

Module Manual
Bachelor-Online-Studiengang
Maritime Logistics/Port Management

Sem.	Number	Module	Module responsibility
1	1	International maritime SCM and logistics	Dr. Lars Stemmler, bremenports
	2	Marketing of maritime services	Dr. Hieronymus Sturm, WINGS GmbH
	3	Private law	Dr. Hans-Joachim Schramm, HS Wismar
	4	Port organisation and management	Frank Borrmann, BMC
2	5	Financial accounting	Prof. Dr. Jürgen Zeis, HS Wismar
	6	Law of the sea and maritime law	Prof. Dr. Henning Jessen, Uni HH
	7	General economics	Prof. Dr. Michael Schleicher, HS Wismar
	8	Mathematics	Prof. Dr. Ute Schreiber, HS Wismar
3	9	Project management	Heiko Wenzel, CPL
	10	Port technology	Frank Borrmann, BMC
	11	Statistics	Prof. Dr. Hans-Eggert Reimers, HS Wismar
	12	Strategic management	Dr. Hans-Joachim Schramm, WU Wien
4	13	Ship operation: safety, health, environment	Prof. Dr.-Ing. Thomas Böcker, SF-HS Wismar
	14	Operations research	Prof. Dr. Sven Müller, HS Karlsruhe
	15	Scientific and research methods	Dr. Hieronymus Sturm, WINGS GmbH
	16	Project workshop I (conception phase)	Dr. Lars Stemmler, bremenports
5	17	Port planning	Frank Borrmann, BMC
	18	Cost accounting	Prof. Dr. Christian Decker, HS Wismar
	19	Shipping management and economics	Dr. Lars Stemmler, bremenports
	20	Container terminal operations	Prof. Dr. Sönke Reise, HS Wismar
6	21	RoRo terminal operation	Frank Borrmann, BMC
	22	Bulk terminal operation	Johannes Dobsch
	23	Economic policy and management	Prof. Dr. Christian Decker, HS Wismar
	24	IT & MIS	Carsten Hilgenfeld, HS Wismar
7	25	Project workshop II (realisation phase)	Dr. Lars Stemmler, bremenports
	26	Financial management	Prof. Dr. Olaf Streuer, SF-HS Wismar
	27	Risk management and transport security	Dr. Irene Sudy, TUHH
	28	Transport policy	Dr. Christian Wenske, BMC
	29	Business simulation	Dr. Anatoli Beifert, HS Wismar
8	30	Trade and asset finance	Dr. Lars Stemmler, bremenports
	31	Relationship management & maritime community	Boris Kluge, BÖB
	32	Bachelor thesis	All module responsibilities

Title	International maritime SCM and logistics
Module Author	Dr. Lars Stemmler
Summary Description	This module introduces into the concept of supply chain managements and sets the framework for maritime logistics.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • Basic architecture and concept of supply chains as forms of inter-organisational cooperation • The challenge of international supply chain management (SCM) and cross-border logistics • The dimensions of SCM: Design & network dimension, operational dimension • Logistics as key element of supply chains • Major global commodity flows (oil, gas and coal/iron ore, grain, minor bulks, container) and regional specialisations like palm oil.
Language	English
Learning Outcomes	<p>After having completed the Module, students</p> <ul style="list-style-type: none"> • have familiarized themselves with the strategy tools and frameworks of international supply chain management • understand the role of maritime logistics in international supply chains • have explored their own organisation's major competencies in international supply chains • are able to describe and categorise the key decision making criteria along supply chains.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	<p>Asynchronous online-studies of electronically delivered study material with incorporated test questions.</p> <p>Contact hours provided through respective number of online synchronous live video chats with qualified tutor.</p> <p>Self-study by means of a study-guide containing exercises and case studies.</p>
Assessment/Examination	Written exam 120 minutes
Workload	<p>125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials</p> <p>20 h asynchronous online-teaching including 5 h of self-testing</p> <p>8 h synchronous live video tutorials</p> <p>122 h guided self-study</p>
Credit Points	5 provided candidate achieves an examination grade of at least "pass".
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Will be provided separately

Title	2 Marketing of maritime services
Module Author	Dr. Hieronymus Sturm
Summary Description	<ol style="list-style-type: none"> 1. Defining marketing and the marketing process <ol style="list-style-type: none"> 1.1. What is marketing 1.2. Understanding the marketplace and customer needs 2. Company and marketing strategy <ol style="list-style-type: none"> 2.1. Goals in marketing 2.2. Marketing strategy and the marketing mix 3. Product and programme <ol style="list-style-type: none"> 3.1. Goals and decisions in products politic 3.2. Programme shaping 3.3. Product innovations vs. development 3.4. Process of creativity 3.5. Life cycle of products 4. Placement <ol style="list-style-type: none"> 4.1. Goals and decisions in Sales 4.2. Sales channel 4.3. Multi channel and cross channel 4.4. Profits, revenue, yield 5. Price <ol style="list-style-type: none"> 5.1. Goals and decisions in pricing 5.2. Factors of pricing strategies 5.3. Price elasticity 5.4. Price threshold 5.5. Psychology of prices 5.6. Price positioning 6. Promotion

	6.1. Goals and decisions in promotion 6.2. Establishing of a promotion strategy 6.3. Budgeting 6.4. Off- vs. online channels 6.5. Customize messages 6.6. Measurement of advertising effectiveness 7. Service Marketing 7.1 Development of the “4p” to “7p” 7.2 Personnel 7.3 Process management 7.4 Physical facilities
Indicative Content/Syllabus	Focus of this course are the “four p’s” of marketing instruments: price, product, placement and promotion. The modern marketing concept includes a total number of “seven p’s”. In addition to the old concept the items “personnel”, “process management” and “physical facilities” are important for modern marketing strategies. This whole marketing mix is discussed in relation to maritime logistics and port business.
Language	English
Learning Outcomes	The students will get an overview of concepts, goals, strategies, tools, methods and relationships in marketing.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Online course
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Kotler, P.; Armstrong, G.; Saunders, J. & Wong, V. (1999). Principles of Marketing. 2th ed. London: Prentice Hall. Kotler, P. & Armstrong, G. (2014). Principles of Marketing. 14th ed. London: Prentice Hall. Branch, A. (1998): Maritime Economics: Management and Marketing, 3 rd ed., Routledge.

Title	3 Private law
Module Author	Dr. Hans-Joachim Schramm
Summary Description	This course will give an overview on private contracts and shall pave the ground for special issues of maritime law in second semester. The focus of this course shall be on general issues of private law: the formation of contracts, their content, governing international and national law, party’s pre-contractual duties, possible defects, remedies to non-performance, international arbitration and enforcement of arbitral awards.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • Contract • Formation • Content • Function of national law • Limits to contractual freedom • Defective contracts • Breach of contract • Remedies • Solving conflicts • Enforcing a contract
Language	English
Learning Outcomes	The student have a basic understanding of national, especially English, and international law with regard to the key issues of contract law: prerequisites for concluding an international contract, its content and limits, possible defects, remedies in case of breach of contract, international arbitration and enforcement.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Online Course
Assessment/Examination	Written exam 120 minutes

Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Andrews Contract Law, 2015, 2 nd ed Bantekas An introduction to international arbitration, 2015 Beale a.o. Contract Law, 2010, 2nd ed Chow International Business Transactions, 2010 DiMatteo International Contract Law, 2013, 3 rd ed McKendrick Contract Law, 2015, 11th ed

	4 Port organisation and management
Module Author	Frank Borrmann
Summary Description	Based on satisfied interconnections with all parts of the transport chain, port organisation and management have to realise and to ensure the efficiency of the flow of goods passing through the port facilities. In addition to stakeholders / participants of the chains of transport multiple actors of public interest parties interact with the port business. The module will describe these interconnections inside the chains of transport as well as the structure of the involved public interest parties.
Indicative Content/Syllabus	1) The role of ports as in supply chains: interface between sea and hinterland 2) Port choice and competitiveness – opportunities and consequences based on the international division of labor as well as requirements and compulsions based on the specialisation and scarcity of resources 3) Port organisation models such as landlord port, tool port etc. with their distinct characteristics and areas of application 4) Structure of the port community - overview of the involved stakeholders / participants as well as the “public interest parties” and their roles in the port business
Language	English
Learning Outcomes	After having completed the module, students are able to: <ul style="list-style-type: none"> • find out the role of competitiveness and the chance of cooperation in the field of port business • characterize port organisation models and to discuss the models in the context of the port organisation of their respective countries • recognise the reasons of the barriers of geographical resistance for port development
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online-studies of electronically delivered study material with incorporated test questions. Contact hours provided through [x] number of online synchronous live video chats with qualified tutor. Self-study by means of a study-guide containing exercises and case studies.
Assessment/Examination	Written exam 120 Minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	None

Title	5 Financial accounting
Module Author	Prof. Dr. Jürgen Zeis
Summary Description	<ul style="list-style-type: none"> • Basic course, focus IFRS • The regulation of international standards: IFRS • Purposes and uses of financial accounting • The accounting equation • Recording transactions – basics of accounting • The basic financial statements – statement of financial position, income statement, statement of cash flows <ul style="list-style-type: none"> • lkl

Indicative Content/Syllabus	This course introduces students to the principles and techniques of financial accounting.
Language	English
Learning Outcomes	Students are able to understand the basic financial statements and the basics of the IFRS.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online tutorials incl. quizzes Synchronous online tutorials Guided self-study (reading assignments, case studies, exercises)
Assessment/Examination	Written exam 120 Minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature (latest editions)	<ul style="list-style-type: none"> Williams, J./Haka, S./Bettner, M./Carcello, J.: Financial Accounting, McGraw-Hill Sangster, A.: Frank Wood's Business Accounting, Pearson Edition McLaney, E./Atrill, P.: Accounting an Introduction, Pearson Edition Nobes, C./Alexander, D.: Financial Accounting, Pearson Edition

Title	6 Law of the sea and maritime law
Module Author	Prof. Dr. Henning Jessen
Summary Description	<ul style="list-style-type: none"> Basic principles of public international law UNCLOS: The United Nations Convention on the Law of the Sea IMO: The International Maritime Organisation The EU and ASEAN as public law entities: differences and common elements The use of bill of lading in carriage of goods by sea (Hague Rules, Hague Visby Rules) Transport contracts (charter parties)
Indicative Content/Syllabus	<ul style="list-style-type: none"> Sources of public international law (and EU Law) The Law of the Sea (maritime zones and maritime delimitation, flag state sovereignty, rights and duties of coastal states) The IMO and International Conventions on Safety, Security and the Prevention of Pollution From Ships Carriage of goods by sea: The functions of the bill of lading, charter parties and charter disputes
Language	English
Learning Outcomes	At the end of the course, the student: <ul style="list-style-type: none"> understands the zonal approach of UNCLOS and the sensitivities of maritime delimitation and the economic relevance of the law of the sea understands the role of the IMO in international shipping and the relevance of EU Law in this field is in a position to understand the spectrum of ship administration and environmental protection understands the contractual approaches to carriage of goods by sea
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online tutorials incl. quizzes Synchronous online tutorials Guided self-study (reading assignments, case studies, exercises)
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	<ul style="list-style-type: none"> Y. Tanaka, The International Law of the Sea The IMLI Manual on International Maritime Law: Volume I: The Law of the Sea Wilson, Carriage of Goods by Sea, 6th ed.

Title	7 General economics
Module Author	Prof. Dr. Michael Schleicher
Summary Description	Basic course: fundamentals of economic thinking and analysis
Indicative Content/Syllabus	The module aims to provide a broad picture of the economic aspects of business. This comprises an overview of economist's methods; the logic of consumer behavior and demand as well as the behavior of the firms in differing market environments; market failure / externalities; international trade; basic macroeconomic indicators and policies
Language	English
Learning Outcomes	Upon completion, the students are familiar with the fundamental microeconomic principles and models that are established to describe, explain and predict economic decision making and the behavior of firms and households on markets. They will be able to assess the economic environment and its relevance as a framework of business. They will be able to apply these principles and models to specific economic problems and contexts.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML The module provides a general introduction to economic thinking that can be also used in any other undergraduate programmes.
Course Work/Teaching and Learning Methods	Self-study based on recorded Lectures provided online, referring to literature recommended as further reading. Self-assessment within every lecture. Online live-seminars to discuss and explain the contents.
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 Semester
Literature	Recommended reading: N. Gregory Mankiw, Principles of Economics, latest Edition Further reading: Paul R. Krugman, International Economics, Theory and Policy, latest (global) Edition

Title	8 Mathematics
Module Author	Prof. Dr. Ute Schreiber
Summary Description	• Basic course: introductions to business mathematics
Indicative Content/Syllabus	1. Basics and tools 2. Functions of one variable 3. Functions of several variables 4. Limits and continuity of functions 5. Differential calculus of unctions of one variable 6. Differential calculus of functions of several variables 7. Integral calculus 8. Basics of linear algebra 9. Linear optimisation
Language	English
Learning Outcomes	Upon completion, the students are able to use the ideas of integration and differentiation in a rigorous way understand and use the basic concepts of linear algebra, matrices and optimisation.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Online Course
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	All textbooks for undergraduates with introduction to calculus and linear algebra

Title	9 Project management
Module Author	Heiko Wenzel
Summary Description	This course teaches the basics of project management and change management. Project management contains different phases: planning, executing, monitoring / controlling and closing of a project. The aim of project management is to accomplish a project in the intended time, required quality and with effective use of human resources and capital resources. Change management means adapting strategies and structures to new circumstances.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • Project initiating and stakeholder analysis • Project planning using different tools • Financial considerations and appraisal • Managing projects through people in compliance with their personal skills • Using human resources • Execution of processes and the importance of communication • Project completion and review • Overview of the change process • Tools and techniques for change management
Language	English
Learning Outcomes	This course enables participants to self-sufficient planning and executing of projects in compliance with the competence baseline of the International Project Management Association (IPMA). They acquire methodological and technical skills to implement projects. It also enables participants to analyse problems within the project management and to solve them by using the methods they learned. The change management basics enable participants to react to changes during a project.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online tutorials incl. quizzes Synchronous online tutorials Guided self-study (reading assignments, case studies, exercises)
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Project Management Institute (Ed.): A Guide to the Project Management Body of Knowledge, Fifth Edition, 2013, ISBN: 9781935589679 . GPM German Project Management Association (Ed.): FIELDBOOK GUIDE TO ICB ENGLISH VERSION 1.0, 2015, ISBN: 9783924841713. Rodney Turner (Ed.): Handbook of Project Management, Fifth Edition, 2014, ISBN: 9781472422965. Richard Smith (Ed.): The Effective Change Manager's Handbook, Essential Guidance to the Change Management Body of Knowledge, 2014, ISBN: 9780749473075.

Title	10 Port technology
Module Author	Frank Borrmann
Summary Description	Based on the different transport technologies and the various types and sizes of vessels, the entire range of portside terminal types and configuration will be explained. Focusing on the terminal facilities and the equipment for the cargo handling, the module describes the necessary as well as the available equipment on the market including examples for environmental-friendly solutions.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • Ship's gear vs. ship-to-shore handling equipment • Port handling technology (dry and liquid bulk, break bulk, container, RoRo) • Different technology solutions (low and high tech) • Yard operations equipment • Terminal equipment planning • Green port technology • Cost estimation
Language	English
Learning Outcomes	Upon completion, the students are able to understand the wide range of portside terminal types based on the different transport technologies;

	especially state of the art examples for environmental-friendly cargo handling equipment.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	online lectures, case studies of relevant transport technologies case studies of terminal facilities and handling equipment
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	None

Title	11 Statistics
Module Author	Prof. Dr. Hans-Eggert Reimers
Summary Description	• Basic course: introduction to business statistics
Indicative Content/Syllabus	The course gives an overview what statistic is, how data can be described using frequency tables and graphs, which numerical measures are adequate for location and dispersion on univariate methods to describe a dataset using location and dispersion. Moreover, it contains an insight in discrete and continuous probability distributions, sampling methods, estimation of parameters and confidence intervals as well as simple tests, correlation analysis and linear regression analysis. The course uses the software EXCEL or R.
Language	English
Learning Outcomes	Participants have got an overview on basic statistical methods of data description and inference from samples to populations as well as simple tests. They can use these approaches as well as assess them. Participants are able to transform the statistical methods into business decision processes.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Self-study of online material required. Additionally, tutorial and online lessons
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Douglas A. Lind, Willian G. Marchal, Samuel A. Wathen (2013) Basic Statistics for Business and Economics, 8 th edition, Mc Graw-Hill, Irwin Peter Dalgaard (2008) Introductory Statistics with R, 2 nd edition, Springer Science, New York Linda Herkenhoff, John Fogli (2013) Applied Statistics for Business and Management using Microsoft Excel, Springer Science, New York.

Title	12 Strategic management
Module Author	Dr. Hans-Joachim Schramm
Summary Description	1.) Basic course: Introduction to strategic management 2.) Strategic port management with case study about value chain in liner shipping industry, liner shipping strategies, port/terminal operation strategies
Indicative Content/Syllabus	1.) Introduction to strategic management: - Analysis: assessment of external (SWOT, PESTLE, CAGE), industry (Porter's five forces), internal (value chain, core competencies), resource based view environment - Formulation: Portfolio theory, Ansoff matrix, BCG matrix, competitive advantage, generic competitive strategies, core competencies, - Implementation and control: business model canvas, change management, balanced score card as a strategic tool 2.) Strategic port management case study about value chain in liner shipping industry, liner shipping strategies, port/terminal operation strategies, vertical integration, value added services, port competition and contestable hinterlands

Language	English
Learning Outcomes	After this module, participants are able to - analyse the external, industry, internal environment of their company in the context of port business - formulate basic strategies and demonstrate knowledge about common procedures to implement and control them with a special focus laid on liner shipping business - discuss recent developments in the liner shipping industry and its impacts on port/terminal operations
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Lectures, case studies from the port business domain
Assessment/Examination	Essay about possible strategic development of the participant's work area
Workload	150 hrs, thereof 140 hrs self-study and 10 hrs online tutorials
Credit Points	6
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Rodrigue, J.-P. (2013) The Geography of Transport Systems Alderton, P.M. (2008) Port Management and Operations World Bank & PPIAF (2007) Port Reform Toolkit second edition Song, D.-W. & Panayides, P.M. (2012) Maritime Logistics Sorgenfrei, J. (2013) Port Business Burns, M.G. (2015) Port Management and Operations Olesen, T.R. (2015) Value Creation in the Maritime Chain of Transportation

Title	13 Ship operation: safety, health, environment
Module Author	Dipl.-Ing. Robert Lindenbeck, Prof. Dr. Thomas Böcker
Summary Description	<ul style="list-style-type: none"> • Ship types • The ship coming into port • SOLAS, MARPOL • ILO dock worker safety • Ship stability
Indicative Content/Syllabus	1 Ship types 1.1 Structure, ownership and registration of the world fleet 1.2 Classification criteria 1.3 Merchant ship categories 1.4 Dry cargo ships 1.5 Passenger ships 1.6 Tankers 1.7 Specialised ships 1.8 Scapping of ships 2 Voyage estimation 2.1 Factors of influence 2.2 Schedule requirements and lay times 2.3 Optimisation of sea voyage 3 The ship coming into port 3.1 Government rules 3.2 International notification system – FAL Convention 3.3 Responsibilities 3.4 Contact points 3.5 Governmental authorities for facilitating the exchange of electronic information 3.6 Procedure to arrives at the destination port – IMPORT formalities 3.7 Operational process / cargo operation shipside (load, discharge, relocate, inspection) 3.8 Codes in the main affecting ship stability during cargo operation 3.9 How to avoid common mistakes when shipping full container load 3.10 Departure procedure at the sailing port – EXPORT formalities 4 Maritime law in context of safety, health, environment 4.1 International maritime rule system 4.2 SOLAS Convention implementation on board 4.3 MARPOL Convention implementation on board 4.4 Summary of maritime legislation and federal regulation 4.5 ILO dock worker safety 4.6 International labour standards 4.7 Safe systems of work 6 Ship buoyancy, stability and stress

	6.1 General purpose, application and definition 6.2 Buoyancy and trim 6.3 Stability criteria 6.4 Stress 6.5 Loading manuals, stability booklet 6.6 Scope of analysis and documentation on board
Language	English
Learning Outcomes	Upon completion, the students are able to understand the basics of ship operation and have got an overview of safety, health and environment processes on board.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Self-study of online material required. Additionally, tutorial and online lessons
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	None

Title	14 Operations research
Module Author	Prof. Dr. Sven Müller
Summary Description	Operations research – known as the science of the better – is a discipline that deals with the application of advanced analytical methods to make better (business) decisions. Here the focus is on mathematical modeling and optimisation. These methods are used to determine best possible (ideally, optimal) solutions to decision problems that occur in the maritime industry. Examples are vessel scheduling and routing (combined with inventory management), quay crane scheduling, berth allocation and many more.
Indicative Content/Syllabus	1) Decision problems and their formal representation in linear equation systems (LES) 2) Graphic solution to LES 3) Simplex tableau 4) Primal and dual simplex, two phases method, duality 5) Graph theory, trees, network flow 6) Transportation problem 7) Integer programming
Language	English
Learning Outcomes	Upon completion, the students are able to formalise and solve decision problems that occur in (maritime) logistics
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Online course
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	None

Title	15 Scientific and research methods
Module Author	Dr. Hieronymus Sturm
Summary Description	1. Introduction 1.1. scientific vs. non scientific 1.2. Three quality criteria of scientific work (objectivity, reliability, validity) 2. Preparing a scientific paper 2.1. Working title 2.2. Index 2.3. Preparing the paper 2.4. Investigation 2.5. Scientific writing 2.6. Scientific method

	<p>3. Statistic</p> <p>3.1. basic concept of quantitative statistics (scales)</p> <p>3.2. univariate frequency distribution (absolute and relative frequencies, measure of location, mean, variance, standard deviation)</p> <p>3.3. concentration measurement (Lorenz graph, Gini coefficient)</p> <p>3.4. measures of association (contingency analysis, correlation)</p> <p>3.5. Regression analysis</p> <p>4. Presentation of scientific results</p>
Indicative Content/Syllabus	The module is an introduction to the scientific methods.
Language	English
Learning Outcomes	After this course the students will be able, to write a scientific paper on their own.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML The course “scientific and research methods” stands with all modules in conjunction, where the student has to write a scientific paper and it is the basis for the bachelor thesis.
Course Work/Teaching and Learning Methods	Online course
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Nestor, P & Schutt, R. (2015). Research methods in psychology. Investigation Human Behavior. 2. ed. London: Sage. Greener, S. (2008). Business research methods. Internet: http://sukhishvili.edu.ge/files/microsoft-office/Business%20Research%20Methods%20-%20Dr1221.pdf (12_15).

Title	16 Project workshop I (conception phase)
Module Author	Dr. Lars Stemmler
Summary Description	This module shall prepare the students for and equip them with relevant tools to identify and formulate practical problems which are addressed by means of scientific methods during Project workshop II.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • Brainstorming techniques • Structuring techniques • Introduction to project management • Introduction to project organisation and stakeholder involvement • Decision making and assessment tools
Language	English
Learning Outcomes	After having completed the module, students are able to <ul style="list-style-type: none"> • identify and formulate problems in maritime SCM and logistics • assess the relevance of these problems to the value chain of their respective organisations • relate the problems to the relevant logistics systems and their stakeholders • formulate solution hypothesis • structure and review appropriate implementation and evaluation strategies.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online-studies of electronically delivered study material with incorporated test questions. Contact hours provided through [x] number of online synchronous life video chats with qualified tutor. Project work by means of a study-guide containing questions and exercises in order to develop a project portfolio.
Assessment/Examination	Marked Project Portfolio
Workload	250 hrs, thereof 230 hrs self-study and 20 hrs online tutorials 10 h asynchronous online-teaching 18 h synchronous life video tutorials 122 h guided project work
Credit Points	10 provided candidate achieves an examination grade of at least "pass".
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Will be provided separately

Title	17 Port planning
Module Author	Frank Borrmann
Summary Description	Based on the requirement to reinforce the effectiveness of transport chains, port planning (including redesign of port terminals) comes in to the focus as an optimisation approach. In interaction with the different stakeholders of the port business and the public interest parties, port planning is a multidisciplinary and complex engineering process in different levels / design phases. The module will describe this planning process of efficient port facilities.
Indicative Content/Syllabus	17-1) Port zoning 17-2) Port master planning – based on the process analysis the different levels / design phases of the port planning will be described 17-3) Port – Hinterland (town) interfaces - demonstrate modern solutions for the rail / road / inland waterway interfaces for different types of port technologies
Language	English
Learning Outcomes	After having completed the module, students are able to: <ul style="list-style-type: none"> • understand the contradictions and optimisation approach for the port planning process • recognise the need of detailed analyses of the portside processes of the flow of goods and materials as well as information as basis for a successful port design • characterise the different solutions for port interfaces
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online-studies of electronically delivered study material with incorporated test questions. Contact hours provided through [x] number of online synchronous live video chats with qualified tutor. Self-study by means of a study-guide containing exercises and case studies.
Assessment/Examination	Written exam 120 minutes
Workload	150 hrs, thereof 140 hrs self-study and 10 hrs online tutorials
Credit Points	6
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	None

Title	18 Cost accounting
Module Author	Prof. Dr. Christian Decker
Summary Description	This course introduces students to the theories, principles and techniques of managerial accounting. Besides of a general introduction, selected case studies will address the special implications of cost accounting for logistics and shipping services.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • Introduction to management accounting • Terminology and objectives • Measuring costs and revenues • Pricing and profitability analysis • Cost assignment • Activity-based costing • Budgeting process • Standard costing and analysis of deviations • Organisational aspects of managerial accounting • Strategic aspects of managerial accounting
Language	English
Learning Outcomes	Students are able to analyse business processes based on the theories, principles and techniques of cost and performance accounting in order to support managerial decisions.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Recommended Previous Experience	Not applicable
Course Work/Teaching and Learning Methods	Asynchronous online tutorials incl. quizzes Synchronous online tutorials Guided self-study (reading assignments, case studies, exercises)

Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature (latest editions)	Atkinson, Anthony A., Kaplan, Robert S., Matsumura, Ella Mae, Young, Mark S.: Management Accounting. Information for Decision Making and Strategy Execution, Pearson International Edition. Bhimani, Alnoor, Horngren, Charles, T., Datar, Srikant, M., Rajan, Madhav: Management and Cost Accounting, Pearson International Edition. Drury, Colin: Management Accounting for Business, Cengage Learning EMEA. Kaplan, Robert S., Atkinson, Anthony A.: Advanced Management Accounting, Pearson International Edition. Horngren, Charles T., Datar, Srikant M., Rajan, Madhav V.: Cost Accounting. A Managerial Emphasis, Pearson International Edition.

Title	19 Shipping management and economics
Module Author	Dr. Lars Stemmler
Summary Description	This module introduces the student to the economics of the shipping industry and shipping company management. A particular focus will be on the structures of liner shipping and the characteristics of tramp shipping/ship chartering.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • maritime markets (freight, newbuilding, sale and purchase, demolition) • economies of shipbuilding and scrapping • shipping company economics • shipping company organisation / agency business • liner shipping networks and organisation • types of charter contracts (voyage, time, non-demise, bareboat charter) • standard charter contract rules • charter party negotiations • laytime and demurrage, inc. dispatch • the profitable voyage • voyage estimation
Language	English
Learning Outcomes	<p>The students</p> <ul style="list-style-type: none"> • are able to describe the role of shipping in international logistics • are able to discuss the relevant markets in shipping and their mechanics • have familiarised themselves with the concept of liner and tramp shipping (chartering) • are able to reflect the implications of an efficient organisation of sea-borne trade on their respective organisation's value chains • are able to demonstrate an understanding of related problems and formulate solution strategies
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online-studies of electronically delivered study material with incorporated test questions. Contact hours provided through [x] number of online synchronous live video chats with qualified tutor. Self-study by means of a study-guide containing exercises and case studies.
Assessment/Examination	Written exam 120 minutes
Workload	150 hrs, thereof 140 hrs self-study and 10 hrs online tutorials 20 h asynchronous online-teaching including 5 h of self-testing 8 h synchronous live video tutorials 122 h guided self-study
Credit Points	6 provided candidate achieves an examination grade of at least "pass".
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Will be provided separately

Title	20 Container terminal operations
Module Author	Prof. Dr. Sönke Reise
Summary Description	<ul style="list-style-type: none"> • Types of container terminals • Operational and administrative processes of a container terminal • Requirements of special container in operational processes
Indicative Content/Syllabus	<p>To understand the complex processes on a container terminal is the aim of this module.</p> <ul style="list-style-type: none"> • Different types of container terminals • Detailed view on the operational processes of load, discharge, relocate, receive rail and truck, dispatch rail and truck • Truck appointment systems • Requirements of special container in operational processes: reefer, dangerous goods, OOG, empties • Equipment control • Yard Control • Berth planning
Language	English
Learning Outcomes	Students have knowledge about different types of container terminals and their operational and selected administrative processes.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	<p>Asynchronous online tutorials incl. quizzes</p> <p>Synchronous online tutorials</p> <p>Guided self-study (reading assignments, case studies, exercises)</p>
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	<ul style="list-style-type: none"> • Patrick Alderton: Port Management and Operations, 3rd ed., Informa Law, 2012 • Itsuro Watanabe: Container Terminal Planning – A Theoretical Approach, WCN Publishing Ltd, 2013

Title	21 RoRo terminal operations
Module Author	Frank Borrmann, BMC
Summary Description	The RoRo technology is an efficient solution for special transport tasks and especially inside the transport chains in the semi-enclosed larger or smaller sea basin areas will be studied with focus on the shipside and shore side processes.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • History and reason for existence of the RoRo solution as sequences of maritime transport chains • Types and specifications of RoRo-traffic (ships and terminals, incl. innovations and special variants) • Operational processes - their functional areas and facilities • Dimensioning of the essential functional areas and facilities with focusing of an optimal process flow • Special equipment for loading and discharging as well as transshipment in operational processes • SWOT-analyses RoRo vs. Container-Feeder solution • Systems for equipment / process control
Language	English
Learning Outcomes	Students will acquire an understanding of the mechanisms governing the RoRo technology.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	<p>Asynchronous online tutorials incl. quizzes</p> <p>Synchronous online tutorials</p> <p>Guided self-study (reading assignments, case studies, exercises)</p>
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	None

Title	22 Bulk terminal operations
Module Author	Dipl. Ing. (Fh) Johannes Dobsch
Summary Description	This course is aimed at the shore personnel responsible for the safe and efficient transfer of solid and liquid bulk cargoes between ship and shore. It covers general operational, regulatory, safety, loss prevention and commercial requirements at the ship/shore interface.
Indicative Content/Syllabus Solid Bulk Terminal Operations:	<ul style="list-style-type: none"> 1 Overview of solid bulk shipping industry 1.1 Trend and development of transported volumes and materials 1.2 Trend in vessel design 1.3 Specific characteristics of regions and materials 2 Bulk carriers 2.1 Bulk carrier construction, characteristics and shape 2.2 Safety of bulk carriers 2.3 Loss prevention 3 Bulk terminals 3.1 Regulatory issues for solid bulk terminals 3.2 Suitability of ships and terminals 3.3 Safety at terminals handling solid bulk cargoes 3.4 Ship-shore exchanges of information & BLU code 3.5 Commercial and documentary requirements 3.6 Difference between sea-port bulk terminals and inland-port bulk terminals 4 Handled material 4.1 Bulk cargoes & IMSBC code 4.2 Single cargo 4.3 Specific characteristics of handling and storing of special bulk materials 5 Solid bulk cargo loading and unloading operations 5.1 Flow of material in the port 5.2 Work in and on the vessel 5.3 Work on the pier 6 Overview of different loading machinery 6.1 Rope machines 6.2 Hydraulic machines 6.3 Vacuum and spindle machines 6.4 Grabs, attachments and its purpose 6.5 Calculation of handling capacity 6.6 Running cost calculation of loading machinery 6.7 Ancillary equipment in bulk terminals 7 Outlook and trends for bulk-terminal, bulk-handling 7.1 Expected vessel size 7.2 Increasing of loading and unloading speed 7.3 "The Green Port"
Language	English
Learning Outcomes	The aim of this course is to provide participants with a practical, comprehensive and up-to-date overview of the handling of solid bulk cargoes at the ship/shore interface. It will enable participants to enhance their competencies in relation to the safe and efficient handling of ships and cargoes, cargo loading and unloading, emergency procedures, compliance with relevant maritime regulations and codes of practice, commercial and documentation requirements, planning, safety, security, loss prevention and other critical issues applicable to marine terminals handling solid bulk cargoes.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Online Course
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Relevant references (some freely available on-line) including: <ul style="list-style-type: none"> • UNCTAD REVIEW OF MARITIME TRANSPORT • IMSBC CODE / BLU Code (IMO) • MARRPOL ANNEX V (IMO) • Marine Terminal Management and Self-Assessment (OCIMF) • P&I Club loss prevention literature • Paris MOU / EQUASIS • Industry journals

	<ul style="list-style-type: none"> • Recommendations on Safe Transport of Dangerous Cargoes in Ports (IMO) • Equipment manufacturers' information • EG machinery directive • FEM 1.001 Classification of Cranes • VDE directives
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Title	23 Economic policy and management
Module Author	Prof. Dr. Christian Decker
Summary Description	This course introduces students to the theories, policies, parameters and techniques of international trade. Global trade facilitation, geopolitical trends and their impact on international trade and logistics are addressed. A special focus will be given to the various manifestations of international trade and its inherent risks.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • Globalisation, regional integration and geopolitical trends • Global trade facilitation (WTO, Asia-pacific trade, agreement, regional trade deals) • International trade theories and policies • International monetary system, balance of payments and foreign exchange markets • Ethical aspects and intercultural factors in international trade • Manifestations of international trade I: Basic forms of trade and trade intermediaries • Manifestations of international trade II: tolling, licensing, cooperation • Manifestations of international trade III: countertrade • Manifestations of international trade IV: foreign direct investment (FDI) • Manifestations of international trade V: multinational enterprises (MNEs) • Risks in international trade
Language	English
Learning Outcomes	Students are able to critically reflect upon implications of international trading activities based upon the theories, policies, parameters and techniques of international trade in order to evaluate international trade flows and transactions.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online tutorials incl. quizzes Synchronous online tutorials Guided self-study (reading assignments, case studies, exercises)
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature (latest editions)	<p>Eibner, Wolfgang: Understanding International Trade: Theory & Policy / Anwendungsorientierte Außenwirtschaft: Theorie & Politik, English – German, R. Oldenbourg Verlag: Munich, Vienna</p> <p>Feenstra, Robert, C., Taylor, Alan, M.: International Trade, Worth Publishers.</p> <p>Grath, Anders: The Handbook of International Trade and Finance. The complete guide for international sales, finance, shipping and administration, Kogan Page.</p> <p>Hill, Charles W. L.: International Business. Competing in the Global Marketplace, International Student Edition, McGraw-Hill Higher Professional.</p> <p>Krugman, Paul: International Trade. Theory and Policy, Pearson International Edition.</p> <p>McLaren, John: International Trade, John Wiley & Sons.</p>

Title	24 IT & MIS
Module Author	Mr. Carsten Hilgenfeld
Summary Description	<ul style="list-style-type: none"> • Basic course: introduction to business information management • Implementation and revise of a Management Information System
Indicative Content/Syllabus	<p><u>Introduction (First Quarter):</u> IT infrastructure and the theoretical work of MIS. Different systems and administration of this.</p> <p><u>Data protection and privacy (Second Quarter):</u> Backup systems and maintenance strategy, rules of data privacy.</p> <p><u>Implementation (Third Quarter):</u> Integration and implementation of a new Management Information System. Evaluation of an existing system and generation of improvement suggestion for the CEO/ management.</p> <p><u>Project work (Last Quarter):</u> The student creates for fictive company strategies for the implementation of the Management Information System. One of the main aims is to empathize in common employees. "How the company ensures that every employee knows what's happening".</p>
Language	English
Learning Outcomes	<p>Finally after the lectures the students are in the position to implement a Management Information System in her company. Also they are capable to revise and evaluate an existing system.</p> <p>Nach der Lehrveranstaltung werden die Studenten in der Lage sein in den Unternehmen ein MIS aufzubauen. Weiterhin sollen diese</p>
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Lectures, seminars, homework assignments and project work.
Assessment/Examination	Written exam 120 minutes with multiple choice and open/ free text questions.
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	<p>Management Information System, K.C. Laudon, Pearson Education Limited Essex, 2015, ISBN 13 9781292094007</p> <p>Strategic Planning for Information Systems, J. Ward, WILEY, 2002, ISBN: 978-0-470-84147-1</p> <p>Management Information Systems, A. James, McGraw-Hill/Irwin, 2010 ISBN: 9780071221092</p>

Title	25 Project workshop II (realisation phase)
Module Author	Dr. Lars Stemmler
Summary Description	The students gain practical work experience in the field of maritime logistics of at least twenty weeks aiming at applying theoretical knowledge in a practical environment. This experience can be obtained by carrying out a project in the company the student is working for or by means of an internship.
Indicative Content/Syllabus	The specific content will be developed by the student in Project workshop I and agreed with the company and the lecturer.
Language	English
Learning Outcomes	<p>The students are able to</p> <ul style="list-style-type: none"> • apply theoretical knowledge and skills in a practical environment • use professional competencies in project management, interpersonal skills and maritime logistics • reflect their level of personal development and to provide feedback to the company and the university.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Practical semester
Assessment/Examination	Project report
Workload	250 hrs, thereof 115 hrs self-study and 10 hrs online tutorials in the 6 th semester and 115 hrs self-study and 10 hrs online tutorials in the 7 th semester
Credit Points	10 provided candidate achieves an examination grade of at least "pass".
Frequency of Delivery	Winter and summer semester

Duration	2 semester
Literature	To meet research question of project

Title	26 Financial management
Module Author	Prof. Dr. Olaf Streuer
Summary Description	The module imparts the basic knowledge of financial management, including capital investment decisions (capital budgeting), the range of different forms of financing and raising capital, financial planning methods and the basics financial risk management.
Indicative Content/Syllabus	<ol style="list-style-type: none"> 1. The basic framework of corporate finance 2. Managing long-term investments (capital budgeting, risk and return, cost of capital) 3. Forms of financing (equity-, debt- and mezzanine finance, incl. raising capital) 4. The long-term financing policy (capital structure and payout policy) 5. Financial analysis and planning 6. Financial risk management
Language	English
Learning Outcomes	<ul style="list-style-type: none"> – Students understand the fundamental role of corporate finance issues for a company’s perspectives to grow and create value. – Students know the basic methods of capital budgeting and are able to use these methods to analyse and evaluate investment projects and the respective financing needs of the company – Students know the broad range of relevant financial instruments (equity-, debt- and mezzanine finance) and the basic sources and procedures of raising capital – Students are able to analyse and evaluate the company’s financial structure and financial needs and develop a long-term financial plan as well as a (short-term) cash budget – Students have a basic knowledge of financial risk management instruments (financial derivatives like options and futures)
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML Also as basis for further, more specialised modules in corporate finance, especially module 30 “trade and asset finance”.
Course Work/Teaching and Learning Methods	<ul style="list-style-type: none"> – (video based) lecture for knowledge transfer – Exercises and case studies to repeat and consolidate (self-study)
Assessment/Examination	Written exam 120 minutes (100% of final grade in this course)
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Brealy/Myers/Allen (2014), Principles of Corporate Finance, 11 th Global Edition, McGraw Hill Ross/Westerfield/Jordan (2013), Fundamentals of Corporate Finance, 10 th Edition, McGraw Hill.

Title	27 Risk management and transport security
Module Author	Dr. Irene Sudy, TU Hamburg
Summary Description	<ul style="list-style-type: none"> - Basic course on risk management (risk types, risk management process steps, risk analysis, risk response measures) - Security and compliance management - Security regulations and security initiatives for various transport modes and cross-border cargo movements (e.g. container security, ISPS code)
Indicative Content/Syllabus	<ul style="list-style-type: none"> - Defining risk and uncertainty, safety and security in the context of global transportation - Highlighting importance of security and compliance management - Discussing risk management process steps in detail - Exemplifying risk response measures at transport, transport chain, logistics and supply chain level - Analysing current state of security threats in global transportation - Illustrating transportation security

	<ul style="list-style-type: none"> - Discussing current state of mandatory legislations and voluntary initiatives - Students will learn about the importance of risk, security and compliance management especially in global transportation. - The current state of security threats in global transportation and about the current state of security regulations, initiatives and programmes. Requirements on various modes of transportation and cross-border transport chains will be discussed.
Language	English
Learning Outcomes	The objective is to give students a first insight into the complex topic of risk management and compliance requirements in global transport chains. After attending this session, students are aware of the most important security regulations and initiatives with relevance to global trade flows and have knowledge of risk, security and compliance management concepts.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Asynchronous online tutorials incl. quizzes Synchronous online tutorials Guided self-study (reading assignments, case studies, exercises)
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	<p>David, P.A. (2013) International Logistics – The Management of International Trade Operations, 4th edition, Cicero Books LL, Berea OH.</p> <p>Cavinato, J.L. (2004) Supply chain logistics risks: From the back room to the board room, International Journal of Physical Distribution & Logistics Management Vol. 34/5, pp. 383-387.</p> <p>Sudy, I. and Schramm, H.-J. (2010) Risk Response Measures and their Application from Transportation to Supply Chain Management, RIRL 2010 - 8èmes Rencontres Internationales de Recherche en Logistique, 29.09 – 01.10.2010, Bordeaux.</p> <p>Williams, Z., Lueg, J.E., Taylor, R.D. and Cook, R.L. (2009) Why all the Changes? An institutional theory approach to exploring the drivers of supply chain security (SCS), International Journal of Physical Distribution & Logistics Management Vol. 39/7, pp. 595-618.</p> <p>Donner, M. and Kruk, C. (2009) Supply Chain Security Guide, published by The International Bank for Reconstruction and Development/The World Bank, Washington, (pp. 1-40).</p> <p>Bichou, K., Kee-Huang L., Venus Lun, Y.H. and Cheng, T.C. (2007) A Quality Management Framework for Liner Shipping Companies to Implement the 24-Hour Advance Vessel Manifest Rule, Transportation Journal Vol. 46/7, pp. 5-21.</p> <p>Bakshi, N., Flynn, S.E., Gans, N. (2011) Estimating the Operational Impact of Container Inspections at International Ports, Management Science Vol. 57/1, pp. 1-20.</p>

Title	28 Transport policy
Module Author	Dr. Christian Wenske
Summary Description	Transport policy has to secure that social transport needs are satisfied in an efficient way. Multiple actors on different levels interact in shaping rules and regulations governing the transport system. It is a multidisciplinary field where engineering, economics, sociology and law come together. Transport policy will be studied with respect to shipping and ports.
Indicative Content/Syllabus	<ul style="list-style-type: none"> • Objectives and elements of the policy process • The role of the state in transport • The regulatory of the flag state • Principles of deregulation / regulation • Regulation of competition in shipping • Port policy • International transportation policies and their effectiveness
Language	English
Learning Outcomes	Students have an understanding of the mechanisms governing the formation of national and international transport policy in the field of shipping and sea ports.

Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	online lectures, case studies on relevant transport policy issues case studies of national transport policies
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	None

Title	29 Business simulation
Module Author	Dr. Anatoli Beifert
Summary Description	With business simulation programme LUDUS the students learn in competing workgroups (2-3 students per group) the combine of all knowledge's about business.
Indicative Content/Syllabus	The content is planned for 16 weeks (periods). Week 01-02: Explanation of the programme and its relationships Week 03-04: Test runs (2 test rounds) with common decisions and evaluations. Week 05-14: enterprise simulation (6-8 rounds) Week 15-16: Result Meeting and exam preparation Business Simulation course is planned at the final stage of the study. The course aims at the complex simulation of participants' companies in a competitive business environment. Following skills and experiences are required: financial & management accounting, marketing, strategic management or controlling, production management. The students learn and understand that every little decision modifies the company and the outcome. Interaction and in time tracing of the business consequences caused by the decisions made. The participants will see the interaction of the individual aspects. The results of the decisions made will be displayed and analysed.
Language	English
Learning Outcomes	On completion of the course students are able to realise integrated corporate planning - implement strategic and operative decisions - analyse company reports - work in teams - present their work
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	Lectures, seminars, homework assignments and special competing workgroups (simulated students companies).
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	16 weeks, two lectures per week
Literature	None (the written notes of the past courses are necessary)

Title	30 Trade and asset finance
Module Author	Prof. Dr. Christian Decker/Dr. Lars Stemmler
Summary Description	This module introduces the principles and instruments of short-term inventory/trade finance and long-term asset finance in the shipping and port environment to the students. Particular attention will be paid to effecting payments in international trade bearing in mind country and counterparty risk mitigation as well as addressing foreign exchange risks. Further, ship and port finance are used as examples for introducing into long-term asset and project finance using bank loans, bonds and other instruments.

Indicative Content/Syllabus	<ul style="list-style-type: none"> • Issues in international trade and asset finance • Country risk analysis and mitigation • FX markets and FX risk exposure management • International credit risk • International and syndicated corporate lending • Terms and techniques of payment • Trade and export finance, structured trade finance • Project, asset and leveraged finance • Financing of ships and shipping companies • Financing of port infrastructure
Language	English
Learning Outcomes	Students are able to analyse financial implications of trade and asset finance activities based upon the theories, models and techniques of international corporate financial management in order to evaluate and/or create financial solutions.
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	<ul style="list-style-type: none"> • Asynchronous online tutorials incl. quizzes • Synchronous online tutorials • Guided self-study (reading assignments, case studies, exercises)
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5 provided candidate achieves an examination grade of at least "pass".
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	Grath, Anders: The Handbook of International Trade and Finance. The complete guide for international sales, finance, shipping and administration, Kogan Page. Malaket, Alexander, R.: Financing Trade and International Supply Chains: Commerce across Borders, Finance across Frontiers, Gower Publishing.

Title	31 Relationship management & maritime community
Module Author	Dipl.-Ing. Boris Kluge
Summary Description	Port and maritime business needs to have managers who are well educated and have gained experience in practice. Any political process, dealing with deciders and other stakeholders needs to be understood to achieve those objectives of employers and stakeholders. Media presence and visibility in business related networks will support these achievements as well helps to build up successful careers. The module Relationship management & maritime community explains formal and informal standards and structures necessary for that. The module enables students to involve networking and lobbying in their career planning from the very beginning and support them with tools and knowledge acting safely and seriously in this field.
Indicative Content/Syllabus	<ul style="list-style-type: none"> - Understanding political decision processes - Parlamental rules - Law and regulation evolution - Recommendation process - Stakeholder - Regulation purpose - Regulation impacts - Alternatives - Influencing political decision processes - Identification of relevant decider - Built up of networks - Public events and hearings - Studies - Developing trust, loyalty and liability - Negotiating skills - Codes of conduct (ethics) - Anti-Corruption strategies - Media work - Dealing with journalist and media consultants - Press releases and application press articles - Advertising in the media

	<ul style="list-style-type: none"> - Networking - Need and benefit of networking - Purpose and objective of networking - Networking platforms e.g. clubs and association, Xing, LinkedIn - Headhunting - Associations - Purpose and objective of associations - Honorary and full-time experts - Committees and internal opinion making process - Statements and recommendations - Port community - Identifying matching interests and topics - Identify with port as part of logistics - Status quo of involved persons - Recruiting aspects - Opinion making platforms
Language	English
Learning Outcomes	<p>On completion of the course students have the following competencies:</p> <ul style="list-style-type: none"> - Understanding of political processes and developing self-reflected strategies to achieve business-driven objectives - Acting ethically correct on a reliable wide-ranging network of different stakeholders following mid- and long-term strategies - Presenting the own business positive and robust against new developments in politics and business - Developing and cultivate a reliable network attractive for partners, future employer and headhunter - Support colleagues and business partner of port business and acting as port men or women
Admission Requirements	As per admission requirements for the BA course BML.
Usability	BML
Course Work/Teaching and Learning Methods	<p>Asynchronous online tutorials incl. quizzes</p> <p>Synchronous online tutorials</p> <p>Guided self-study (reading assignments, case studies, exercises)</p>
Assessment/Examination	Written exam 120 minutes
Workload	125 hrs, thereof 115 hrs self-study and 10 hrs online tutorials
Credit Points	5
Frequency of Delivery	Winter and summer semester
Duration	1 semester
Literature	None