including almost a half million titles available through the College Station partnership.

F. Facilities and Equipment – Describe the availability and adequacy of facilities and equipment to support the program. Describe plans for facility and equipment improvements/additions.

The program’s facilities and equipment needs are similar to the needs of a Master in Business Administration (MBA), thus minimal. Current facilities and audio/video equipment available on the TAMUG Mitchell Campus are more than satisfactory.

G. Accreditation – If the discipline has a national accrediting body, describe plans to obtain accreditation or provide a rationale for not pursuing accreditation.

The Department of Maritime Administration is a member of the Association of Collegiate Business Schools and Programs (ACBSP) and has analyzed the undergraduate curriculum in Maritime Administration, under the rules of that Association. The undergraduate program fully complies with the requirements for accreditation. The Department has delayed formally applying for accreditation of the undergraduate program as it wanted to devote its full energies to preparing the graduate courses and related application for the new graduate degree.
The ACBSP rules require that if one business-related program in a department is accredited, all business-related programs must be accredited and it is the full intent of the Department to proceed with the accreditation of both the undergraduate and graduate programs as soon as possible, following the introduction of the proposed graduate degree scheme.

III. Costs and Funding

Five-Year Costs and Funding Sources - Use this table to show five-year costs and sources of funding for the program.

<table>
<thead>
<tr>
<th>Five-Year Costs</th>
<th>Five-Year Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>Reallocated Funds</td>
</tr>
<tr>
<td>$1,782,500</td>
<td>$132,010</td>
</tr>
<tr>
<td>Facilities and Equipment</td>
<td>Anticipated New Formula Funding(^3)</td>
</tr>
<tr>
<td>$0</td>
<td>$727,002</td>
</tr>
<tr>
<td>Library, Supplies, and Materials</td>
<td>Special Item Funding</td>
</tr>
<tr>
<td>$19,000</td>
<td></td>
</tr>
<tr>
<td>Other(^2)</td>
<td>Other(^4)</td>
</tr>
<tr>
<td>$0</td>
<td>$2,205,252</td>
</tr>
<tr>
<td>Total Costs</td>
<td>Total Funding</td>
</tr>
<tr>
<td>$1,801,500</td>
<td>$3,064,264</td>
</tr>
</tbody>
</table>

1. Report costs for new faculty hires, graduate assistants, and technical support personnel. For new faculty, prorate individual salaries as a percentage of the time assigned to the program. If existing faculty will contribute to program, include costs necessary to maintain existing programs (e.g., cost of adjunct to cover courses previously taught by faculty who would teach in new program).
2. Specify other costs here (e.g., administrative costs, travel).
3. Indicate formula funding for students new to the institution because of the program; formula funding should be included only for years three through five of the program and should reflect enrollment projections for years three through five.
4. Report other sources of funding here. In-hand grants, "likely" future grants, and designated tuition and fees can be included.
Signature Page

1. **Adequacy of Funding** – The chief executive officer shall sign the following statement:

   *I certify that the institution has adequate funds to cover the costs of the new program. Furthermore, the new program will not reduce the effectiveness or quality of existing programs at the institution.*

   
   
   
   Chief Executive Officer  
   Date

2. **Board of Regents or Designee Approval** – A member of the Board of Regents or designee shall sign the following statement:

   *On behalf of the Board of Regents, I approve the program.*

   
   
   
   Board of Regents (Designee)  
   Date of Approval

3. **Board of Regents Certification of Criteria for Commissioner of Assistant Commissioner Approval** – For a program to be approved by the Commissioner or the Assistant Commissioner for Academic Affairs and Research, the Board of Regents or designee must certify that the new program meets the eight criteria under TAC Section 5.50 (b): The criteria stipulate that the program shall:

   (1) be within the institution’s current Table of Programs;
   (2) have a curriculum, faculty, resources, support services, and other components of a degree program that are comparable to those of high quality programs in the same or similar disciplines at other institutions;
   (3) have sufficient clinical or in-service sites, if applicable, to support the program;
   (4) be consistent with the standards of the Commission of Colleges of the Southern Association of Colleges and Schools and, if applicable, with the standards or discipline-specific accrediting agencies and licensing agencies;
   (5) attract students on a long-term basis and produce graduates who would have opportunities for employment; or the program is appropriate for the development of a well-rounded array of basic baccalaureate degree programs at the institution;
   (6) not unnecessarily duplicate existing programs at other institutions;
   (7) not be dependent on future Special Item funding
   (8) have new five-year costs that would not exceed $2 million.

   *On behalf of the Board of Regents, I certify that the new program meets the criteria specified under TAC Section 5.50 (b).*

   
   
   
   Board of Regents (Designee)  
   Date
March 22, 2010

William T. Mc Mullen, Ph.D.
Professor and Head, Maritime Administration and Marine Sciences
Texas A&M University at Galveston
Post Office Box 1675
Galveston, Texas 77553

Dr. Mc Mullen,

Mays Business School supports offering the professional degree of Master of Maritime Administration and Logistics at Texas A&M University-Galveston. We find there is no objectionable overlap with curricula or courses at Mays Business School.

Regards,

Bala Shetty
Executive Associate Dean
March 2, 2010

William T. McMullen, Ph.D
Professor of Maritime Administration, Marine Transportation
and of Marine Services
Texas A & M University at Galveston
P.O. Box 1675
Galveston, TX 77553

Dear Dr. McMullen,

This is in response to your letter outlining the plan to introduce a Master of Maritime Administration and Logistics degree program at Texas A & M at Galveston next year. Please know that Kirby Inland Marine supports the mission of Texas A & M at Galveston to develop the talents of marine transportation professionals, and more specifically, the curriculum outlined in your degree discussion document for the proposed Master program.

Yours truly,

Greg Binion

cc: Joe Pyne
February 18, 2010

To the Board of Regents of the Texas A&M University System & Other Interested Parties:

It is my understanding that Texas A&M University at Galveston intends to introduce a Master of Maritime Administration and Logistics degree in 2011. The Port of Houston Authority and the Bay Area Houston Economic Partnership have partnered on various initiatives over the course of many years. Through this collaboration, we are well aware of the personnel shortage in the maritime industry, which will only be exacerbated once the widening of the Panama Canal is completed in just a few short years.

The Bay Area Houston Economic Partnership strongly endorses the implementation of this new degree program at TAMUG. It will be a welcome and important addition to the maritime curricula currently being offered within the independent school districts, community colleges, colleges and universities in Bay Area Houston.

If the region is to remain highly competitive as one of this nation’s major ports, there must be well-trained personnel to fill job vacancies. It is, therefore, in the best interests of our maritime industry and the people it serves for the proposed Master of Maritime Administration and Logistics degree at Texas A&M University at Galveston to be approved.

Sincerely,

Bob Mitchell  
President
February 17, 2010

Dr. William T. McMullen, Ph.D.
Texas A & M University at Galveston
P.O. Box 1675
Galveston, TX 77553-1675

Subject: Support for Master Program

Dear Dr. McMullen:

The maritime transportation industry is an important part of the local economy and essential to world trade. With its inherent advantages it will become even more important as global trade becomes ever more dominant and environmental concerns demand more attention. Locally the imminent widening and deepening of the Panama Canal virtually guarantees Houston and Texas as well as the whole gulf coast will take on new importance in foreign trade.

With this growth our industry must upgrade its knowledge to meet the challenges of increasingly sophisticated markets and the integration of new technology. Your forward-thinking attempt to meet the coming demand for a higher level of intellectual skills in our industry is on the mark and worthy of industry’s full support.

I am excited to hear that Texas A & M Galveston is developing a Master of Maritime Administration and Logistics degree. I have been very impressed with the quality of education of the TAMUG graduates entering our industry year after year. Many I have met are actively seeking ways to continue their education after undergraduate school. The opportunity for these outstanding students to continue their study in maritime related courses will make their skills more valuable and our industry more efficient. I applaud your efforts and offer my support in any way I can be of assistance.

Sincerely,

Robert A. Fry, Jr.
Director--Ops

Attachment D
Texas A&M University at Galveston
Attn: William T. McMullen, Ph.D.
P. O. Box 1675
Galveston, TX  77553-1675

Dr. McMullen,

As the U.S. Coast Guard Captain of the Port for Houston-Galveston, I am excited to hear about the development of new Maritime degree programs by Texas A&M University at Galveston. Maritime trade is often an underappreciated mode of transportation within the United States, but clearly accounts for more than 95% of our import and export tonnage. Offering these new degree programs will help to develop a well educated maritime manager, an occupation that has few degree or apprentice programs.

As I travel to various conferences and forums regarding the maritime industry, the “aging of the marine workforce” is often a topic of discussion. Beginning an undergraduate program can only enhance this “renewing” of the workforce, a critical element in our international stature. The complexities of port operations and shipping are incredible, even for a career U.S. Coast Guard member to fully grasp, and a review of your “Outline and Discussion” document indicates you have targeted the right subject matter. I would recommend a course on Port Security be included in the curriculum, as it has become an undeniable part of daily life on the waterfront, in all facets of operations, in the post-9/11 era.

My staff and I wholeheartedly support your initiative, and are prepared to provide guest lecturers to some of the classes you have selected as core and elective requirements. Specifically, we can most likely add value to the federal regulations, managerial decision making, and policy classes. Student inclusion in forums and conferences hosted by the local U.S. Coast Guard is also a possibility. For example, we just completed a Ports and Waterways Safety Assessment that could have easily accommodated several students as observers, and provided them insight into the challenges faced daily in a port complex the size of Houston.

Your program also will provide the opportunity for our Coast Guard personnel to further their own educations in a related maritime field, as they are able. Earning such a degree would certainly be looked upon favorably by the U.S. Coast Guard leadership.

I look forward to working closely with you as you establish the program and am available to discuss our support further via telephone.

Sincerely,

Captain Marcus E. Woodring
U. S. Coast Guard
Commander, Sector Houston-Galveston
February 22, 2010

William McMullen, Ph.D.
Texas A&M University at Galveston
P.O. Box 1675
Galveston, TX 77553-1675

Dear Dr. McMullen,

It has been brought to my attention that Texas A&M intends to introduce a Master of Maritime Administration and Logistics degree. The West Gulf Maritime Association (WGMA) enthusiastically supports this initiative. The timing of your program is great. We feel the degree plan is needed to help meet future industry workforce development and our unique requirements.

Holding courses for this Master’s program on late afternoon and evening, once a week, will assist working professionals while they pursue their careers. Students will benefit in their dual work/study environment. Employers will support students in their endeavors to sharpen their skills and expand knowledge base. The West Gulf Maritime Association, totaling over 165 plus members, is a regional nonprofit trade association serving as an advocate, training and educational group. We recognize the importance of a local graduate level program.

Wishing the best of luck in your exciting new endeavors,

Kind Regards,

Niels A. Aalund
Vice President Maritime Affairs
West Gulf Maritime Association
1717 Turning Basin Drive
Suite 200
Houston, Texas 77029-4050
naalund@wgma.org
www.wgma.org
Tel 713-715-6424
Mobile 281-687-9499
March 23, 2010

William T. McMullen, Ph.D.
Texas A & M University at Galveston
P.O. Box 1675
Galveston, TX  77553-1675

Bill,

I certainly agree with Texas A & M Galveston (TAMG) pursing the establishment of a Masters of Maritime Administration and Logistics degree. TAMG has been at the fore front of developing careers for young men and women in the maritime industry. This degree program recognizes the significance industry places of the growth and diversity of the maritime business.

Let’s take the curriculum to the next level.

Sincerely,

Albert P. Shannon
Market President
Texas A&M University

Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of Maritime Administration

   MARA 610 - International Strategic Planning and Implementation

2. Course prefix, number and complete title of course:

3. Catalog course description (not to exceed 50 words):
   An introduction to the strategic management process, with an emphasis on the maritime industry in the domestic and international context. The formulation of strategy in the context of environmental opportunities and threats, how to analyze industry competition, and how to implement strategies and build competitive advantage. Students will select a company engaged in domestic or international waterborne commerce and analyze the strategic planning processes of the firm using the standard techniques such as SWOT analysis, the Five Forces model and the Value Chain analysis.

4. Prerequisite(s):
   NA

5. Is this a variable credit course? □ Yes  ✔ No  If yes, from ______ to ______

6. Is this a repeatable course? □ Yes  ✔ No  If yes, this course may be taken ______ times.
   Will this course be repeated within the same semester? □ Yes  □ No

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix  Course #: Title (excluding punctuation)

   MARA 610  INTL STRAT PLNG & ADMIN

   Lect  Lab  SCH  CRN and Fund Code  Admin Unit  Acad. Year  FECE Code
   03  00  03  521101  01  6181409  10  010298

   Approval recommended by:
   William T. McMullen
   Department Head / Type Name & Sign
   Date

   Chair, College Review Committee
   Date

   Dean of College
   Date

   Dean of College
   Date

   Submitted to Coordinating Board by:
   Associate Director, Curricular Services

   Date  Effective Date

23 of 126 D
Course title and number  Strategic Planning MARA 610  
Term  Spring, 2011  
Meeting times and location  To be announced  

Course Description and Prerequisites

An introduction to the strategic management process, with an emphasis on the maritime industry in the domestic and international context. The formulation of strategy in the context of environmental opportunities and threats, how to analyze industry competition, and how to implement strategies and build competitive advantage. Students will select a company engaged in domestic or international waterborne commerce and analyze the strategic planning processes of the firm using the standard techniques such as SWOT analysis, the Five Forces model and the Value Chain analysis. Course prerequisites: Approval of instructor, graduate status or special approval.

Learning Outcomes or Course Objectives

COURSE OBJECTIVES
This is an integrating case course in strategic management. Next decade will be a decade of increased globalization, with managers attempting to uncover new markets, understand the forces of change affecting their businesses, develop appropriate responses, and manage global operations. This course will study the economic, political, social, environmental and the ethical forces affecting the strategic management of international maritime business.

LEARNING OBJECTIVES:

1. Content Learning Objectives (Upon completion of the course, students will be able to.....)
   
   Define strategy and describe the difference between planning and implementation
   
   Compare and Contrast the different strategic management paradigms
   
   Describe the pros and cons of maritime privatization
   
   Describe maritime business ethics paradigms
   
   Define clusters in the maritime industry
   
   Compare financial strategies in the maritime industry
   
   Complete a SWOT analysis
   
   Apply the Porter diamond to different levels of analysis
Analyze port and shipbuilding competitiveness

Describe pros and cons of various entry and exit modes

Apply the Strategic Group theory to the maritime industry

Describe agents of change in strategy in an firm

Analyze the various integration strategies including pooling

Analyze the diversification in the maritime industry

Describe logistics and technology strategies

Determine the conditions of a prisoner’s dilemma and what strategies are appropriate under these conditions

Describe the problems of the various CEO incentive systems and corporate governance

Analyze maritime labor market strategies

Apply the government-firm relationship strategy appropriate to the maritime industry

Describe innovation process in the maritime industry

Describe the regulatory framework of the maritime industry

2. Broad Skills Learning Objectives (Upon completion of the course, students will be able to…...):

Work productively in a group

Critically apply the concepts to real life case experiences through class discussions, research paper and tests

Learn to analyze and critically evaluate ideas, arguments and points of view

Instructor Information

Name: Joan P. Mileski, PhD
Telephone number: 409-740-4978
Email address: mileskij@tamug.edu
Office hours: To be announced
Office location: Kirkham 107

Textbook and/or Resource Material

Required: Articles as listed in the references at the end of the syllabus.

Required: Handouts as provided by instructor.

Grading Policies

ASSESSMENT OF LEARNING:
A. Course Requirements:

1. Class Preparation and Participation

Students can get the full benefit from the class through active participation in class discussions. There will be a strong emphasis on daily preparation and participation. You are required to be fully prepared to discuss assigned readings for each class as they apply to media articles. You will be evaluated on how well you respond orally. Further, students will be expected to turn in solutions to the various questions of the day, and you may be asked to participate in additional class activities.

Since the class participation is crucial for students' learning, class attendance is mandatory for students' success in this class. Students are evaluated for the participation according to the quality and persistence in their classroom discussion and their attendance. Absences will affect a student's final grade.

2. Written Case Assignments

Students will be required to complete 5 case analyses and submit them via email. For case analysis, students are expected to understand the facts in the case, identify problems, explore strategic alternatives, and develop strategic recommendations. An approach to case analysis might be:
1. Situation/Background - Understand both the external and internal forces about the case. They might include institutional and other environmental forces, internal structures and processes of a firm.
2. Issues - Problems that cause a search of alternatives/choices of action. A case often involves multiple issues of different degrees of importance. Learn how to differentiate among issues.
3. Alternatives - Evaluate several alternatives, along with possible outcomes.
4. Choice - Choose one alternative which meets or solves the stated problems, and defend it. Or, create your own alternative and defend it.

Cases should be no more than 5 pages, typed and doubled spaced; they should have one inch margins with font of 12 point. Staple pages together at the top and please do not use binders. The instructor can provide guidance on cases. Cases are a form of examination. If your case is late, you may submit the following class meeting for one-level grade point deduction (A becomes B, B becomes C, etc.). A case never received will be given a zero or F in the grading formula.
Tips on case format: The written cases are discussion of the issues presented by the cases; they should not be treated as short-answer questions.

* Do not restate the premises of the case unless you have a very specific reason to do so.

* Be sure to answer any specific questions asked in the case.

* If no specific questions are asked, begin by stating the principal problems or problems identified in the case. Analyze the problem(s) in light of the facts given in the case and the theories or analytical techniques discussed in the text and lectures.

3. Team Papers

This project involves team research and writing. Each team will act jointly, researching and writing, its original research work. The ultimate goal of the research project is to prepare a research paper worthy of publication.

The subject of the project is an original research project on any maritime business strategy topic. The team will develop the research question, design the project, and write the paper. Work should be divided equally among team members in research and write-up. Teams will be graded on analysis and presentation as a TEAM. Team size is limited to 4 members and can be no smaller than 3 members. Individual members will receive the same grade, unless gross lack of effort by some member(s) is obvious to the instructor. In this case, the grade of the member(s) demonstrating lack of effort, as well as the effectiveness of the team, will be discounted.

Drafts of the project will be due during the term. Feedback will be provided by the instructor on these drafts without grade. Suggestions should be incorporated into the final paper.

B. Grading Standards

20% Class participation
40% Written Case Assignments
40% Team paper

Each project and all class participation will be given one of the following letter grades:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Numerical equivalent</th>
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<tbody>
<tr>
<td>A</td>
<td>4</td>
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<tr>
<td>B</td>
<td>3</td>
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<tr>
<td>C</td>
<td>2</td>
</tr>
<tr>
<td>D</td>
<td>1</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
</tr>
</tbody>
</table>

Grading is one of the most sensitive issues a faculty member faces. Fairness in grading is the guiding objective but this has many dimensions (e.g. a student has a right to be tested only on material available through the syllabus or lectures up through the time of the examination; students in the same class should not be treated differently; students who have legitimate
absences should be offered a chance to make-up their examination, etc.) One paradox is that objective examinations (e.g. multiple choice) are, by definition, less prone to unfairness in grading than subjective (essay) examinations and cases, yet are often viewed by students as an unfair test of their knowledge of courses in which the critical parts have subjective content (e.g. decision making processes). Also a resource constraint exists: students are entitled to a careful reading of their essays but limited faculty time must be allocated over many competing uses.

There is no solution to this dilemma, just uneasy compromises. The system of grading and examination in this course has evolved through the suggestions of students. Please provide me your thoughts for improvement.

### Course Topics, Calendar of Activities, Major Assignment Dates

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
</tr>
</thead>
</table>
| Week 1 | What is Strategy?  
Moral Strategy  
Maritime Business Ethics  
Soule, 2002  
Bowman and Helfat, 2001  
DeRond and Thietart, 2007 |
| Week 2 | Efficient Markets  
Agglomeration Theory  
Maritime Privatization  
Cluster analysis in the maritime industry  
Financial Strategy  
Leggate, et.al, 2005 Chapters 1-5  
Nelson, 1990  
Hambrick and Fredrickson, 2001  
Chung and Kalinas, 2001  
Eyre, 1990  
Benito, et al., 2003  
Brett and Roe, 2006  
Knarvik and Steen, 1999 |
| Week 3 | Sustainable Competitive Advantage  
Strategy as Resources  
Port Competitiveness  
Shipbuilding Competitive Advantage  
Leggate, et. Al., 2005 Chapters 10-13  
Newbert, 2008  
Arend, 2003  
Powell, 2003  
Douglas & Ryman, 2003  
Makhija, 2003  
Powell, 2001  
Gordon, Lee and Lucas, 2005  
Chou & Chang, 2004 |
Case 1

Week 4
Industry Analysis
Maritime industry analysis
Porter, 1980
Argyres and McGahan, 2002
Barney, 2002
Brandenburger, 2002
Bachman, 2002
Austermann, 2005
Marine South East Limited, 2009

Week 5
Exit
Entry modes
Timing of entry
First Mover
Market Power in Shipping and Port Industry
Moliterno and Wiersema, 2007
Ghemawat and Nalebuff, 1985
Fuentelsaz, Gomez and Polo, 2002
Harzing, 2002
Belderbos, 2003
Ethiraj and Zhu, 2008
Frynas, Mellahi, and Pigman, 2006
Van De Voorde and Vaneislander, 2009
Ellsworth, 1978
Lombardo and Mulligan, 2003

Strategic Groups
Mileski, 2003
McNamara, Luce and Tompson, 2002
Mas-Ruiz, Nicolau-Gonzalbez, and Ruiz-Moreno, 2005
Desarbo and Grewal, 2008
Lu & Marlow, 1999
Case 2

Week 6
Global markets
Global strategy in Maritime Sector
Guisinger, 2001
Khanna and Rivkin, 2001
McKendrick, 2001
Baird, 2003

Week 7
Strategic planning process and implementation
Strategic planning – fleet operations
Lindbloom, 1952
Chakravarth and Doz, 1992
Slater, Olson, and Hult, 2006
Imai and Rivera, 2001
Case 3

**Week 8**

Strategic Change/ Consensus Formation
Avalos, et. al., 2000
Research presentation outline
Quinn, 1978
Golden and Zajac, 2001
Markoczy, 2001
Slack, et.al., 1996

**Week 9**

Organizational Structure and Strategy
Organic vs. Mechanistic
Chandler, 1991
Child and McGrath, 2001
Farjoun, 2002
Wolf & Egelhoff, 2002
Lu, 2000

**Week 10**

Mergers, Acquisitions and Strategic Alliances
Networks
Pooling Strategy
Mileski and McMullen, 2006
Mileski, Fanning, and McMullen, 2006
Koka and Prescott, 2002
Homburg and Bucerius, 2006
Uhlenbruck, Hitt, and Semandeni, 2006
Goerzen, 2007
Wang and Zajac, 2007
Slack, et. Al, 2002
Alderton & Winchester, 2002

**Week 11**

Corporate Diversification
Markides, 1995
Park, 2003
Chakrabarti, Singh, and Mahmood, 2007
Tan, 1991
Case 4

**Week 12**

Vertical linkages
Logistics and technology strategy
Leggate, et. al., 2005 Chapters 14-17
Parmigiani, 2007
Toulan, 2002
Trent and Monczka, 2002
Nickerson, Hamilton & Wada, 2001
Knavik and Steen, 2002
Reference portion of research paper due; list of all citations in APA style
Week 13
Agency issues
CEO pay and firm performance
Labor markets
Corporate Governance
Leggate, et.al., 2005 Chapter 6-9
Jensen and Meckling, 1976
Kroll, Walters, and Wright, 2008
Davidson, Nemec and Worrell, 2001
Tuschke & Sanders, 2003
Nwabueze and Mileski, 2008
RandOy, et.al, 2003
Grammenos and Choi, 1999

Week 14
Understanding Rivalry: Game theory
Competitive Research and Development and Innovation
Prisoner’s Dilemma/ Cooperation in the liner shipping industry
Entrepreneurship
Innovation
Camerer, 1991
Arend and Seale, 2005
Dosi, 1982
Tushman and Anderson, 1986
Hill & Rothaerel, 2003
Baron, 2006
Mileski and Bressler, 2008
Furger, 1997
Song & Panayides, 2002
Quartel, 2010
Jenstrom, 1978
Case 5

Week 15
Government-Firm relationship
Knowledge Management
Service Strategy
Regulatory framework of the maritime industry
Leggate, et. al, 2005 Chapters 18-21
Gomes-Casseres, 1990
Tsang, 2002
Haas and Hansen, 2007
Hult, Ketchen and Arrfelt, 2007
Kachra and White, 2008
Bowen & Hallowell, 2002
Nwabueze and Mileski, 2008
Haralambides and Yang, 2003
Thibault, et. Al., 2006
Barnes and Oloruntoba, 2005
Heaver, 2002
Other Pertinent Course Information

TEACHING STRATEGIES:

This is an activities-driven/seminar/case study class. This means students must be prepared to discuss the material upon arrival in class and apply it to the case. My philosophy for the learning environment is the role of the professor as director of learning among equals. The relationship is a partnership where each, professor and student, are fully prepared for and enthusiastically embrace, each and every learning experience. I believe that insight (truth) can be an exciting experience for faculty and students alike. I try to instill in students that they must be their own lifetime teachers continuously gathering and discarding the appropriate skill sets for life long learning, success, and service to society.

Expectations
a. Instructor
   1. Meet with students with appointments to review questions.
   2. Review and grade and projects returning detailed comments.
   3. Will direct class discussions and activities

b. Students
   1. Read book assignments in a timely fashion.
   2. Write critically analyzed exams using concepts and terms learned.
   3. Show understanding of the maritime strategy through class case participation.
   4. Will study 4 hours for every hour in class.
   5. Will present effectively orally work completed within a group.

Americans with Disabilities Act (ADA)

The following ADA Policy Statement (part of the Policy on Individual Disabling Conditions) was submitted to the University Curriculum Committee by the Department of Student Life. The policy statement was forwarded to the Faculty Senate for information. The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Counseling Office, Northern Student Center, or call (409) 740-4587.

Academic Integrity
For additional information please visit: http://www.tamu.edu/aggiehonor
“An Aggie does not lie, cheat or steal or tolerate those who do.”

Upon accepting admission to Texas A & M University at Galveston, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the TAMUG community from the requirements or the processes of the TAMUG Honor System.

For additional information please visit: http://www.tamug.edu/honorsystem/

Use of turnitin software
Turnitin is an anti-plagiarism software that scans written assignments for plagiarism with web sources, other student papers and assignments from A & M and all over the nation, and a variety of other written works. The software gives the instructor a percentage similarity between the student’s assignment and other written works. Please be assured that as long as you cite your work appropriately and give credit to your sources, that similarity alone is not enough for your work to be considered copied. Please review the Aggie Honor Code for more details on how these issues will be handled, should a cheating incident be found. You will submit the research project, to Turnitin at www.Turnitin.com. The class ID and password will be provided by the instructor.

How to Utilize Turnitin as a student:

From the main site, select “enter.”
Next, select “create a new user profile.” Create your profile. You do not need to create a new user profile if you have used turnitin before.
Next, select “user login”
Join new class using the above listed ID and password.
Select our class from the “your classes” page (see the tabs above your name if you are not already at this page).
There are seven pages for each class. The “assignments” page lists assignments. The “turnitin” page is what you will use to submit an assignment.

To submit an assignment, make sure you complete the following four steps:
1. Type in an assignment title
2. Select the appropriate assignment from the drop-down box.
3. Type in the path for your assignment (which you can do easily by browsing for it) OR cut and paste (but you cannot do both for a single assignment).
Submit by selecting the “submit” icon at the bottom of this page.

Statement on the Family Educational Rights and Privacy Act (FERPA)
FERPA is a federal law designed to protect the privacy of educational records by limiting access to these records, to establish the right of students to inspect and review their educational records and to provide guidelines for the correction of inaccurate and misleading data through informal and formal hearings. To obtain a listing of directory information or to place a hold on any or all of this information, please consult the Admissions & Records Office.
Items that can never be identified as public information are a student’s social security number or institutional identification number, citizenship, gender, grades, GPA, or class schedule. All efforts will be made in this class to protect your privacy and to ensure confidential treatment of information associated with or generated by your participation in the class.

Statement on Absences
Information concerning absences is contained in the University Student Rules Section 7. The University views class attendance as an individual student responsibility. All students are expected to attend class and to complete all assignments. Please consult the University Student Rules for reasons for excused absences, detailed procedures and deadlines as well as student grievance procedures (Part III, Section 45).

Class Atmosphere
Any true discussion involves personal exposure and risk. Your ideas may not agree with others. However, respect is required from you and thus will be given to you. Rudeness in any fashion will not be tolerated and will result in expulsion from that class meeting.

Negotiation
Any and all of the above except academic integrity is negotiable as a class with the instructor.

The content of this outline and the attached schedule are subject to change at the discretion of the professor.

Instructor’s Signature ___________________________ Date ________________

References for MARA AAA


Hambrick, Donald C. and James W. Fredrickson (2001) "Are you sure you have a strategy?" Academy of Management Executive. Vol. 15 No. 4 pp. 48-59.


Chwee-huat, Tan (1991) "International Diversification: Role of the Public Sector in Singapore," International Journal of Public Sector Management (4)2:


Nwabueze, Uche and Joan Mileski (2008)


Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration
   MARA 616 - Management of Port Facilities and Infrastructure

2. Course prefix, number and complete title of course:

3. Catalog course description (not to exceed 50 words):
   Problems associated with the management of buildings, piers, bulkheads and associated structures and connecting
   waterways focusing on corrosion, adverse affects of climate, tide and current affects, dredging cycles and related
   facilities access issues associated with structures in the coastal zone. Particular attention is paid to the
   requirements of state and federal agencies regarding equipment and facilities used in the safe loading, discharge,
   and storage of cargoes, including hazardous materials.

4. Prerequisite(s):
   NA

5. Is this a variable credit course? □ Yes ☑ No
   If yes, from ________ to ________

6. Is this a repeatable course? □ Yes ☑ No
   Will this course be repeated within the same semester? □ Yes ☑ No
   If yes, this course may be taken ________ times.

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments.
   Attach approval letters.

9. Prefix | Course # | Title (excluding punctuation)

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</tbody>
</table>

Approval recommended by:

William T. McMullen
Department Head - Type Name & Sign
Date

Chair, College Review Committee
Date

Department Head - Type Name & Sign
Date
(if cross-listed course)

Submitted to Coordinating Board by:

Associate Director, Curricular Services

Date

Effective Date

42 of 126 D
MARA 616  
Management of Port Facilities and Infrastructure  
Spring, 2011

Instructor: Dr. G. Wang, Kirkham Hall 121, 409-740-4496, email: wangw@tamug.edu

Time and Location: MW, 5:00 - 6:50 pm, CLB 210

Office Hours: MW 2:00-4:00, or by appointment

Course Description
Problems associated with the management of buildings, piers, bulkheads and associated structures and connecting waterways focusing on corrosion, adverse affects of climate, tide and current affects, dredging cycles and related facilities access issues associated with structures in the coastal zone. Particular attention is paid to the requirements of state and federal agencies regarding equipment and facilities used in the safe loading, discharge, and storage of cargoes, including hazardous materials.

Prerequisites
Approval of instructor, graduate status or special approval.

Course Objective
This course starts with an overall review of maritime transportation followed by the discussion of port infrastructure development, port facility security management, and port safety in transferring hazardous cargoes. Incorporated with case study, group discussion, and writing proposal, this course equips students with the ability to understand, identify, analyze, and find solutions to current problems related to port management in a constantly changing economy. Students with the underpinning knowledge discussed in this course should be able to answer the questions such as how to encourage growth in maritime transport through modernizing port infrastructures and equipment, how to evaluate policy and regulation on mitigating congestion of waterborne transportation, what the barrier and restrictions are in maritime channels and ports, and what procedures are to improve maritime safety as well as protect the marine environment.

Supportive Textbook
Grading and Scale
The final grade in the course will be assignment based on midterms, writing proposal, presentation, and group discussion. The final letter grade will be based on the standard scale: A if your final average is above 90, B if between 80 to 89, C if between 70 to 79, D if between 60 to 69, and F if below 60.

<table>
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<th>Assignment</th>
<th>Weight</th>
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<tr>
<td>Midterm 1</td>
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<td>Midterm 2</td>
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<tr>
<td>Writing Proposal</td>
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<tr>
<td>Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Group Discussion</td>
<td>10%</td>
</tr>
</tbody>
</table>

Writing Proposal
A writing proposal or a case study related to port facilities and infrastructure, port environmental management, facility security management, or waterway management is required to complete this course. The ultimate goal of what you write is one of the following: Can I contribute to the existing port management and operation literature? Can I efficiently solve current problems my company encountered? Can I explain or identify the challenges in port management in an always changing economy? The bottom line — Can someone easily learn from my paper? By keeping those purposes in mind, this class is designed to furnish students with the ability express complex subjects to the audience in a clear, logical, and complete way. Remember, the instructor will see only what you write, not what you meant to say. Be accurate and polish your paper. Writing proposal should be typed and no manuscript will be accepted. No late proposal will be accepted unless you have a valid university excuse.

Presentation
Under the scientific investigation, the writing proposal or a case study will address the potential solutions of the topics from an important aspect of port management. An oral research presentation is necessary to highlight what you have found and to address the issues to the professionals and the general public. It also gives you a chance to practice speaking in front of an audience. Be professional. Coming late, leaving early, or being absent during the presentation are not professional.

Strategy to success in this class
I suggest you devote a reasonable amount of time outside the regular meeting to study and prepare for this subject. Also, lectures and discussion are helpful, assuming that students have read the relevant assignments before coming to class. Office hours provide access for you to talk and work with me if you need extra help with your writing proposal. Special note: TAMU-email is the only access I will have to reach you outside the regular class time for important announcements.
Tentative Lecture Topics

Week 1 Water Transportation
Week 2 Port Operation and Challenges
Week 2 Port Capacity, Expansion and Future Growth
Issues on Port infrastructure Development
Week 3 Port and Terminal infrastructure Development
Week 4 A case study: Port of Guam/Port of Philadelphia/Port Anchorage/Hawaii Harbors
Week 5 Debate on Efficiency of Ports and Maritime Infrastructure
Week 6 Port Facilities for Ship-generated Waste and Cargo Residues — EU Legislation
Week 6 **Midterm I** — TBA
Issues on Port Facility Security
Week 7 Port Facility Security Assessment
Week 8 Security Equipment and Port Facility Security Plan
Week 9 Threat Identification, Recognition, and Response
Week 10 Port Facility Security Actions and Emergency Preparedness
Week 10 **Midterm II** — TBA
Issues on Safe Transport of Hazardous Cargoes
Week 11 Warehouses, Terminal Area and Infrastructure
Week 12 Security Provisions
Week 13 Recommendations for Regulatory Authorities and Port Authorities
Week 14 Packaged Form, Liquid Bulk, and Solid Bulk Dangerous Cargoes
Week 15 Project Presentation — Presentation Schedule TBA

Supportive Reading
1. (Week 1) U.S. water transportation statistical snapshot, 2009
2. (Week 2) Report to Congress on the performance of ports and the intermodal system, 2005
3. (Week 3) A case study of Port of Guam improvement enterprise program; A case study of Philadelphia Regional Port Authority (PRPA) marine cargo terminal project
4. (Week 4) A case study of Port of Anchorage intermodal expansion project; A case study of Hawaii harbors infrastructure expansion project
5. (Week 5) Port infrastructure: Green Paper, Summaries of EU Legislation
6. (Week 6) Port infrastructure: facilities for ship-generated waste and cargo residues
8. (Week 11) Selected literature from the bibliography of internationally recognized codes and
   guides relevant to the transport and handling of dangerous cargoes in port areas, *Revised
   Recommendations on the Safe Transport of Dangerous Cargoes and Related Activities in Port
   Areas*, Appendix 2

**Americans with Disabilities Act (ADA) Policy**
The following ADA Policy Statement (part of the Policy on Individual Disabling Conditions)
was submitted to the University Curriculum Committee by the Department of Student Life. The
policy statement was forwarded to the Faculty Senate for information. The Americans with
Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil
rights protection for persons with disabilities. Among other things, this legislation requires that
all students with disabilities be guaranteed a learning environment that provides for reasonable
accommodation of their disabilities. If you believe you have a disability requiring an
accommodation, please contact the Counseling Office, Northen Student Center, or call (409)740-
4587.

**Academic Integrity**
Aggie Honor Code

"An Aggie does not lie, cheat or steal or tolerate those who do."

Upon accepting admission to Texas A&M University, a student immediately assumes a
commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the
philosophy and rules of the Honor System. Student will be required to state their commitment on
examinations, research papers and other academic work. Ignorance of the rules does not exclude
any member of the TAMU community from the requirements or the processes of the Honor
System. For additional information please visit: www.tamu.edu/aggiehonor/

**Pledge**
"On my honor, as an Aggie, I have neither given nor received unauthorized aid on this academic
work."

**TAMUG Statement on Absences**
Information concerning absences is contained in the University Student Rules Section 7. The
University views class attendance as an individual student responsibility. All students are
expected to attend class and to complete all assignments. Please consult the University Student
Rules for reasons for excused absences, detailed procedures and deadlines as well we student
grievance procedures (Part III, Section 45)
Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration
   MARA 623 - Economic Issues in Shipping

2. Course prefix, number and complete title of course:

3. Catalog course description (not to exceed 50 words):
The role of domestic and international shipping in the American economy; discussion of the economic characteristics of waterborne transportation, including the nature of transport demand and cost functions; economic dimension of transport service; transport market structures; and transport pricing theory and practice. Emphasis on managerial implications of transport economic principles for domestic and international shipping.

4. Approval of instructor, graduate status or special approval.

5. Cross-listed with: NA

6. Is this a variable credit course? ☑ No

7. Is this a repeatable course? ☑ No

8. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

9. Approval recommended by:
   William T. McMullen
   Department Head
   Type Name & Sign
   Date

   Department Head – Type Name & Sign
   (if cross-listed course)
   Date

   Submitted to Coordinating Board by:
   Associate Director, Curricular Services
   Date

   Chair, College Review Committee
   Date

   Dean of College
   Date

   Date
   Effective Date
MARA 623
Economic Issues in Shipping
Spring, 2011

Instructor: Dr. G. Wang, Kirkham Hall 121, 409-740-4496, email: wangw@tamug.edu
Time and Location: MW, 5:00 - 6:50 pm, CLB 210
Office Hours: MW 2:00-4:00, or by appointment

Course Description
The role of domestic and international shipping in the American economy; discussion of
the economic characteristics of waterborne transportation, including the nature of
transport demand and cost functions; economic dimension of transport service; transport
market structures; and transport pricing theory and practice. Emphasis on managerial
implications of transport economic principles for domestic and international shipping.

Prerequisites:
Approval of instructor, graduate status or special approval.

Course Objective
This course starts with an overall review of maritime shipping industry and is followed
by the discussion of economic issues in individual shipping company. With the economic
framework incorporated with the real-world scenarios, group discussion and writing
proposal, this course equips students with the ability to understand, identify, analyze, and
find solutions to current problems related to shipping in a constantly changing economy.

Textbook
The required textbook is Maritime Economics by Martin Stopford, 3rd.
The supportive textbooks are as follows: US Shipping Policies and the World Market by
William A. Loveto. Shipping Finance by Stephenson Harwood, 3rd. Transportation by
John Coyle, Edward Bardi, and Robert Novack, 6th.

Grading and Scale
The final grade in the course will be based on midterms, writing proposal, presentation,
and group discussion. The final letter grade will be assignment based on the standard
scale. A if your final average is above 90, B if between 80 to 89, C if between 70 to 79, D
if between 60 to 69, and F if below 60.

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</table>
Writing Proposal
A writing proposal related to economic issues in shipping is required to complete this course. The ultimate goal of what you write is one of the following: Can I contribute to existing shipping literature? Can I efficiently solve the problem my company encountered? Can I explain or prove the trend of the industry in an always changing economy? The bottom line — Can someone easily learn from my paper? By keeping those purposes in mind, this class is designed to furnish students with the ability to express complex economic subjects to the audience in a clear, logical, and complete way. Remember, the instructor will see only what you write, not what you meant to say. Be accurate and polish your paper. Writing proposal should be typed and no manuscript will be accepted. No late proposal will be accepted unless you have a valid university excuse.

Presentation
Under the scientific investigation, the writing proposal addresses the potential solutions of the topic from an important aspect of business and economics environment. An oral research presentation is necessary to demonstrate what you have found and to address the issues to the professionals and the general public. It also gives you a chance to practice speaking in front of an audience. Be professional. Coming late, leaving early, or being absent during the presentation are not professional.

Strategy to success in this class
I suggest you devote a reasonable amount of time outside the regular meeting to study and prepare for this subject. Also, lectures and discussion are helpful, assuming that students have read the relevant assignments before coming to class. Office hours provide access for you to talk and work with me if you need extra help with your writing proposal. Special note: TAMU-email is the only access I will have to reach you outside the regular class time for important announcements.

Tentative Lecture Topics

<table>
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<tr>
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<th>Topic</th>
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<tr>
<td>1</td>
<td>Overview — Introduction to Shipping</td>
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<td>1</td>
<td>Principles of Economics in Sea Transport</td>
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<td>2</td>
<td>Historical perspectives on evolution of sea transport</td>
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<td>2</td>
<td>Maritime and International transport industry</td>
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<td>3</td>
<td>Issues on Shipping Industry</td>
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<td>Shipping Cyclical Nature</td>
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<td>4</td>
<td>Demand, Supply and Market Equilibrium Freight Rates</td>
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<td>5</td>
<td>Shipping Markets Structure</td>
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<td>6</td>
<td>Discussion I — Shipping Market Cycles versus Overall Business Cycles</td>
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<td>6</td>
<td>Midterm I — TBA</td>
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<td>6</td>
<td>Issues on Individual Shipping Company</td>
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<td>7</td>
<td>Profitability — Cost, Revenue, and Cashflow</td>
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<td>8</td>
<td>Shipping Finance — Borrowing Structure and Type of Finance</td>
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<td>9</td>
<td>Risk Assessment and Competition in Shipping</td>
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<td>10</td>
<td>Discussion II — Ship Finance in Economy Downturns</td>
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</table>
Week 10  **Midterm II — TBA**
Issues on Seaborne Trade and Transport Systems
Week 11  Geographical Framework of Worldwide Maritime Trade
Week 12  Theoretical Background of Maritime Trade and Operation
Further Economic Issues on Shipping
Week 13  United States Shipping Economics and Policies — Optional
Week 14  Port Economics and Policy — Optional
Week 15  Project Presentation — Presentation Schedule TBA

**Required Reading**
Week 1  *Transportation* by Coyle, Bardi, and Novack
Week 2  Stopford Chapter 1: Sea Transport and the Global Economy
Stopford Chapter 2: The Organization of the Shipping Market
Week 3  Stopford Chapter 3 Shipping Market Cycles
Week 4  Stopford Chapter 4 Supply, Demand, and Freight Rates
Week 5  Stopford Chapter 5 The Four Shipping Markets
Week 6  Research on Group Discussion I: Business Cycle and Economy Conditions
*Is history repeated? Cycles and recessions in shipping markets. 1929 and 2008* Alexander M. Goulielmos
Week 7  Stopford Chapter 6 Cost, revenue and Cashflow
Week 8  Stopford Chapter 7 Financing Ships and Shipping Companies
Harwood Chapter 4 Banker's Perspectives; Chapter 5 Financial Products
Week 9  Stopford Chapter 8 Risk, Return and Shipping Company Economics
Harwood Chapter 6 US Capital Market; Chapter 7 Shipping Mortgage
Week 10  Research on Group Discussion II: Ship Financing and Risk Management
*Risk analysis of the Aframax freight market and of its new building and second hand prices, 1976-2008* Alexander M. Goulielmos
Week 11  Stopford Chapter 9 The Geography of Maritime Trade
Week 12  Stopford Chapter 10 The Principles of Maritime Trade
Week 13  Loveto Chapter 2 US Shipping Policies
Loveto Chapter 13 US Shipping Policies since 1975 by Gerald Seisert
Week 14  World Bank, World Bank Port Reform Toolkit, Module 3, "Alternative port management structures and ownership models", Downloadable at
Week 15  Oral Presentation Preparation *Doing Economics* by Steven A. Greenlaw

**Journal Articles**
*Is history repeated? Cycles and recessions in shipping markets. 1929 and 2008* Alexander M. Goulielmos, IJSTL
Optimizing shipping company operations using business process modelling
D. V. Lyridis; T. Fyrvik; G N. Kapetanis; N. Ventikos; P. Anaxagorou; E. Uthaug;
H. N. Psaraftis, Maritime Policy and Management
A review of marketing for tramp shipping
Alexandros M. Goulielmos, Paraskevi Plomaritou, IJSTL
Exploring the link between oil prices and tanker rates
Angela Poulakidas; Fred Joutz, Maritime Policy and Management
Asset allocation and value at risk in shipping equity portfolios
Theodore Syriopoulos; Efthimios Roumpis, Maritime Policy and Management
An analysis of freight rate volatility in dry bulk shipping markets
Lu Jing; Peter B. Marlow; Wang Hui, Maritime Policy and Management
Value migration and profit pools in port-oriented freight systems: the implications for
new patterns of efficiency
Rae Weston; Ross Robinson, Maritime Policy and Management
A game-theoretic analysis of competition among container port hubs: the case of Busan
and Shanghai
Christopher M. Anderson; Yong-An Park; Young-Tae Chang; Chang-Ho
Yang; Tae-Woo Lee; Meifeng Luo, Maritime Policy and Management
Optimizing the transportation of international container cargoes in Korea
Hwa-Joong Kim; Young-Tae Chang; Paul T.-W. Lee; Sung-Ho Shin; Min-Jeong Kim,
Maritime Policy and Management
A comparative assessment of service quality perspectives and satisfaction in ports:
evidence from Nigeria
Chinonye Ugboma, Ogochukwu Ugboma, Bona Damachi, IJSTL
Port infrastructure efficiency: the Europe-Mediterranean case
Qianwen Liu, Francesca Medda, IJSTL
Risk analysis of the Aframax freight market and of its new building and second hand
prices, 1976-2008 and 1984-2008
Alexander M. Goulielmos, IJSTL
Competitiveness of short sea shipping and the role of port: the case of North Europe
Adolf Koi Yu Ng, Maritime Policy and Management
The size effect of a port on the container handling efficiency level and market share
intermodal transshipment flow
Jeong-Rak Sohn; Chang-Mu Jung, Maritime Policy and Management

Americans with Disabilities Act (ADA) Policy
The following ADA Policy Statement (part of the Policy on Individual Disabling
Conditions) was submitted to the University Curriculum Committee by the Department of
Student Life. The policy statement was forwarded to the Faculty Senate for
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anti-discrimination statute that provides comprehensive civil rights
protection for persons with disabilities. Among other things, this
legislation requires that all students with disabilities be guaranteed a
learning environment that provides for reasonable accommodation of their
disabilities. If you believe you have a disability requiring an
accommodation, please contact the Counseling Office, Northen Student Center,
or call (409) 740-4587.

**Academic Integrity**
Aggie Honor Code

"An Aggie does not lie, cheat or steal or tolerate those who do."

Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Student will be required to state their commitment on examinations, research papers and other academic work. Ignorance of the rules does not exclude any member of the TAMU community from the requirements or the processes of the Honor System. For additional information please visit: www.tamu.edu/aggiehonor/

**Pledge**
"On my honor, as an Aggie, I have neither given nor received unauthorized aid on this academic work."

**TAMUG Statement on Absences**
Information concerning absences is contained in the University Student Rules Section 7. The University views class attendance as an individual student responsibility. All students are expected to attend class and to complete all assignments. Please consult the University Student Rules for reasons for excused absences, detailed procedures and deadlines as well we student grievance procedures (Part III, Section 45)
Texas A&M University
Departmental Request for a New Course
Undergraduate ▪ Graduate ▪ Professional
Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration

2. Course prefix, number and complete title of course:
   MARA 624 - Intermodal Transportation Operations

3. Catalog course description (not to exceed 50 words):
   Survey of economic and operational characteristics of intermodal transportation - rail, trucking, air, shipping, and pipelines. Emphasis on the interface of surface transportation with the maritime industry; pricing strategies, cost structures, and regulatory issues.

4. Prerequisite(s):
   NA

5. Is this a variable credit course? □ Yes □ No
   If yes, from _____ to _____

6. Is this a repeatable course? □ Yes □ No
   If yes, this course may be taken _____ times.
   Will this course be repeated within the same semester? □ Yes □ No

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments.
   Attach approval letters.

9. Prefix Course #: Title (excluding punctuation)
   MARA 624 INTERMODAL TRANSPORTATION

   Lect. Lab. SCH CIP and Fund Code Admin. Unit Acad. Year IHE Code
   0 3 0 0 0 3 5 2 0 2 0 9 0 0 1 6 1 8 1 4 0 9 - 1 0 0 1 0 2 9 8

   Approval recommended by:
   William T. McMullen
   Department Head
   Date 3/23/10

   Chair, College Review Committee
   Date 3/23/10

   Department Head – Type Name & Sign
   (if cross-listed course)
   Date 3/23/10

   Dean of College
   Date

   Submitted to Coordinating Board by:
   Associate Director, Curricular Services
   Date

   Effective Date
Texas A&M University at Galveston –
Department of Maritime Administration
Spring Semester 2011
MARA 624: Intermodal Transportation Operations

Instructor: Dr. Kelly Weeks
Office: Kirkham 119
Office Hours: M,W,F 10-12:30, 2-3 (or by appointment)

Email: weeksk@tamug.edu
Phone: x4451


- There will also be various articles that will be required to reading and discussions.

Course Prerequisite: Approval of instructor, graduate status or special approval.

Course Description: Survey of economic and operational characteristics of intermodal transportation - rail, trucking, air, shipping, and pipelines. Emphasis on the interface of surface transportation with the maritime industry; pricing strategies, cost structures, and regulatory issues.

Teaching Methodology: the course will basically be one whereby the professor will assign a group leader to stimulate class discussions on topics and articles; student’s participation will be encouraged and expected. Individual as well as group interaction will be strongly encouraged. The professor will regularly give in-class work as well as out of class assignments. Furthermore, the professor will participate in the discussion offering guidance when needed.

Objectives of the Course
- To explore key managerial issues and methods for transportation firms.
- To provide an opportunity for analysis and discussion of contemporary developments, problems, and issues in carrier management.
- To provide a classroom environment that encourages the students to express and defend their views on transportation management issues.
- To familiarize the students with the academic and trade literature.
- To utilize industry guest speakers when appropriate and available.

Course Grading:

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<td>Final Exam</td>
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<td>Research Journals</td>
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<td>Homework, Quizzes, Participation</td>
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<tr>
<td><strong>Total</strong></td>
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Grading Scale
100%-90% = A
89%-80% = B
79%-70% = C
69%-60% = D
59%-00% = F
**Class Attendance and Conduct Policy:** You will be required to attend classes on a regular basis. You will need to be prepared for each class session by reading the required material from the text (as assigned in the course schedule or announced in class) and by being prepared to participate in class discussions. Students leaving early without permission will be counted as absent. You may consult the University Student Rules Section 7 for information concerning absences. Absences and tardiness may have an effect on a student’s class participation grade.

Since the course will be highly interactive and discussion oriented, you are expected to read the assigned material carefully before coming to class. You can expect to put in at least an hour of your time before each class session. Only prepared minds can participate actively in the classroom discussions and benefit from the classroom activities. Therefore, you are expected to both attend regularly and be prepared by reading the appropriate reading material (chapter of book or other assigned reading) and thinking about the reading before you come to class. The classroom atmosphere will be informal and should not be stressful to the student. You need to help me in creating such an atmosphere. Any student using obscene language or gestures will be immediately dismissed from class.

**Computer/Library Usage:** You will also be required to use word processing software for some assignments done outside of class. You may also benefit from using the Internet or other library databases for some or all of your assignments.

**Quizzes:** There may be several unannounced quizzes during the course of the semester covering the chapters from the text that have been discussed in class. You are expected to keep up with the reading and class lectures and discussion to do well on the quizzes.

**Homework Assignments:**
Your homework assignments will be as instructed. Homework will normally be handed in the next scheduled class meeting. **No homework will be accepted late, unless lateness is related to a University excused absence!!!**

**Exams:** There will be **NO MAKE-UP EXAMS**, unless the student is excused under appropriate University rules. Exams will consist of possible multiple choice, short essay, problems or discussion questions.

**Disability Clause:**
The following ADA Policy Statement (part of the Policy on Individual Disabling Conditions) was submitted to the University Curriculum Committee by the Department of Student Life. The policy statement was forwarded to the Faculty Senate for information. The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this Legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Counseling Office, Northen Student Center, or call (409)740-4587.

**TAMUG Academic Dishonesty Statement:** For many years, Aggies have followed a Code of Honor, which is stated in this very simple verse: “Aggies do not lie, cheat or steal, not do they tolerate others who do.” As such it is the responsibility of students and faculty members to help maintain scholastic integrity at the University by refusing to participate in or tolerate scholastic dishonesty. The Aggie Code of Honor and the Scholastic Dishonesty sections in the TAMUG
University Rules handbook will be the standards upon which scholastic integrity is maintained at Texas A&M University at Galveston.

**Research Articles:** All students will read research articles, even those you do not present! Each student will be assigned specific journal articles from the reading list. That student will be responsible for presenting each article in class and leading discussion. He/she may give handouts or present using PowerPoint slides etc...

Students not presenting must be familiar with the case and prepared to critically and intellectually discuss the merits or lack thereof of the paper. Presenters should submit to the instructor a copy of all handouts, slides or whatever is used. Grading will be based on many factors including but not limited to: presentation (verbal and written), preparedness and knowledge of material.

Each week will cover 3-5 reading assignments. Each presentation and discussion will last approximately 15-20 minutes.

**Chapter and Topics Schedule:** Below is a tentative schedule of what the class will be covering each meeting. It is within the professor discretion to alter or change any of the times, dates, and examination information if he/she deems it appropriate.

**Tentative Schedule**

(Subject to Change)

<table>
<thead>
<tr>
<th>Date</th>
<th>Session Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/03</td>
<td>Introductions; Course overview, article assignments</td>
</tr>
<tr>
<td>1/10</td>
<td>Ch 1: Global Economy and freight transport flows.</td>
</tr>
<tr>
<td>1/17</td>
<td>Ch 2: Shifting modes and spatial flows in N. American freight transportation.</td>
</tr>
<tr>
<td>1/24</td>
<td>Ch. 3: Intermodal freight transport in Europe</td>
</tr>
<tr>
<td>1/31</td>
<td>Ch.4: Global trade and logistics: N. American perspectives</td>
</tr>
<tr>
<td>2/7</td>
<td>Ch.5: Global trade, logistics and intermodality: European perspective</td>
</tr>
<tr>
<td>2/14</td>
<td>Ch.6: Ecommerce, logistics and the future of globalized freight.</td>
</tr>
<tr>
<td>2/21</td>
<td>Ch.7 Sustainable solutions for freight transport</td>
</tr>
<tr>
<td>2/28</td>
<td>Ch.8: Policy implications of dynamic globalized freight flows in Europe</td>
</tr>
<tr>
<td>3/7</td>
<td>Ch.9: Policy implications of dynamic globalized freight flows in N. America</td>
</tr>
<tr>
<td>3/14</td>
<td>Spring Break</td>
</tr>
<tr>
<td>3/21</td>
<td>Ch. 10: Globalized freight transport: conclusion and future research.</td>
</tr>
<tr>
<td>3/28</td>
<td>Wrap-up and possible classroom speaker</td>
</tr>
<tr>
<td>4/4</td>
<td>Last Day of Class</td>
</tr>
<tr>
<td>4/11</td>
<td>Final Examination</td>
</tr>
</tbody>
</table>
Reading Materials

1. Costing and Pricing in Transportation


2. Motor Carrier Management


3. Airline and Airport Management


4. Railroad Management


5. **Water Transportation**


6. **Information Technology in the Transportation Industry**


Texas A&M University

Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of _________________ Maritime Administration

2. Course prefix, number and complete title of course:

   MARA 627 - MARKETING OF TRANSPORTATION SERVICES

3. Catalog course description (not to exceed 50 words):

   Marketing planning and analysis applicable to the service firm; assessment of customer needs; quality control; competitive strategies; applications of marketing principles and practices to the maritime industry.

4. Prerequisite(s):

   □ NA

   Cross-listed with:

   Cross-listed courses require the signature of both department heads.

5. Is this a variable credit course? □ Yes □ No

   If yes, from ________ to ________

6. Is this a repeatable course? □ Yes □ No

   If yes, this course may be taken ________ times.

   Will this course be repeated within the same semester? □ Yes □ No

7. This course will be:

   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)

      Master of Maritime Administration and Logistics

   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix	Course #

   MARA 627 MKTG

   TRAN SERVICES

   Lect Lab SCH CIP and Fund Code

   0 3 0 0 0 3 5 2 1 4 0 1 0 0 1 6 1 8 1 4 0 9 - 1 0 0 1 0 2 9 8

   Approval recommended by:

   William T. McMullan

   Department Head - Type Name & Sign

   Date

   Chair, College Review Committee

   Date

   Dean of College

   Date

   Dean of College

   Date

   Date

   Effective Date

   Submitted to Coordinating Board by:

   Associate Director, Curricular Services

   Date
Course Syllabus
Marketing of Transportation Services
MARA 627
Spring 2011

Instructor: Joe Knox, Ph.D., C.P.A.
Office: KH 111
OFFICE HOURS: 10:00 - 11:00 and 2:00 - 3:00 MWF
OFFICE PHONE: (409) 740-4442

COURSE DESCRIPTION
Marketing planning and analysis applicable to the service firm; assessment of customer needs; quality control; competitive strategies; applications of marketing principles and practices to the maritime industry.

COURSE PREREQUISITE
Approval of instructor, graduate status or special approval.

COURSE MATERIALS

LEARNING OUTCOMES
At the end of the course, students should understand:
1. How marketing management relates to overall firm management.
2. The unique challenges involved in service marketing.
3. How to use qualitative and quantitative skills in analyzing service problems, including the service marketing mix.
4. The key issues involving service quality management.
5. The current trends and practices in global and transportation marketing.

GRADING SCALE
A 315 - 350 points
B 280 - 314 points
C 245 - 279 points
D 210 - 244 points
F 209 points and below

FINAL GRADE DETERMINATION
Mid-term exam 100 points
Final exam 100 points
Written Cases 100 points
Class Participation 50 points
Total possible points 350 points

EXAMS
The mid-term and final exams are worth 57% of your grade and will consist of a combination of essay, short answer and multiple choice questions. Students are responsible for all material covered in class discussions, readings and case assignments. Students are permitted to make up an exam only if their absence is excused under the University Rules. For more information, see the following Statement on Absences.
WRITTEN CASES
You are required to prepare two written reports on any two cases assigned
during the semester. Your report should follow a general outline
provided by the instructor and are due prior to the class period that the
case is discussed. Reports that are submitted at a later date will not
be accepted. See the last page of the syllabus for a listing of case
assignments.

CLASS PARTICIPATION
Readings from case studies and journal articles will be assigned
throughout the semester. You are expected to have fully familiarized
yourself with the reading prior to the class session that the reading is
scheduled for discussion. Students will be called on at random and asked
to give their analysis, insights and recommendations. Lack of
participation will detract from your final grade.

STATEMENT ON ABSENCES
Information concerning absences is contained in the University Student
Rules Section 7. The University views class attendance as an individual
student responsibility. All students are expected to attend class and to
complete all assignments. Please consult the University Student Rules
for reasons for excused absences, detailed procedures and deadlines as
well as student grievance procedures (Part III, Section 45).

DROPS
The policy for drops is that of the University. September __, is the
last day to drop without a record. November __, is the last day for Q
drop. An incomplete will not be given under any circumstance.

STATEMENT ON THE AMERICANS WITH DISABILITIES ACT
The Americans With Disabilities Act (ADA) is a federal anti-
discrimination statute that provides comprehensive civil rights
protection for persons with disabilities. Among other things, this
legislation requires that all students with disabilities be guaranteed a
learning environment that provides for reasonable accommodation of their
disabilities. If you believe you have a disability requiring an
accommodation, please contact the Counseling Office, Northen Student
Center, or call (409)740-4587.

AGGIE HONOR SYSTEM
Aggie Honor Code: "An Aggie does not lie, cheat, or steal or tolerate
those who do."

Upon accepting admission to Texas A&M University at Galveston, a student
immediately assumes a commitment to uphold the Honor Code, to accept
responsibility for learning, and to follow the philosophy and rules of
the Honor System. Students will be required to state their commitment on
examinations, research papers, and other academic work. Ignorance of the
rules does not exclude any member of the TAMUG community from the
requirements or the processes of the TAMUG Honor System. For additional
information see www.tamug.edu/honorsystem.

STATEMENT ON THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)
FERPA is a federal law designed to protect the privacy of educational
records by limiting access to these records, to establish the right of
students to inspect and review their educational records and to provide
guidelines for the correction of inaccurate and misleading data through informal and formal hearings. To obtain a listing of directory information or to place a hold on any or all of this information, please consult the Admissions & Records Office.

Items that can never be identified as public information are a student’s social security number or institutional identification number, citizenship, gender, grades, GPA or class schedule. All efforts will be made in this class to protect your privacy and to ensure confidential treatment of information associated with or generated by your participation in the class.

CONTACTING YOU
The department will use your NEO email address as the primary means of contacting you. Please check your email account several times a week.

<table>
<thead>
<tr>
<th>WEEK</th>
<th>CHAPTER</th>
<th>TOPIC</th>
</tr>
</thead>
</table>
| 1    | 1       | Introduction to Services Marketing  
Case: Four Customers |
| 2    | 2       | Customer Behavior in Service Encounters  
Case: Sullivan Ford Auto World |
| 3    | 3       | Developing Service Concepts  
Case: Positioning for International Expansion |
| 4    | 4       | Distributing Services through Physical and Electronic Channels |
| 5    | 5       | Pricing and Revenue Management  
Case: Accra Beach Hotel |
| 6    | 6       | Promoting the Value Proposition |
| 7    | 7       | Positioning Services  
| 8    |         | Mid-term Exam (Ch 1 through 7) |
| 9    | 8       | Designing and Managing Service Processes  
Case: Aussie Pooch Mobile |
| 10   | 9       | Balancing Demand with Service Capacity |
| 11   | 11      | Managing Service Employees  
Case: Menton Bank |
| 12   | 12      | Creating Relationships and Customer Loyalty  
Case: Hilton Worldwide Loyalty Wars |
Obtaining Customer Feedback  
*Case: The Accellion Service Guarantee*

Improving Service Quality and Productivity  

Final Exam
Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration

2. Course prefix, number and complete title of course:
   MARA 636 - Managerial Decision Making

3. Catalog course description (not to exceed 50 words):
   Construction of mathematical models of business environments; linear programming techniques; planning, analysis and control of operations in complex organizations through mathematical techniques.

4. Prerequisite(s):
   NA

5. Is this a variable credit course? □ Yes □ No If yes, from _______ to _______

6. Is this a repeatable course? □ Yes □ No If yes, this course may be taken _______ times.
   Will this course be repeated within the same semester? □ Yes □ No

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix   Course #   Title (excluding punctuation)

   MARA 636 MGRL DECISION MAKING

   Lect. Lab SCH CIP and Fund Code Admin. Unit Acad. Year ECE Code
   0 3 0 0 0 3 5 2 1 3 0 1 0 0 1 6 1 8 1 4 0 9 1 0 0 1 0 2 9 8

   Approval recommended by:

   William T. McMullen
   Department Head – Type Name & Sign
   Date

   Chair, College Review Committee
   Date

   Dean of College
   Date

   Dean of College
   Date

   Submitted to Coordinating Board by:

   Associate Director, Curricular Services
   Date
   Effective Date

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TEXAS A&M UNIVERSITY AT GALVESTON
Dr. William Mc Mullen - x4854
Department of Maritime Administration
mcuellew@tamug.edu
Office Hours: By Appointment

MARA 636 – Quantitative Managerial Decision Making
Meeting Time – T, R 3:30-4:45
Fall – 2010
Meeting Room – MERC 146

Prerequisite: Approval of instructor, graduate status or special approval.

Text: An Introduction to Management Science – Quantitative Approaches to Decision Making
12th Ed. – Anderson, Sweeney & Williams

Course Description: Construction of mathematical models of business environments; linear programming techniques; planning, analysis and control of operations in complex organizations through mathematical techniques

Management Science is also known as Decision Science, Linear Programming and Operations Research. It is a branch of mathematics that deals with the creation of mathematical models of physical situations and in this course we will focus on business decisions. The models generally allow you to optimize an outcome in a complex environment. For example, you may want to maximize profit or to minimize a cost, such as production time. Manipulation of the models allows us to answer “what if” questions. These models are important business tools as they allow us to “predict” the outcomes of different strategies that we might employ in any given business situation. Sometimes we associate probabilities with the situation. In this course, we will assume that all of the functions are on a straight line – hence the term “linear programming.” We will use the Management Scientist program to solve many of the problems in linear programming. More advanced courses in decision science are devoted exclusively to non-linear environments.

There are sections of most chapters that deal with using EXCEL to program functions that are also present in the Management Scientist. We will not program in EXCEL at all in this course. We will use some graphical techniques in early chapters, with models in two variables. You will need graph paper.

**Grading**

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hour Exams</td>
<td>45%</td>
</tr>
<tr>
<td>Cases</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Chapter Commentaries</td>
<td>15%</td>
</tr>
<tr>
<td>(Or Project)</td>
<td></td>
</tr>
</tbody>
</table>

Grades will be assigned according to the following:

- A: 90+
- B: 80-89
- C: 70-79
- D: 60-69
- F: <60
Course Objectives

Chapters 1 & 2: To understand how to establish objective functions and constraints, to graph LP problems in two variables and interpret the graph, to interpret computer-generated output and how it relates to the graphical solution in two variables.

Chapter 3: To understand how to ask “what if” questions associated with changes in the coefficients of objective functions and the value of the right hand side of a constraint. To be able to analyze more complex computer-generated outputs. To understand the use of ranges of optimality, dual prices, ranges of feasibility, and the 100% rule.

Chapter 4: To understand the application of the material in chapters 1-3 to marketing, finance and traditional operations management problems. This will include developing of financial portfolios, decisions as to whether you should make or buy a product, production scheduling and the scheduling of the workforce, and product blending.

Chapter 5: To understand how to determine the relative efficiency of operations between/among elements of the same company through Data Envelopment Analysis (DEA) and how to manage portfolios of investment using different assessments of risk.

Chapter 6: To understand how to optimize shipment and transshipment of goods, determine maximal flow and determine the shortest route to connect multiple sites.

Chapter 9: To understand how to use PERT/CPM tools and techniques, including probabilistic techniques applied under conditions of uncertainty.

Homework

You are strongly encouraged to do the assigned homework problems and we will work through selected problems in class. Tests will be based on the skills and techniques in the assigned problems. Solutions to all problems will be posted on the course website.

Cases

You are individually responsible for each case and they are due on the date specified in the syllabus or as announced in class. You may cooperate with others on each case but it is not a team project. Cases are to be prepared as a management report. The format for this report follows.

FORMAT FOR A MANAGEMENT REPORT

The case analyses are to be developed in the form of a management report that you are preparing for your boss. The essence if the report is, generally, to form a recommendation that s/he can act on. Accordingly, you need to develop these reports using the following structure:

I. Title page that states the name of the case, the name and UIN of the student who prepared it and the date that it is being submitted

II. The first section will be PROBLEM STATEMENT. In this section you summarize the elements of the case and state what you are going to do in terms of a solution.

III. The second section is APPROACH METHODOLOGY. In this section you define the variables, develop the objective function and develop the constraints.

IV. The third section is the SOLUTION. In this section you provide the Management Science printout and/or the graphical solution to the case.

V. The fourth section is the DISCUSSION. In this section, you interpret the printout and/or the graphical solution and you comment on it/discuss it as needed in response to the questions that are posed in the text. Note that a discussion is more than a simple sentence – it is an exploration and commentary that links elements together and almost inevitably requires specific references to and interpretations of
the printout from the Management Scientist or LINGO as appropriate. In many cases you are asked for a recommendation of what to do and that must be fully supported in your discussion.

**Chapter Commentaries**

At the end of each chapter you are to write a brief commentary (not more than 5 pages, single spaced) discussing how the techniques in the chapter might be applied to problems/management decisions that are found in your own organization. Be as specific as possible and provide a clear statement of the problem/issue, the manner in which it is now being approached, and how the tools and techniques of linear programming can be applied to it. (As an alternative to this aspect of the course, see the next section “Project.”)

**Project**

As an alternative to the Chapter Commentaries, you may take a management problem from your own organization and develop an approach to solve it using linear programming tools. Because these tools develop in the course of the term, you will likely be unable to start this work until after the mid-term point of the course. The project needs to be discussed with me IN ADVANCE so that we can agree on reasonable boundaries and levels of complexity. The purpose of this project is to show you a direct application of these tools to your daily work, but not to attempt to model the business environment of General Motors.

**CLASS SCHEDULE**

<table>
<thead>
<tr>
<th>Week</th>
<th>Assignment</th>
<th>Problems &amp; Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chapters 1, 2</td>
<td>Chapter 1: 4, 8, 9, 10, 11, 12, 14, 16; Review Appendix 1.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chapter 2: 4, 8, 11, 12, 19, 24, 26, 27, 31, 39, 41, 43, 54 Case: Hart Venture Capital Review Appendix 2.1</td>
</tr>
<tr>
<td>2</td>
<td>Chapter 2 Continued</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Chapter 3</td>
<td>Chapter 3: 3, 4, 5, 6, 10, 11, 15, 18, 20, 22, 32 Case: Truck Leasing</td>
</tr>
<tr>
<td>4</td>
<td>Chapter 3 Continued</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Exam #1</td>
<td>Chapters 1, 2, 3</td>
</tr>
<tr>
<td>6</td>
<td>Chapter 4</td>
<td></td>
</tr>
</tbody>
</table>
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Maritime Administration Department Policy on Contacting Students

Every student has a University-created E-mail address which the Department uses when it wishes to contact you. Please check your E-mail daily.
Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration
   MARA 640 - Global Logistics

2. Course prefix, number and complete title of course:

3. Catalog course description (not to exceed 50 words):
   Transportation and logistic activities of multinational firms with an emphasis on transportation, customer service, inventory control facility location, global sourcing, customs documentation, and the role of government in importing and exporting. Attention is given to current events and their effects on the marketing and logistics activities of U.S. based organizations.

4. Prerequisite(s):
   NA

5. Is this a variable credit course? □ Yes □ No If yes, from ______ to ______

6. Is this a repeatable course? □ Yes □ No If yes, this course may be taken ______ times.
   Will this course be repeated within the same semester? □ Yes □ No

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix: MARA Course #: 640 Title (excluding punctuation): Global Logistics

<table>
<thead>
<tr>
<th>Lect.</th>
<th>Lab</th>
<th>SCH</th>
<th>CHF and Fund Code</th>
<th>Admin Unit</th>
<th>Acad. Year</th>
<th>FICE Code</th>
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<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

Approval recommended by:
William T. McMullen
Department Head – Type Name & Sign Date

Chair, College Review Committee Date

Dean of College Date

Associate Director, Curricular Services Date

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Texas A & M University at Galveston  
Course Syllabus  
MARA 640 – Global Logistic Strategy  
Spring, 2009  
Department of Maritime Administration

INSTRUCTOR  
Joan P. Mileski, Ph.D.

MEETING TIMES AND PLACE  
One evening a week, Galveston

INSTRUCTOR INFORMATION

E-mail: mileskij@tamug.edu  
Office Phone: 409-740-4978  
Office Location: Kirkham 121  
Office Hours: Tuesdays and Thursdays 2:00 to 3:30 pm and Monday, Wednesday and Friday by appointment. I am typically in my office more than the listed hours. As such, I often have multiple distractions and perform several different functions. Therefore, if you need extended time or a personal/private conference, please make an appointment so I can commit the amount of time needed.  
Web information: I use WebCT for all my notes.  
Contacting students: The department will use your on-campus Neo Email address as the primary means of contacting you. Please check your email daily.

TEXTBOOK

Course Text

Supplementary Text

Other Required Materials
Additional article provided by instructor.

COURSE PREREQUISITES
Approval of instructor, graduate status or special approval

COURSE DESCRIPTION
Transportation and logistic activities of multinational firms with an emphasis on transportation, customer service, inventory control facility location, global sourcing, customs documentation, and the role of government in importing and exporting. Attention is given to current events and their effects on the marketing and logistics activities of U.S. based organizations.

COURSE SEQUENCE IN CURRICULUM
This course is an elective course for the Master of Maritime Administration and Logistics in the Shipping and Port Management Module.
COURSE OBJECTIVES
This is an integrating case course in global logistic strategic management. As globalization continues, managers attempt to uncover new markets, understand the forces of change affecting their businesses, develop appropriate responses, and manage global operations. This course will study the economic, political, social, environmental and the ethical forces affecting the logistics side of international business.

LEARNING OBJECTIVES:
1. Content Learning Objectives (Upon completion of the course, students will be able to.....)

   Define globalization and its impact on logistics strategy

   Define the concept of logistics “system”

   Explain how outsourcing has changed maritime logistic routes

   Apply value-added chain analysis theory to outsourcing operations and services

   Identify global market drivers

   Analyze logistics drivers and drawbacks

   Compare and contrast the different regional logistics markets (Europe, Middle East, Africa (EMEA), the Americas, and Asia Pacific (APAC) for the maritime industry

   Explain and apply the new competitive framework: the four Rs

   Compare and contrast the possible logistics strategies

   Applying service marketing strategies in logistics

   Apply the SWOT analysis methods to logistics selection processes

   Applying agility and flexibility in the selection process

   Assess risk in various logistics strategies

   Explaining the concept of time compression in supply chain and how maritime transportation is impacted

   Define and apply network management/relationship management using the multi-lens approach

   Develop benchmarks for measurement of performance of the logistics strategy including incentivization

   Explain implementation management, DCM concept and pooling strategy

   Develop an operational planning and control system with appropriate monitors

   Compare various information systems and information technologies in implementing various logistics strategies

   Design a logistics system delivering long term sustainability
2. Broad Skills Learning Objectives (Upon completion of the course, students will be able to.....)

Develop skill in expressing oneself orally and in writing

Integrate knowledge from all business disciplines and apply the concepts to logistics systems

Analyze and critically evaluate ideas, arguments, and points of view

**TOPICAL OUTLINE**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/21</td>
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Relationship management  
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Teaching Strategies  
This is a seminar class. What is meant by this is that students must be prepared to discuss the material upon arrival in class and apply it to current business situations. My philosophy for the learning environment is the role of the professor as director of learning among equals. The relationship is a partnership where each, professor and student, are fully prepared for and enthusiastically embrace, each and every learning experience. I believe that insight (truth) can be an exciting experience for faculty and students alike. I try to instill in students that they must be their own lifetime teachers continuously gathering and discarding the appropriate skill sets for life long learning, success, and service to society.  

Teaching/Learning Activities  
a. Instructor  
   1. Meet with students with appointments to review questions.  
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   1. Read book and papers assigned in a timely fashion.  
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Students can get the full benefit from the class through active participation in class discussion. There will be a strong emphasis on daily preparation and participation. You are required to be fully prepared to discuss assigned readings for each class.

Since the class participation is crucial for students' learning, class attendance is mandatory for students' success in this class. Several students will be randomly nominated to answer questions and lead discussions on the class subjects. Students are evaluated for the participation according to the quality and persistence in their classroom discussion and the attendance. Absence will affect a student's final grade.

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This course is centered on research and writing. A written report and presentation on a firm's logistics strategy for entering a market with an existing or new product is due at the end of the term. Topics will be approved by the instructor. There is no page limit/requirement.

3. Examinations

There will be two examinations during the term.

B. Grading Standards

50% GLOBAL LOGISTICS STRATEGIC PLAN
20% PARTICIPATION
30% EXAMINATIONS

Grades will be assigned as follows:

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STUDENT APPRAISAL:
Students will complete a course evaluation during the semester. These evaluation forms assist in improving course content and methodology. The faculty evaluation forms will be tabulated by the administration and reviewed by the department chair.

CLASS POLICIES

AGGIE HONOR CODE: “An Aggie does not lie, cheat or steal or tolerate those who do.”

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For additional information please visit: http://www.tamug.edu/honorsystem/

The Americans with Disabilities Act Policy Statement
The following ADA Policy Statement (part of the Policy on Individual Disabling Conditions) was submitted to the University Curriculum Committee by the Department of Student Life. The policy statement was forwarded to the Faculty Senate for information. The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Counseling Office, Northern Student Center, or call (409)740-4587.

Statement on the Family Educational Rights and Privacy Act (FERPA)
FERPA is a federal law designed to protect the privacy of educational records by limiting access to these records, to establish the right of students to inspect and review their educational records and to provide guidelines for the correction of inaccurate and misleading data through informal and formal hearings. To obtain a listing of directory information or to place a hold on any or all of this information, please consult the Admissions & Records Office.

Items that can never be identified as public information are a student’s social security number or institutional identification number, citizenship, gender, grades, GPR, or class schedule. All efforts will be made in this class to protect your privacy and to ensure confidential treatment of information associated with or generated by your participation in the class.

Class Attendance and Tardiness
Information concerning absences is contained in the University Student Rules Section 7. The University views class attendance as an individual student responsibility. All students are expected to attend class and to complete all assignments. Please consult the University Student Rules for reasons for excused absences, detailed procedures and deadlines as well as student grievance procedures (Part III, Section 45).
1. This request is submitted by the Department of Maritime Administration.

2. Course prefix, number and complete title of course: MARA 641 - Financial Management in Marine Transportation.

3. Catalog course description (not to exceed 50 words):
   Management of the corporation's sources and uses of funds with emphasis on risk and return, investment valuation, the selection of risky investment projects, capital structure, dividend policy, and methods of raising long-term capital; applications to the maritime industry are made where appropriate.

4. Prerequisite(s):
   Cross-listed with: NA

5. Is this a variable credit course? ☑ No
   If yes, from _____ to _____

6. Is this a repeatable course? ☑ No
   Will this course be repeated within the same semester? ☑ Yes ☐ No
   If yes, this course may be taken _____ times.

7. This course will be:
   a. required for students enrolled in the following degree programs(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix | Course # | Title (excluding punctuation) | Lect | Lab | SCH | CHF and Fund Code | Admin. Unit | Acad. Year | FICE Code | Level |
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</tbody>
</table>

Approval recommended by:

William T. McMullan
Department Head - Type Name & Sign
Date: 3/23/10

Chair, College Review Committee
Date: 3/27/10

Dean of College
Date: 4/14/10

Submitted to Coordinating Board by:

Associate Director, Curricular Services
Date: __________________________
Effective Date: __________________________
Course Syllabus

Financial Management in Marine Transportation
MARA 641
Spring 2011

Instructor: Joe Knox, Ph.D., C.P.A.
Office: KH 111
OFFICE HOURS: 10:00 - 11:00 and 2:00 - 3:00 MWF
OFFICE PHONE: (409) 740-4442

COURSE DESCRIPTION
Management of the corporation's sources and uses of funds with emphasis on risk and return, investment valuation, the selection of risky investment projects, capital structure, dividend policy, and methods of raising long-term capital; applications to the maritime industry are made where appropriate.

LEARNING OBJECTIVES
Students will learn to calculate and apply measurements of liquidity, solvency, and profitability from a firm's financial statements; understand time-value-of-money concepts and calculations; apply valuation techniques for stocks, bonds, and other assets; understand financing and investment decisions including the central concepts of risk and return, and cost of capital; understand and apply various capital budgeting methods; and prepare a financial forecast.

COURSE PREREQUISITES
Approval of instructor, graduate status or special approval

COURSE MATERIALS
Financial Calculator (TI-BA or HP-10B)

GRADING SCALE
A 198 - 220 points
B 176 - 197 points
C 154 - 175 points
D 132 - 153 points
F 131 points and below

FINAL GRADE DETERMINATION
Midterm exam 100 points
Final exam 100 points
Homework and attendance 20 points
Total possible points 220 points

EXAMS
Exams will consist of problems, multiple choice, and essay questions. The final exam is comprehensive, however, the chapters covered following the midterm will be given greater emphasis. Students are permitted to make up an exam only if their absence is excused under the University Rules. For more information, see the following Statement on Absences.
**HOMEWORK**

Problems from the end-pages of most chapters will be assigned. Homework is due each exam date.

**STATEMENT ON ABSENCES**

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**DROPS**

The policy for drops is that of the University. September ___, is the last day to drop without a record. November ___, is the last day for Q drop. An incomplete will not be given under any circumstance.

**ACADEMIC DISHONESTY STATEMENT**

For many years, Aggies have followed a Code of Honor, which is stated in this very simple verse: “Aggies do not lie, cheat or steal, nor do they tolerate others who do.” As such, it is the responsibility of students and faculty members to help maintain scholastic integrity at the University by refusing to participate in or tolerate scholastic dishonesty. The Aggie Code of Honor and the Scholastic Dishonesty sections in the TAMUG University Rules handbook will be the standards upon which scholastic integrity is maintained at Texas A&M University at Galveston.”

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CONTACTING YOU
The department will use your NEO email address as the primary means of contacting you. Please check your email account several times a week.

<table>
<thead>
<tr>
<th>WEEK</th>
<th>CHAPTER</th>
<th>SCHEDULE</th>
<th>TOPIC</th>
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<tr>
<td>1</td>
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<td>Overview of Financial Management</td>
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<td>Time Value of Money</td>
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<td>Financial Statements, Cash Flow, Taxes</td>
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<td>Analysis of Financial Statements</td>
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<td>14</td>
<td>Financial Forecasting</td>
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<td>6</td>
<td>5</td>
<td>Bonds Valuation</td>
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<td>7</td>
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<td>Risk, Return, CAPM</td>
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<td>Mid-term Exam (Ch 1 through 6, 14)</td>
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<td>8</td>
<td>Exam Review, Stock Valuation</td>
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<td>Cost of Capital</td>
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<td>Basics of Capital Budgeting</td>
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<td>12</td>
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<td>Cash Flow Estimation and Risk Analysis</td>
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<td>13</td>
<td>15</td>
<td>Corporate Valuation</td>
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<td>14</td>
<td>16</td>
<td>Capital Structure Decisions</td>
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<tr>
<td>15</td>
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<td>Final Exam</td>
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Texas A&M University  
Departmental Request for a New Course  
Undergraduate • Graduate • Professional  
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of  
   Maritime Administration  
   
2. Course prefix, number and complete title of course:  
   MARA 650 - Distribution Logistics  
   
3. Catalog course description (not to exceed 50 words):  
   
   Distribution logistics and the basic management of businesses; systems engineering techniques used to optimize profit and quality customer service; transportation modes, intermodal connections, inventory policies, warehousing, order processing, network design and facility management.

4. Approval of instructor, graduate status or special approval.

5. Is this a variable credit course?  
   □ Yes  
   ☑ No  
   If yes, from _____ to _____

6. Is this a repeatable course?  
   □ Yes  
   ☑ No  
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   Will this course be repeated within the same semester?  
   □ Yes  
   □ No

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---|---|---|---|---|---|---|---|---|---|---
MARA | 650 | DISTRIBUTION LOGISTICS | 0 | 0 | 3 | 5 | 2 | 0 | 2 | 0 | 3 | 0 | 0 | 1 | 6 | 1 | 8 | 1 | FICE 0 | 1 | 0 | 2 | 9 | 8

Approval recommended by:  
William T. McMullen  
Department Head  
Type Name & Sign  
3/28/10

Chair, College Review Committee  
Date  
3/28/10

Dean of College  
Date  
3/28/10

Submitted to Coordinating Board by:  
Associate Director, Curricular Services  
Date  
Effective Date
Texas A & M University at Galveston  
Course Syllabus  
MARA 650 – Distribution Logistics  
Spring, 2009  
Department of Maritime Administration

INSTRUCTOR  
Joan P. Mileski, Ph.D.

MEETING TIMES AND PLACE  
One evening a week, Galveston

INSTRUCTOR INFORMATION  
E-mail: mileskiji@tamug.edu  
Office Phone: 409-740-4978  
Office Location: Kirkham 121  
Office Hours: Tuesdays and Thursdays 2:00 to 3:30 pm and Monday, Wednesday and Friday by appointment. I am typically in my office more than the listed hours. As such, I often have multiple distractions and perform several different functions. Therefore, if you need extended time or a personal/private conference, please make an appointment so I can commit the amount of time needed.  
Web information: I use WebCT for all my notes.  
Contacting students: The department will use your on-campus Neo Email address as the primary means of contacting you. Please check your email daily.

TEXTBOOK  
Course Text  

Supplementary Text  

Other Required Materials  
Additional article provided by instructor.

COURSE PREREQUISITE  
Approval of instructor, graduate status or special approval

COURSE DESCRIPTION  
Distribution logistics and the basic management of businesses; systems engineering techniques used to optimize profit and quality customer service; transportation modes, intermodal connections, inventory policies, warehousing, order processing, network design and facility management.

COURSE SEQUENCE IN CURRICULUM  
This course is an elective course for the Master of Maritime Administration and Logistics in the Shipping and Port Management Module.
COURSE OBJECTIVES
This course focuses on the basics of logistic management. Supply chain analysis is emphasized. As globalization continues, managers attempt to uncover new markets, understand the forces of change affecting their businesses, develop appropriate responses, and manage global operations. This course will study the systems and network management required in a supply chain.

LEARNING OBJECTIVES:
1. Content Learning Objectives (Upon completion of the course, students will be able to.....)

   Explain the business case for supply chain management and the management theories associated with the value added chain

   List the characteristics of supply chain management

   Discuss the macro economic impact of effective logistics management

   Define the term logistics

   Define the scope of logistical activities and analyze a logistics system

   Describe the various techniques of logistics systems

   Use forecasting to help customers manage demand

   Identify the key steps in the order fulfillment process

   Describe the difference between logistics and marketing channels

   Identify inbound system types

   Describe the four steps for effective procurement and the appropriate criteria for evaluating vendors

   Compare and contrast domestic and global logistics

   Explain the effect of the changing legal and political environment in Europe, Asia, North America and South America

   Explain the impact of custom duties and packaging requirements

   Describe the various inventory costs and how to use logistics management to reduce carrying costs

   Describe the economic order quantity approach to inventory

   Calculate the stock point and the length of order cycles based upon the variability of demand

   Design and explain warehouse layout using the major principles, various equipment and packaging
2. Broad Skills Learning Objectives (Upon completion of the course, students will be able to.....)

Develop skill in expressing oneself orally and in writing

Integrate knowledge from all business disciplines and apply the concepts to logistics systems

Analyze and critically evaluate ideas, arguments, and points of view

**TOPICAL OUTLINE**

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B. Grading Standards

50% GLOBAL LOGISTICS STRATEGIC PLAN
20% PARTICIPATION
30% EXAMINATIONS

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Students will complete a course evaluation during the semester. These evaluation forms assist in improving course content and methodology. The faculty evaluation forms will be tabulated by the administration and reviewed by the department chair.

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Academic honesty

**AGGIE HONOR CODE:** "An Aggie does not lie, cheat or steal or tolerate those who do."

Upon accepting admission to Texas A & M University at Galveston, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the TAMUG community from the requirements or the processes of the TAMUG Honor System.

For additional information please visit: [http://www.tamug.edu/honorsystem/](http://www.tamug.edu/honorsystem/)

**The Americans with Disabilities Act Policy Statement**
The following ADA Policy Statement (part of the Policy on Individual Disabling Conditions) was submitted to the University Curriculum Committee by the Department of Student Life. The policy statement was forwarded to the Faculty Senate for information. The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Counseling Office, Northern Student Center, or call (409)740-4587.

**Statement on the Family Educational Rights and Privacy Act (FERPA)**
FERPA is a federal law designed to protect the privacy of educational records by limiting access to these records, to establish the right of students to inspect and review their educational records and to provide guidelines for the correction of inaccurate and misleading data through informal and formal hearings. To obtain a listing of directory information or to place a hold on any or all of this information, please consult the Admissions & Records Office.

Items that can never be identified as public information are a student’s social security number or institutional identification number, citizenship, gender, grades, GPR, or class schedule. All efforts will be made in this class to protect your privacy and to ensure confidential treatment of information associated with or generated by your participation in the class.

**Class Attendance and Tardiness**
Information concerning absences is contained in the University Student Rules Section 7. The University views class attendance as an individual student responsibility. All students are expected to attend class and to complete all assignments. Please consult the University Student Rules for reasons for excused absences, detailed procedures and deadlines as well as student grievance procedures (Part III, Section 45).
Class Atmosphere
Any true discussion involves personal exposure and risk. Your ideas may not agree with others. However, respect is required from you and thus will be given to you. Rudeness in any fashion will not be tolerated and will result in expulsion from that class meeting.

The content of this outline and the attached schedule are subject to change at the discretion of the professor.

_________________________________________  ______________
Instructor’s Signature                   Date
Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration
   MARA 652 - Marine Transportation System Design and Policy

2. Course prefix, number and complete title of course:

3. Catalog course description (not to exceed 50 words):
   Course Description: Interaction between shipping policy and design of marine transportation and port systems; effects of market structure on economics and finance; port performance and performance measures.

4. Prerequisite(s):
   NA

5. Is this a variable credit course? □ Yes ✔ No
   If yes, from _______ to _______

6. Is this a repeatable course? □ Yes ✔ No
   Will this course be repeated within the same semester? □ Yes □ No
   If yes, this course may be taken _______ times.

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix    Course #    Title (excluding punctuation)
    MARA 652 MARINE TRAN SYS DSGN

   Lect. Lab SCH CIP and Fund Code Admin. Unit Acad. Year FICE Code
   0 3 0 0 0 3 5 2 0 2 0 9 0 1 6 1 8 1 4 0 9 1 0 0 1 0 2 9 8

   Approval recommended by:
   William T. McMullen 3/13/10
   Department Head — Type Name & Sign
   Date

   Department Head — Type Name & Sign
   (if cross-listed course)
   Date

   Submitted to Coordinating Board by:
   Date

   Associate Director, Curricular Services

   Date

   Effective Date

   Date
TEXAS A&M UNIVERSITY AT GALVESTON
Department of Maritime Administration

Dr. W.T. Mc Mullen – x4854
mcnullen@tamu.edu

MARA 652 – Marine Transportation System Design and Policy
Meeting Time – W 6-8:30
Office Hours: By Appointment

Pre-Requisite: Approval of instructor, graduate status or special approval.

Course Description: Interaction between shipping policy and design of marine transportation and port systems; effects of market structure on economics and finance; port performance and performance measures.

Course Objective: The objective of this course is to develop the relationships and interdependence of trade and transport and the forces that drive design and management of modern logistics systems. The central focus will be on maritime transport and its relationship to port systems. Changes in one necessarily affect the design of the other.

Textbook and Readings:
(This book will be the key course reference.)

Additional readings specific to each course segment are shown below.

Grading and Grading Scale:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term Paper</td>
<td>40%</td>
</tr>
<tr>
<td>Mid-Term Exam (Take Home)</td>
<td>25%</td>
</tr>
<tr>
<td>Presentation of Reviews</td>
<td>25%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
</tbody>
</table>

Grades will be assigned as follows: A – 90-100; B-80-89; C-70-79; D-60-69; F<-60

Term Paper: Each student will select an issue in an area related to maritime policy anc/or the functioning of transportation systems or ports (domestic or international) which demonstrates that “something is not working” and will thoroughly research the issue, demonstrating the key cause-effect relationships. Then, the student will propose a “fix” which may relate to domestic or international initiatives required to change the functioning of the transportation system – to affect a change in “design” of how things work.

Presentations: Each student will be assigned two substantial readings during the semester. For each, the student will prepare a written analysis of the relationship between the assigned material and the process of design of transportation systems. The written assignment will be accompanied by an in-class presentation and the student will lead a discussion following the in-class presentation.

The following nominal scoring rubric will be applied to written work and appropriately to in-class oral presentations:

A – Issue/question covered comprehensively and fully documented; conclusion is logical and follows from presented factual material; calculations are flawless; figures/diagrams are appropriate to the point and are properly labeled; writing is free of errors of grammar, syntax and spelling; documentation is complete
B - Some lapses in documentation but they do not materially affect the logical path to a conclusion; minor errors in calculations which do not detract from the conclusion; slight errors in spelling/grammar/syntax; minor errors in documentation.

C - Material adequately covered; some factual material is missing; logical train may have significant holes in it; calculations may have important errors which affect the path to a logical conclusion; important lapses in spelling/grammar/syntax and documentation.

D - Material not adequately covered; important factual material is missing; logical train may be difficult to follow and open to interpretation; significant errors in factual information and/or in calculations; conclusions not readily traced through logical deduction; profound weakness in spelling/grammar/syntax and documentation.

F - Issue/question is not covered in any depth; substantial missing documentation; conclusions do not logically follow from presented factual material; large calculation errors; diagrams are inconsistent with data; spelling/grammar/syntax is inadequate for graduate-level.

Tentative Topics – Topics and readings will be tailored according to the mix of students in the class.

Week 1  Trends in International Trade and Manufacturing  
Globalization of Markets – Drivers and Consequences  
The Concept and Application of Trade and Industry Logistics  
Supply Chain Management  
Trade Facilitators – Nature and Effects  
The Role of Transport  
Legal and Insurance Aspects of International Trade  
Current Issues in International Trade and Transport


Week 2-3  The Maritime Transport Industry  
Trade and Shipping  
The Commercial History of Shipping  
Types of Cargo and their Handling in Sea Trade  
Shipping as integral part of Freight Transport Systems  
Liner Trades and Intermodal Transport  
Merchant Fleet Typologies and Operating Characteristics  
Route Networks - Commercial Aspects and Configurations  
Maritime Transport - Organization and Corporate Structures  
The Interface between Shipping and Ports


**Week 4**

**Market Structures in Maritime Transport**

- Market Segments - dry bulk shipping, tankers, liner services
- Freight Markets
- Charter Parties
- Supply-Demand Relations in Shipping
- Freight Rates and Tariffs
- Competition and Contestability
- National Flag and Open Registries


Week 5-6  Shipping Policy and Regulation
- International Laws governing Maritime Transport
- Protectionism in the Shipping Industry - The Underlying Causes
- Regulatory Interventions in Shipping
- Subsidy Schemes and their Effects
- The Elements of a liberal Shipping Policy
- Global Survey of recent National Shipping Legislation
- Evaluation of Shipping Policy - The Economic and Social Aspects
- Maritime Transport and the Environment


Week 7  Quantitative Methods in Maritime Economics
- The Costs of Shipping Operations
- Pricing for the Provision of Shipping Services
- Demand Analysis and Forecasting Techniques and their Application


See Stopford, *Maritime Economics*
Week 8  Shipping Finance
    Appraisal Considerations
    Financial Instruments and their Application
    Futures and Options in Shipping
    Financial Risk Management in the Shipping Industry


See Stopford, Maritime Economics

Week 9  The Port Industry
    Classification of Ports and their Characteristics
    The Specifics of dedicated Terminals
    Vessel related technical Requirements in Ports
    Technological Developments in the Maritime Transport Industry and their Implications for Ports
    Typologies of Cargo Handling Equipment and Performance Parameters
    Port Management and Organization Structures
    Competition and Contestability
    Governance and Regulation
    Port Linkages - Physical and Operational Aspects
    Ports and the Environment


Transportation Planning Problems in Developing Countries
www.isi.cnr.it/ew-gr/13conference/143_evren.pdf


Economic Growth of Indonesian Port Cities [download from http://129.3.20.41/cps/urb/papers/0508/0508010.pdf]


Michigan Technical University (nd)- Western Upper Peninsula Center for Science, Mathematics and Environmental Education - Great Lakes Marine Transportation System [download from
Maritime and Overland Transport Costs and Infrastructure: Do They Influence Exports [download from www.eclac.cl/transporte/perfil/jamel...Martinez-Zarsoo et al.doc]


Week 10 Key Issues in Port Performance

- Benchmarking
- Policy and Regulation
- Security
- Labor Productivity
- Connectivity


**Week 11  Quantitative Methods in Port Economics**
- The Elements of Port Pricing
- Port Pricing in Practice
- Typical Cost Structures
- Principal Sources of Income
- Demand Analysis and Forecasting Techniques and their Application


**Week 12  The Elements of Port Reform**
- Policy and Regulatory Aspects
- Port Competition
- Organizational Arrangements
- Redundancy Schemes


Week 13  

Port Development Financing
- Appraisal Considerations
- Traditional Arrangements and Financing Alternatives
- Key Lenders
- Financing Criteria and Conditions


Port Construction Subsidies in Japan and the Way They Discourage Private Sector Investment in Port Development [download from http://www.eclac.cl/Transporte/perfil/jaime_papers/proceedings/Terada.doc]


Week 14  

Public-Private Partnerships in Port Financing and Management
- Contractual Arrangements
- Commercial Issues
- Risk Assessment
- Global Terminal Operations


Globalisation, Privatisation and Restructuring of Ports International Journal of Maritime Economics, Volume 3, Number 2, 1 June 2001, pp. 139-174

Please note the following important statements relating to University and Department policies

TAUMG Academic Dishonesty Statement

For many years, Aggies have followed a Code of Honor, which is stated in this very simple verse: “Aggies do not lie, cheat or steal, nor do they tolerate others who do.” As such, it is the responsibility of students and faculty members to help maintain scholastic integrity at the University by refusing to participate in or tolerate scholastic dishonesty. The Aggie Code of Honor and the Scholastic Dishonesty sections in the TAMUG University Rules handbook will be the standards upon which scholastic integrity is maintained at Texas A&M University at Galveston.”
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Maritime Administration Department Policy on Contacting Students

Every student has a University-created E-mail address which the Department uses when it wishes to contact you. Please check your E-mail daily.
Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration
   MARA 658 - Port Design, Planning and Security

2. Course prefix, number and complete title of course:

3. Catalog course description (not to exceed 50 words):
   Ground-level issues, tasks, and responsibilities that must be managed by the security manager in concert with the port director and federal and local law enforcement agencies; multiuse port facilities for recreation, hospitality, and external business and commercial interests; design of marine structures for the berthing, mooring, and repair of vessels.

4. Prerequisite(s):
   Cross-listed with:
   NA
   Cross-listed courses require the signature of both department heads.

5. Is this a variable credit course? □ Yes □ No If yes, from _______ to _______

6. Is this a repeatable course? □ Yes □ No
   Will this course be repeated within the same semester? □ Yes □ No
   If yes, this course may be taken _______ times.

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix Course # Title (excluding punctuation)

<table>
<thead>
<tr>
<th>Lect</th>
<th>Lab</th>
<th>SCH</th>
<th>CIP and Fund Code</th>
<th>Admin Unit</th>
<th>Acad. Year</th>
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<td>2020111116181409-10</td>
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</tbody>
</table>

   Approval recommended by:
   William T. McMullen
   Department Head – Type Name & Sign Date

   Department Head – Type Name & Sign Date
   (if cross-listed course)

   Submitted to Coordinating Board by:
   Date

   Associate Director, Curricular Services

   Chair, College Review Committee
   Date

   Dean of College
   Date

   Dean of College
   Date

   Date

   Effective Date
Texas A&M University at Galveston –
Department of Maritime Administration
Spring Semester 2011
MARA 658: Port Design, Planning and Security

Instructor: Dr. Kelly Weeks
Email: weeksk@tamug.edu
Office: Kirkham 119
Phone: x4451
Office Hours: M, W, F 10-12:30, 2-3 (or by appointment)

Required Textbook:
- There may be supplemental material required from time-to-time such as articles etc...
These will be either provided free of charge or available via the library or internet.

Course Prerequisite: Approval of instructor, graduate status or special approval.

Course Description: Ground-level issues, tasks, and responsibilities that must be managed by the security manager in concert with the port director and federal and local law enforcement agencies; multiuse port facilities for recreation; hospitality, and external business and commercial interests; design of marine structures for the berthing, mooring, and repair of vessels.

Teaching Methodology: This course will be one whereby the professor lectures over each chapter's content. There will be a significant amount of student participation in such discussions. It is not possible to cover every aspect, therefore each student is expected to read the chapters and work problems and review questions at the end of each chapter to assist the professor in knowing where to focus efforts. The professor will regularly give in-class work as well as out of class assignments.

Objectives of the Course
• To provide an opportunity for analysis and discussion of problems and issues in port planning, design, and security.
• To provide a classroom environment that encourages the students to express and defend their views on topics discussed.
• To utilize industry guest speakers when appropriate and available.

Course Grading:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examination 1</td>
<td>25%</td>
</tr>
<tr>
<td>Examination 2</td>
<td>25%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
<tr>
<td>Cases</td>
<td>15%</td>
</tr>
<tr>
<td>Homework, Quizzes, Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Grading Scale

<table>
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<tr>
<th>Percentage Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% - 90%</td>
<td>A</td>
</tr>
<tr>
<td>89% - 80%</td>
<td>B</td>
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<tr>
<td>79% - 70%</td>
<td>C</td>
</tr>
<tr>
<td>69% - 60%</td>
<td>D</td>
</tr>
<tr>
<td>59% - 00%</td>
<td>F</td>
</tr>
</tbody>
</table>
**Class Attendance and Conduct Policy:** You will be required to attend classes on a regular basis. You will need to be prepared for each class session by reading the required material from the text (as assigned in the course schedule or announced in class) and by being prepared to participate in class discussions. Students leaving early without permission will be counted as absent. You may consult the University Student Rules Section 7 for information concerning absences. Unexcused absences and tardiness may have an effect on a student’s class participation grade.

Since the course will be highly interactive and discussion oriented, you are expected to read the assigned material carefully before coming to class. You can expect to put in at least an hour of your time before each class session. Only prepared minds can participate actively in the classroom discussions and benefit from the classroom activities. Therefore, you are expected both to attend regularly and be prepared by reading the appropriate reading material (chapter of book or other assigned reading) and thinking about the reading before you come to class. The classroom atmosphere will be informal and should not be stressful to the student. You need to help me in creating such an atmosphere. Any student using obscene language or gestures will be immediately dismissed from class.

**Computer/Library Usage:** You will also be required to use word processing software for some assignments done outside of class. You may also benefit from using the Internet or other library databases for some or all of your assignments.

**Quizzes:** There may be several unannounced quizzes during the course of the semester covering the chapters from the text that have been discussed in class. You are expected to keep up with the reading and class lectures and discussion to do well on the quizzes.

**Homework Assignments:**
Your homework assignments will be as instructed. Homework will normally be handed in the next scheduled class meeting. **No homework will be accepted late unless lateness is related to a University excused absence!!**

**Exams:** There will be **NO MAKE-UP EXAMS**, unless absence from the exam was related to a University excused absence. Exams will consist of possible multiple choice, short essay, problems or discussion questions.

**Disability Clause**
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Cases: All students will read and analyze assigned case studies. Furthermore, a written paper will be submitted. Student will be required to present a case study in class for further discussions. He/she may give handouts or present their case using PowerPoint slides etc...

Each student will be required to turn in a 1 page synopsis of their case for all students and instructors to review at least 1 week prior to presentation. This will help prepare for the upcoming case presentation. Failure to do so will result in a deduction of points from the assignment.

Students not presenting must be familiar with the case and prepared to critically and intellectual discuss the varying facets of the case. Presenters should submit to the instructor a copy of all handouts, slides or whatever is used along with the hard copy of the written paper. Grading will be based on many factors including but not limited to: presentation (verbal and written), preparedness and knowledge of material.

Each presentation and discussion will last approximately 15-20 minutes.

Chapter and Topics Schedule: Below is a tentative schedule of what the class will be covering each meeting. It is within the professor discretion to alter or change any of the times, dates, and examination information if he/she deems it appropriate.

Tentative Schedule
(Subject to Change)

<table>
<thead>
<tr>
<th>Date</th>
<th>Session Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/03</td>
<td>Introductions; Course overview, case assignments, Chapter 1: Introduction.</td>
</tr>
<tr>
<td>1/10</td>
<td>Ch 2: Vessel characteristics and dimension, maritime port security.</td>
</tr>
<tr>
<td>1/17</td>
<td>Ch 3: General design considerations, security challenges.</td>
</tr>
</tbody>
</table>
1/24  Ch. 4: Operational and environmental loads, risk management
1/31  Ch. 5: Berthing loads and fender system design, personnel security
2/7   Ch. 6: Mooring loads and design principles, safety and emergency management
2/14  Mid-term
2/21  Ch. 7: Design of fixed structures, vessel and cargo operations security
2/28  Ch. 8: Geotechnical design considerations
3/7   Ch. 9: Design of floating structures
3/14  Ch. 10: Introduction to dry dock
3/21  Spring Break
3/28  Ch. 11: Facility inspection and deterioration.
4/4   Chapter 12: Rehabilitation, maintenance and repair
4/11  Chapter 13: Sales and Operations Planning
4/13-15 Final Examination
Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
Submit original form and attach a course syllabus.

1. This request is submitted by the Department of Maritime Administration
   MARA 660 - Risk Assessment and Marine Insurance

2. Course prefix, number and complete title of course:
   (Marine Administration
   Risk Assessment and Marine Insurance)

3. Catalog course description (not to exceed 50 words):
   Theory, techniques, participants and background of risk assessment and management with emphasis given to contemporary issues in marine insurance law; marine liability overage, cause of loss, additional perils, exclusions, warranties, duration of risk, adjustment clauses, operating clauses, civil commotions, war insurance, and project risk management techniques.

4. Prerequisite(s):
   NA

5. Is this a variable credit course? □ Yes □ No
   If yes, from ________ to ________

6. Is this a repeatable course? □ Yes □ No
   If yes, this course may be taken ________ times.
   Will this course be repeated within the same semester? □ Yes □ No

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix
   Course #
   Title (excluding punctuation)
   MARA 660 RISK ASSESSMENT MARINE INS
   Lect Lab SCH CIP and Fund Code Admin. Unit Acad. Year ERE Code
   0 3 0 0 0 3 5 2 1 7 0 1 0 0 0 1 6 1 8 4 0 9 1 0 0 1 0 2 1 0 2 9 8

   Approval recommended by:
   William T. McMullen
   Department Head - Type Name & Sign Date 3/23/10
   Chair, College Review Committee Date 3/23/10
   Dean of College Date 4/14/10
   Date Effective Date

   Department Head - Type Name & Sign (if cross-listed course) Date
   Dean of College Date

   Submitted to Coordinating Board by:
   Associate Director, Curricular Services Date
Course Syllabus  
Risk Assessment and Marine Insurance  
MARA 660  
Spring 2011

Instructor: Joe Knox, Ph.D., C.P.A.  
Office: KH 111  
OFFICE HOURS: 10:00 - 11:00 and 2:00 - 3:00 MWF  
OFFICE PHONE: (409) 740-4442

COURSE DESCRIPTION  
Theory, techniques, participants and background of risk assessment and management with emphasis given to contemporary issues in marine insurance law; marine liability overage, cause of loss, additional perils, exclusions, warranties, duration of risk, adjustment clauses, operating clauses, civil commotions, war insurance, and project risk management techniques.

COURSE PREREQUISITE  
Approval of instructor, graduate status or special approval.

COURSE MATERIALS  
Selected readings provided by instructor.

LEARNING OUTCOMES  
At the end of the course, students should understand:  
1. The importance of risk at the project and corporate level.  
2. How risk is analyzed, measured, and transferred.  
3. The general rules and regulations for marine insurance including hull, loss of hire, P&I, and carriage of goods.

GRADING SCALE  
A 315 - 350 points  
B 280 - 314 points  
C 245 - 279 points  
D 210 - 244 points  
F 209 points and below

FINAL GRADE DETERMINATION  
Mid-term exam 100 points  
Final exam 100 points  
Written Cases 100 points  
Class Participation 50 points  
Total possible points 350 points

EXAMS  
The mid-term and final exams are worth 57% of your grade and will consist of a combination of essay, short answer and multiple choice questions. Students are responsible for all material covered in class discussions, readings and case assignments. Students are permitted to make up an exam only if their absence is excused under the University Rules. For more information, see the following Statement on Absences.
WRITTEN CASES
You are required to prepare two written reports on any two cases available at www.caseplace.org that discuss a topic relevant to risk management. Your report should follow a general outline provided by the instructor and are due the last class period.

CLASS PARTICIPATION
Readings from the text and journal articles will be assigned throughout the semester. You are expected to have fully familiarized yourself with the reading prior to the class session that the reading is scheduled for discussion. Students will be called on at random and asked to give their analysis, insights and recommendations. Your lack of participation will detract from the grade points allocable to class participation.

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DROPS
The policy for drops is that of the University. September ___, is the last day to drop without a record. November ___, is the last day for Q drop.

STATEMENT ON THE AMERICANS WITH DISABILITIES ACT
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FERPA is a federal law designed to protect the privacy of educational records by limiting access to these records, to establish the right of students to inspect and review their educational records and to provide guidelines for the correction of inaccurate and misleading data through informal and formal hearings. To obtain a listing of directory information or to place a hold on any or all of this information, please consult the Admissions & Records Office.

Items that can never be identified as public information are a student’s social security number or institutional identification number, citizenship, gender, grades, GPR or class schedule. All efforts will be made in this class to protect your privacy and to ensure confidential treatment of information associated with or generated by your participation in the class.
**AGGIE HONOR SYSTEM**

Aggie Honor Code: “An Aggie does not lie, cheat, or steal or tolerate those who do.”

Upon accepting admission to Texas A&M University at Galveston, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not excuse any member of the TAMUG community from the requirements or the processes of the TAMUG Honor System. For additional information see [www.tamug.edu/honorsystem](http://www.tamug.edu/honorsystem).

**CONTACTING YOU**

The department will use your NEO email address as the primary means of contacting you. Please check your email account several times a week.

---

**TENTATIVE COURSE SCHEDULE**

<table>
<thead>
<tr>
<th>WEEK</th>
<th>TOPIC</th>
</tr>
</thead>
</table>
| 1    | Introduction to risk and risk management  
       Selected Reading  
| 2    | Risk management concepts, processes and practice  
       Selected Reading  
| 3    | Risk measurement and pooling  
       Selected Reading  
| 4    | Financial and legal liability risks |
| 5    | Risk management at the project level |
| 6    | Risk management at the corporate level  
       Selected Reading  
| 7    | Origin and history of insurance |
| 8    | Mid-term Exam |
9 Principles of insurance and their applications to marine insurance
10 The Marine Insurance Act of 1906
11 Insurance contracts
12 The terms of the contract: risk and causation
13 Indemnity, subrogation and contribution
14 Hull, Loss of Hire, P&I, Carriage of goods
15 Final Exam
Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration
   MARA 664 - Production, Operations and Logistics Management

2. Course prefix, number and complete title of course:

3. Catalog course description (not to exceed 50 words):
   Types of decisions to be made at varying levels and where appropriate; quantitative models and techniques that can be used in decision making areas of the firm; analysis of how the operations function fits in with other functional areas of the firm; interrelationships with firms' strategies.

4. Prerequisite(s):
   Approval of instructor, graduate status, or special approval.
   Cross-listed with: NA
   Cross-listed courses require the signatures of both department heads.

5. Is this a variable credit course? □ Yes ☑ No If yes, from _____ to _____

6. Is this a repeatable course? □ Yes ☑ No If yes, this course may be taken _____ times.
   Will this course be repeated within the same semester? □ Yes ☑ No

7. This course will be:
   a. required for students enrolled in the following degree programs(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix Course # Title (excluding punctuation)
   MARA 664 PROD OPS & LOGISTICS MGT
   Lect. L abs. SCH CH1 and Fund Code Admin Unit Acad. Year FICE Code
   0 3 0 0 0 3 5 2 0 2 0 3 0 0 1 6 1 8 1 4 0 9 - 1 0 0 1 0 2 9 8
   Approval recommended by:
   William T. McMullen □ 3/23/10
   Department Head – Type Name & Sign
   Date
   Chair, College Review Committee
   Date
   Dean of College
   Date
   Dean of College
   Date
   Submitted to Coordinating Board by:
   Associate Director, Curricular Services
   Date
   Effective Date
Texas A&M University at Galveston –
Department of Maritime Administration
Spring Semester 2011

MARA 664: Production, Operations and Logistics Management

Instructor: Dr. Kelly Weeks
Office: Kirkham 119
Office Hours: M,W,F 10-12:30, 2-3 (or by appointment)

Email: weeksk@tamug.edu
Phone: x4451


- There may be supplemental material required from time-to-time such as articles etc... These will be either provided free of charge or available via the library or internet.

Course Prerequisite: Approval of instructor, graduate status or special approval.

Course Description: Types of decisions to be made at varying levels and where appropriate; quantitative models and techniques that can be used in decision making areas of the firm; analysis of how the operations function fits in with other functional areas of the firm; interrelationships with firms’ strategies.

Teaching Methodology: This course will be one whereby the professor lectures over each chapter's content. There will be numerous problems in each chapter; therefore the quantitative component of this course will be substantial. It is not possible to cover every problem, therefore each student is expected to read the chapters and work problems and review questions at the end of each chapter to assist the professor in knowing where to focus efforts. The professor will regularly give in-class work as well as out of class assignments.

Objectives of the Course
• To provide an opportunity for analysis and discussion of problems and issues in production, operations, and logistics management.
• To provide a classroom environment that encourages the students to express and defend their views on topics discussed.
• To utilize industry guest speakers when appropriate and available.

Course Grading:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examination 1</td>
<td>25%</td>
</tr>
<tr>
<td>Examination 2</td>
<td>25%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
<tr>
<td>Cases</td>
<td>15%</td>
</tr>
<tr>
<td>Homework, Quizzes, Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Grading Scale

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%-90%</td>
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<tr>
<td>89%-80%</td>
<td>B</td>
</tr>
<tr>
<td>79%-70%</td>
<td>C</td>
</tr>
<tr>
<td>69%-60%</td>
<td>D</td>
</tr>
<tr>
<td>59%-00%</td>
<td>F</td>
</tr>
</tbody>
</table>
Class Attendance and Conduct Policy: You will be required to attend classes on a regular basis. You will need to be prepared for each class session by reading the required material from the text (as assigned in the course schedule or announced in class) and by being prepared to participate in class discussions. Students leaving early without permission will be counted as absent. You may consult the University Student Rules Section 7 for information concerning absences. Unexcused absences and tardiness may have an effect on a student’s class participation grade.

Since the course will be highly interactive and discussion oriented, you are expected to read the assigned material carefully before coming to class. You can expect to put in at least an hour of your time before each class session. Only prepared minds can participate actively in the classroom discussions and benefit from the classroom activities. Therefore, you are expected to both attend regularly and be prepared by reading the appropriate reading material (chapter of book or other assigned reading) and thinking about the reading before you come to class. The classroom atmosphere will be informal and should not be stressful to the student. You need to help me in creating such an atmosphere.

Computer/Library Usage: You will also be required to use word processing software for some assignments done outside of class. You may also benefit from using the Internet or other library databases for some or all of your assignments.

Quizzes: There may be several unannounced quizzes during the course of the semester covering the chapters from the text that have been discussed in class. You are expected to keep up with the reading and class lectures and discussion to do well on the quizzes.

Homework Assignments:
Your homework assignments will be as instructed. Homework will normally be handed in the next scheduled class meeting. No homework will be accepted late, unless it is related to a University excused absence!!!

Exams: There will be NO MAKE-UP EXAMS, unless the student’s absence was covered by the University policy on excused absences. Exams will consist of possible multiple choice, short essay, problems or discussion questions.

Disability Clause:
The following ADA Policy Statement (part of the Policy on Individual Disabling Conditions) was submitted to the University Curriculum Committee by the Department of Student Life. The policy statement was forwarded to the Faculty Senate for information. The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Counseling Office, Northen Student Center, or call (409)740-4587.

TAMUG Academic Dishonesty Statement: For many years, Aggies have followed a Code of Honor, which is stated in this very simple verse: “Aggies do not lie, cheat or steal, not do they tolerate others who do.” As such it is the responsibility of students and faculty members to help maintain scholastic integrity at the University by refusing to participate in or tolerate scholastic
dishonesty. The Aggie Code of Honor and the Scholastic Dishonesty sections in the TAMUG University Rules handbook will be the standards upon which scholastic integrity is maintained at Texas A&M University at Galveston.

**Cases:** All students will read and analyze assigned case studies.

Students may be instructed to present a case study in class for further discussions. He/she may give handouts or present using PowerPoint slides etc...

Students not presenting must be familiar with the case and prepared to critically and intellectually discuss the varying facets of the case. Presenters should submit to the instructor a copy of all handouts, slides or whatever is used. Grading will be based on many factors including but not limited to: presentation (verbal and written), preparedness and knowledge of material.

Each presentation and discussion will last approximately 15-20 minutes.

**Chapter and Topics Schedule:** Below is a tentative schedule of what the class will be covering each meeting. It is within the professor discretion to alter or change any of the times, dates, and examination information if he/she deems it appropriate.

**Tentative Schedule**

(Subject to Change)

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introductions; Course overview, case assignments, Chapter 1: Introduction.</td>
</tr>
<tr>
<td>2</td>
<td>Ch 2: Operations and supply chain strategies.</td>
</tr>
<tr>
<td>3</td>
<td>Ch 3: Business processes.</td>
</tr>
<tr>
<td>4</td>
<td>Ch. 4: Managing Quality</td>
</tr>
<tr>
<td>5</td>
<td>Ch.5: Managing Projects</td>
</tr>
<tr>
<td>6</td>
<td>Ch.6: developing Products and Services</td>
</tr>
<tr>
<td>7</td>
<td>Ch.7: Process Choice and Layout Decisions in Manufacturing and Services.</td>
</tr>
<tr>
<td>8</td>
<td>Ch.8 Managing Capacity</td>
</tr>
<tr>
<td>9</td>
<td>Ch.9: Forecasting</td>
</tr>
<tr>
<td>10</td>
<td>Ch.10: Sourcing Decisions</td>
</tr>
<tr>
<td>11</td>
<td>Spring Break</td>
</tr>
<tr>
<td>12</td>
<td>Ch. 11: Purchasing.</td>
</tr>
<tr>
<td>13</td>
<td>Chapter 12: Logistics</td>
</tr>
<tr>
<td>14</td>
<td>Chapter 13: Sales and Operations Planning</td>
</tr>
<tr>
<td>15</td>
<td>Final Examination</td>
</tr>
</tbody>
</table>
Supplemental Reading Materials


Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration

2. Course prefix, number and complete title of course:
   MARA 670 - Coastal and Inland Waterways Transportation - Policy, strategy
   and Management

3. Catalog course description (not to exceed 50 words):
   Port and terminal development, competition with other modes of transportation, manpower, rates, environmental
   concerns and the impact of waterway systems on regional economies and national economic development;
   commercial aspects of the inland waterways with emphasis on operations, freight rate structures and applied cash
   flow methods.

4. Prerequisite(s):
   NA

5. Is this a variable credit course? □ Yes  □ No  If yes, from _______ to _______

6. Is this a repeatable course? □ Yes  □ No  If yes, this course may be taken ______ times.
   Will this course be repeated within the same semester? □ Yes  □ No

7. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments.
   Attach approval letters.

9. Prefix  Course #  Title (excluding punctuation)
    MARA  670  CSTL  INLAND  WATERS  TRAN

   Lect.  Lab.  SCH  CIP and Fund Code  Admin. Unit  Acad. Year  FEC Code
    0  3  0  0  0  3  5  2  0  2  0  1  1  1  6  1  8  1  4  0  9  -  1  0  0  1  0  2  9  8

   Approval recommended by:
   William T. McMullen
   Department Head
   Date: 3/23/10

   Department Head – Type Name & Sign
   (if cross-listed course)
   Date

   Submitted to Coordinating Board by:
   Associate Director, Curricular Services
   Date

   Chair, College Review Committee
   Date: 3/23/10

   Dean of College
   Date: 3/23/10

   Dean of College
   Date: 4/14/10

   Effective Date

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TEXAS A&M UNIVERSITY AT GALVESTON
Department of Maritime Administration

MARTIME ADMINISTRATION 670
COASTAL AND INLAND WATERWAYS TRANSPORTATION

Spring 2011

Instructor: Captain Robert K. Baker
Robert.k.baker@exxonmobil.com
Phone: (281) 654-2871

Course Prerequisite
Approval of Instructor, graduate status or special approval.

Course Description
Port and terminal development, competition with other modes of transportation, manpower, rates, environmental concerns and the impact of waterway systems on regional economies and national economic development; commercial aspects of the inland waterways with emphasis on operations, freight rate structures and applied cash flow methods.

Course Learning Objectives
1. Understand how the U.S. Inland Waterways industry interfaces with the national economy.
2. Identify the major U.S. river systems in the U.S. describe their geographical and navigational characteristics.
3. Identify the major commercial trends and technological changes in the inland waterways industry.
4. Explain the key historical events of the U.S. Inland Waterways and how these events played a role in shaping the nation.
5. Explain how U.S. government policies have shaped the development of inland waterway commerce.
6. Understand the roles of the U.S. Army Corps of Engineers and the U.S. Coast Guard.
7. Define the different commodity classifications and describe the types of cargoes that move on the major river systems.
8. Understand the concepts of traffic and market studies. Explain how new opportunities are identified and analyzed.
9. Identify the different components of inland waterways and explain their operations.
10. Describe the different type of barges, towboats and tugs and be able to identify key nomenclature.
11. Explain the basic principles of static stability for a rectangular barge.
12. Calculate the amount of cargo that can be loaded on a barge at a predetermined draft.
13. Explain the development of locks and current issues surrounding them. Define their capacity.
14. Identify the key drivers of the Profit and Loss (P/L) report and describe the different categories of revenues and expenses.
15. Calculate the distance and voyage time between ports on the inland waterways.
16. Calculate the voyage costs in $/BBL or $/Net Short Ton for a given cargo requirement. Describe the terms barge value, fixed voyage costs and variable voyage costs.
17. Calculate the optimal number and sizes of barges required for a given cargo requirement.
18. Explain the capital allocation process for capital budgeting.
19. Describe how inland boats and barges are financed.
20. Compare and contrast inland barge transportation with other forms of domestic transportation.
21. Explain the environmental issues that facing the inland waterway industry.
22. Identify the current business environment and challenges facing the inland waterways industry.
TEXAS A&M UNIVERSITY AT GALVESTON
Department of Maritime Administration

Spring 2009

References
Inland Waterways – Concepts, Policies and Management, Berg-Andreassen, Nicholson and Pugh, (IW)
Tankerman, Block, 1997
Additional articles and examples provided by instructor

Grades
Exam #1 22.5%
Exam #2 22.5
Exam #3 22.5
Paper 10.0
Final Exam 22.5
Total 100.0%

Grades will be assigned as follows:

A  90+
B  80-89
C  70-79
D  60-69
F  < 60

Americans with Disabilities Act (ADA) Policy Statement

The following ADA Policy Statement (part of the Policy on Individual Disabling Conditions) was submitted to the University Curriculum Committee by the Department of Student Life. The policy statement was forwarded to the Faculty Senate for information.

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Counseling Office, Northen Student Center, or call (409)740-4587.

Academic Integrity Statements

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http://www.tamu.edu/aggiehonor/
Statement on Absences

Information concerning absences is contained in the University Student Rules Section 7. The University views class attendance as an individual student responsibility. All students are expected to attend class and to complete all assignments. Please consult the University Student Rules for reasons for excused absences, detailed procedures and deadlines as well as student grievance procedures (Part III, Section 45).

Statement on the Family Educational Rights and Privacy Act (FERPA)

FERPA is a federal law designed to protect the privacy of educational records by limiting access to these records, to establish the right of students to inspect and review their educational records and to provide guidelines for the correction of inaccurate and misleading data through informal and formal hearings. To obtain a listing of directory information or to place a hold on any or all of this information, please consult the Admissions & Records Office.

Items that can never be identified as public information are a student’s social security number or institutional identification number, citizenship, gender, grades, GPR or class schedule. All efforts will be made in this class to protect your privacy and to ensure confidential treatment of information associated with or generated by your participation in the class.

Course Disclaimer

All statements or opinions in this course are the instructors own and in no way represent those of ExxonMobil Development Company, SeaRiver Maritime, Inc. or the ExxonMobil Corporation.

Topical Outline and Readings

<table>
<thead>
<tr>
<th>Wk 1</th>
<th>Introduction, Review course requirements, Overview of the Inland Waterways Industry, Inland Waterways Systems (Ch. 3 IW).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wk 2</td>
<td>History of the U.S. Inland Waterways (Ch. 1 IW); U.S. Policies on Inland Waterways (Ch. 4 IW), U.S. Coast Guard, Army Corps of Engineers.</td>
</tr>
<tr>
<td>Wk 3</td>
<td>U.S. Policies on Inland Waterways (Ch. 4 IW), U.S. Coast Guard, Army Corps of Engineers. U.S. Inland Waterways Cargoes (Ch. 3 IW),</td>
</tr>
<tr>
<td>Wk 4</td>
<td>Inland Waterways Equipment: Harbor tugs, towboats, barges, nomenclature (Ch 2 IW). Guest Lecture: CPT T. Campbell USA, Army Corps of Engineers</td>
</tr>
<tr>
<td>Wk 5</td>
<td>Exam #1, Industry Overview, Inland Waterways Systems, History, U.S. Policies, Cargoes and Equipment of U.S Inland Waterways</td>
</tr>
</tbody>
</table>

3
TEXAS A&M UNIVERSITY AT GALVESTON
Department of Maritime Administration

Spring 2009

Wk 6
Vessel Operations on Inland Waterways: Towboat manning structure, cargo operations for liquid tank and dry cargo barges, barge maintenance, safety and inspections, towing operations, barge fleets; Locks and Dams (Ch. 8 IW).

Wk 7
Naval Architecture: Static stability, load, sheer and bending moments for barges; Profit/Loss (P/L) Statements and Earnings: expenses for manning, fuel, repairs & dry-docking, towage, port charges, provisions & stores, direct expenses, depreciation, taxes and overhead.

Wk 8
Spring Break

Wk 9
Voyage Costs and Freight Rates (Ch. 10 IW); Voyage calculations, sizing equipment for cargo requirements; towage HP requirements, unit tows; Calculation of freight rates and demurrage.

Wk 10
Exam#2, Vessel Operations, Locks and Dams, Naval Architecture, Profit/Loss Statements and Earnings, Voyage Costs and Freight Rates.

Wk 11
Financing and the Inland Waterways Industry: Allocation of capital; Applied cash flow analysis, NPV, IRR, Payback, Equipment Financing, Acquisition and Divestiture.

Wk 12
Competition With Other Modes of Transportation (Ch. 9 IW), Environmental Impacts and Concerns (Ch. 11)
Guest Lecture: M. Donelan, Sales Manager, Kirby Inland Marine

Wk 13
Competition With Other Modes of Transportation (Ch. 9 IW), Environmental Impacts and Concerns (Ch. 11)
Guest Lecture: J. Binion, V.P. Horizon Maritime

Wk 14
Exam #3, Voyage Costs and Freight Rates, Financing the Inland Waterways Industry, Competition with Other Modes of Transportation, Environmental Impacts and Concerns, Guest Lectures.

Wk 15
Final Exam, Papers Due
Texas A&M University
Departmental Request for a New Course
Undergraduate + Graduate + Professional
- Submit original form and attach a course syllabus.

1. This request is submitted by the Department of _______________
   Maritime Administration

2. Course prefix, number and complete title of course: MARA 672 - The Maritime Global Trading System

3. Catalog course description (not to exceed 50 words):
   Introduction to the theory of international waterborne trade; provides a basis for examining American foreign trade policy, and regional and world trade institutions such as the WTO, ASEAN, the EU, GATT, and NAFTA. Topics include: international trade theory and policy, open-economy macroeconomic policy, tariffs, non-tariff barriers and enhancements, multinational enterprises and foreign direct investment, global competition and integration.

4. Approval of instructor, graduate status or special approval.

5. Prerequisite(s):
   NA

6. Cross-listed with:
   Cross-listed courses require the signature of both department heads.

7. Is this a variable credit course? □ Yes □ No
   If yes, from _______ to _______

8. Will this course be repeatable within the same semester? □ Yes □ No
   If yes, this course may be taken ______ times.

9. This course will be:
   a. required for students enrolled in the following degree programs(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

10. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

<table>
<thead>
<tr>
<th>Prefix</th>
<th>Course #</th>
<th>Title (excluding punctuation)</th>
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<tbody>
<tr>
<td>MARA 672</td>
<td>MARITIME GLOBAL TRDG SYS</td>
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<table>
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<tr>
<th>Lect</th>
<th>Lab</th>
<th>SCH</th>
<th>CIP and Fund Code</th>
<th>Admin. Unit</th>
<th>Acad. Year</th>
<th>FICE Code</th>
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<td>35202011116181409</td>
<td>10</td>
<td>100298</td>
<td></td>
</tr>
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</table>

Approval recommended by:

William T. McMullen
Department Head – Type Name & Sign Date

Chair, College Review Committee Date

Dean of College Date

Dean of College Date

Submitted to Coordinating Board by: Associate Director, Curricular Services Date Effective Date
MARA 672
Maritime Global Trading System
Spring, 2011

Instructor: Dr. G. Wang, Kirkham Hall 121, 409-740-4496, email: wangw@tamug.edu
Time and Location: Tu. Th. 5:00 - 6:50 pm, CLB 210
Office Hours: Tu. Th. 2:00-4:30, or by appointment

Course Description
Introduction to the theory of international waterborne trade; provides a basis for examining American foreign trade policy, and regional and world trade institutions such as the WTO, ASEAN, the EU, GATT, and NAFTA. Topics include: International trade theory and policy, open-economy macroeconomic policy, tariffs, non-tariff barriers and enhancements, multinational enterprises and foreign direct investment, global competition and integration.

Prerequisite
Approval of instructor, graduate status or special approval.

Course Objective
This course will familiarize students with concepts such as international business operations in capital markets, global trading agreements, and global competition and integration. First, students will understand the topics relating to international trade and investment. Then, they should be able to identify the problems from growing global trade. Group discussion and class projects give students chances to work on resolving specific problems driven by the conflict of trading agreement and the distorted regulatory mechanism.

Supportive Textbook

Grading and Scale
The final grade in the course will be based on midterms, writing proposal, presentation, and group discussion. The final letter grade will be assignment based on the standard scale. A if your final average is above 90, B if between 80 to 89, C if between 70 to 79, D if between 60 to 69, and F if below 60.

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm 1</td>
<td>30%</td>
</tr>
<tr>
<td>Midterm 2</td>
<td>30%</td>
</tr>
<tr>
<td>Project</td>
<td>20%</td>
</tr>
<tr>
<td>Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Group Discussion</td>
<td>10%</td>
</tr>
</tbody>
</table>
Project

A writing proposal related to economic issues in international trade is required to complete this course. The ultimate goal of what you write is one of the following: Can I understand better current trading policy in the United States through my project? Can I contribute to existing trading literature? Can I efficiently solve the specific problem my company encountered when trading globally or regionally? Can I explain or even prove future trend of globalization in an always changing economy? The bottom line — Can someone easily learn from my project? By keeping those purposes in mind, this class is designed to furnish students with the ability to apply and express complex economic subjects to the audience in a clear, logical, and complete way. Remember, the instructor will see only what you write, not what you meant to say. Be accurate and polish your paper. Writing proposal needs to be typed and no manuscript will be accepted. No late proposal will be accepted unless you have a valid university excuse.

Presentation

Under the scientific investigation, the project has addressed potential solutions of the topic from an important aspect of business and economics environment. An oral research presentation is necessary to highlight what you have found and to address the issues to the professionals and the general public. It also gives you a chance to practice speaking in front of an audience. Be professional. Coming late, leaving early, or being absent during the presentation are not professional.

Strategy to success in this class

I suggest you devote a reasonable amount of time outside the regular meeting to study and prepare for this subject. Also, lectures and discussion are helpful, assuming that students have read the relevant assignments before coming to class. Office hours provide access for you to talk and work with me if you need extra help with your project. Special note: TAMU-email is the only access I will have to reach you outside the regular class time for important announcements.

Tentative Lecture Topics

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<th>Week</th>
<th>Topic</th>
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<td>World Trade Overview and Comparative Advantage</td>
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<td>Trading Agreements and Globalization</td>
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<td>Week 6</td>
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<td>WTO, OECD and Multilateral Trading Negotiations</td>
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<td>Week 9</td>
<td>Industrial Competitiveness, Tariffs, Non-Tariff Barriers</td>
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Week 10 Discussion II — 2009 Trade Policy Agenda an 2008 Annual Report
Week 10 Midterm II — TBA
Week 11 Optional — Issues on Seaborne Trade
Week 12 Historical perspectives on evolution of sea transport
Week 13 Geographical Framework of Worldwide Maritime Trade
Week 13 Theoretical Background of Maritime Trade and Operation
Week 14 Maritime Policy and International Trade
Week 15 Project Presentation

Required Reading and Journal Articles
I. International Trade Theory and Policy
Week 1 International Economics: Chapter 1-3
Week 2 International Economics: Chapter 4
Week 3 Handbook of International Economics: Vol 1, Chapter 5
Week 4 Handbook of International Economics: Vol 1, Chapter 6
Week 5 International Economics: Chapter 10
Week 5 Handbook of International Economics: Vol 3, Chapter 26
II. Trading Agreements and Globalization
Week 6 Handbook of International Economics, Vol 3, Chapter 32
Week 7 Handbook of International Economics, Vol 3, Chapter 32
Week 10 2009 and 2008 annual report, Office of the United States Trade Representative www.ustr.gov
III. International Trade and Maritime Business
Week 11 Stopford Chapter 1: Sea Transport and the Global Economy
Week 12 Stopford Chapter 9 The Geography of Maritime Trade
Week 13 Stopford Chapter 10 The Principles of Maritime Trade
Week 15 Maritime governance and policy-making failure in the European Union Michael Roe, IJSTL
Americans with Disabilities Act (ADA) Policy Statement:
The following ADA Policy Statement (part of the Policy on Individual Disabling Conditions) was submitted to the University Curriculum Committee by the Department of Student Life. The policy statement was forwarded to the Faculty Senate for information. The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Counseling Office, Northen Student Center, or call (409)740-4587.

Academic Integrity
Aggie Honor Code

"An Aggie does not lie, cheat or steal or tolerate those who do."

Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Student will be required to state their commitment on examinations, research papers and other academic work. Ignorance of the rules does not exclude any member of the TAMU community from the requirements or the processes of the Honor System. For additional information please visit: www.tamu.edu/aggiehonor/

Pledge
"On my honor, as an Aggie, I have neither given nor received unauthorized aid on this academic work."

TAMUG Statement on Absences
Information concerning absences is contained in the University Student Rules Section 7. The University views class attendance as an individual student responsibility. All students are expected to attend class and to complete all assignments. Please consult the University Student Rules for reasons for excused absences, detailed procedures and deadlines as well we student grievance procedures (Part III, Section 45)
Texas A&M University
Departmental Request for a New Course
Undergraduate • Graduate • Professional
• Submit original form and attach a course syllabus.

1. This request is submitted by the Department of
   Maritime Administration
   MARA 691 - Research in Maritime Administration

2. Course prefix, number and complete title of course:

3. Catalog course description (not to exceed 50 words):
   For thesis or dissertation.

4. Prerequisite(s):
   Cross-listed with:
   NA

5. Is this a variable credit course?  ☑ Yes  ☐ No
   If yes, from ___ to ___

6. Is this a repeatable course?  ☑ Yes  ☐ No
   Will this course be repeated within the same semester?  ☑ Yes  ☐ No
   If yes, this course may be taken ___ times.

7. This course will be:
   a. required for students enrolled in the following degree programs(s) (e.g., B.A. in history)
      Master of Maritime Administration and Logistics
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)

8. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

9. Prefix  Course #  Title (excluding punctuation)
   MARA  691  RESEARCH IN MARITIME ADMIN

   Lect.  Lab  SCH  CP and Fund Code  Admin Unit  Acad. Year  FICE Code
   04  00  04  50  20  01  11  16  18  14  09  10  01  02  98

   Approval recommended by:

   William T. McMullen
   Department Head
   Date

   Department Head – Type Name & Sign
   (if cross-listed course)
   Date

   Submitted to Coordinating Board by:

   Associate Director, Curricular Services

   Date

   Effective Date

   Chair, College Review Committee
   Date

   Dean of College
   Date

   Dean of College
   Date