University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Marine Communication							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
COM301	III	Fall	3	4	2	2	0
Course type: Compulsory				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Basic Sciences**	**Engineering Science**	**Engineering Design**	**General Education**
				60	-	-	40
Course Venue and Time				Friday / 09:30 – 13:20			
Instructor information				**Cpt. Orhan Kamil Babaoğlu** Faculty of Maritime Studies Wednesday / 09:00 - 12:00 +90 (392) 650 26 00 / 4040 orhankamil.babaoglu@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	This course provides students with a comprehensive understanding of maritime communication systems, methods, and international regulations. It covers both traditional and modern means of communication at sea, including visual signaling with Morse code and the International Code of Signals, as well as radio telephony and radiotelex communication. Special emphasis is placed on the Global Maritime Distress and Safety System (GMDSS), emergency communication procedures, and the use of standardized Maritime English for safety and distress messages. Through theoretical instruction and practical exercises, students gain the necessary competence to send, receive, and interpret visual and radio signals, handle emergency and search-and-rescue communications, and apply international standards to ensure safety at sea.
Course Aims and Objectives	The primary aim of this course is to equip students with the theoretical knowledge and practical skills necessary for effective and reliable maritime communication. It seeks to develop competence in the use of visual and radio communication systems, familiarize students with international regulations and standards, and enhance their ability to manage emergency and safety-related communications at sea. • Understand the principles, functions, and importance of maritime communication systems. • Gain proficiency in visual signaling methods, including Morse code and the International Code of Signals. • Apply correct procedures for radiotelephony and radiotelex communication between ships and coastal stations. • Demonstrate familiarity with the Global Maritime Distress and Safety System (GMDSS) and its operational requirements. • Acquire competence in using standardized Maritime English for distress, safety, and urgency messages. • Recognize and correctly apply international conventions and codes governing communication at sea. • Develop the ability to respond effectively to emergency and search-and-rescue (SAR) communication scenarios.

Course Learning Outcomes	**LO1:** Explain the principles and importance of maritime communication within the framework of international conventions and regulations. **LO2:** Demonstrate proficiency in transmitting and receiving information using visual signaling methods, including Morse code and the International Code of Signals **LO3:** Apply correct procedures for radiotelephony and radiotelex communication in both routine and emergency situations **LO4:** Operate and monitor communication equipment in accordance with the requirements of the Global Maritime Distress and Safety System (GMDSS) **LO5:** Use Standard Maritime Communication Phrases (SMCP) and Maritime English effectively in distress, urgency, and safety messages. **LO6:** Identify and interpret internationally recognized communication codes and symbols for safe ship operations. **LO7:** Perform emergency communication tasks related to search and rescue (SAR) operations, distress calls, and safety alerts. **LO8:** Evaluate and troubleshoot common problems related to communication systems and propose appropriate corrective measures. **LO9:** Integrate communication practices with safety management and operational procedures on board ships.

Content of the Course

Week	*Subject*
1	**Introduction to Maritime Communication** Scope, importance, and international framework
2	**Visual Signaling in Maritime Communication** Concepts and applications
3	**Visual Signaling in Maritime Communication** Concepts and applications
4	**Distress Signals** SOS in accordance with COLREG 72 Annex IV
5	**International Code of Signals** Structure, purpose, and applications
6	**Single-Letter Signals in the International Code of Signals** Visual signaling practices
7	**Radio Communication in Shipping** Radiotelephone and radiotelex operations
8	**Ship-to-Ship and Ship-to-Shore Communication** Procedures, protocols, and safety aspects
9	**Maintenance and Testing of Communication Equipment** Operational checks and reliability standards
10	**Practical Applications of the International Code of Signals** Communication exercises
11	**Global Maritime Distress and Safety System (GMDSS)** Concept, structure, and implementation
12	**Emergency Communication and Distress Alerts** Sending and responding to distress calls
13	**Relay of Distress Communications** Transmission of received calls to other stations
14	**Search and Rescue Communication** IAMSAR guidelines and coordination practices
15	**Maritime English for Emergency and Safety Messages** Standardized vocabulary, message formats, and final practice

Methods and Techniques used in the Course

Lectures and Presentations: Theoretical foundations of maritime communication, international conventions, and regulatory frameworks are delivered through instructor-led sessions.

Classroom Discussions: Interactive discussions are encouraged to enhance understanding of maritime safety communication practices.

Practical Training and Simulations: Students practice Morse signaling, radiotelephony, radiotelex, and GMDSS operations through simulated exercises.

Laboratory and Equipment-Based Learning: Use of communication equipment such as VHF radios, Aldis lamps, and GMDSS consoles for hands-on training.

Case Studies and Problem-Solving Exercises: Real-life maritime incidents and communication failures are analyzed to improve decision-making and response skills.

Role-Playing and Drills: Students perform emergency communication tasks, including distress, urgency, and safety messages, using Standard Maritime Communication Phrases (SMCP).

Collaborative Group Work: Small group exercises to encourage teamwork in communication scenarios, especially for search and rescue coordination.

Assignments and Projects: Written and practical assignments designed to assess knowledge of international signal codes, communication procedures, and operational practices.

Assessment Through Quizzes and Exams: Regular evaluation of theoretical knowledge and applied skills.

Sample Questions

Part A – Theoretical Questions

- Define the Global Maritime Distress and Safety System (GMDSS) and explain its importance for maritime safety.
- What are the basic principles of Morse code communication? Provide examples of distress signals.
- Explain the difference between radiotelephony and radiotelex communication in maritime operations.
- Discuss the role of the International Code of Signals (ICS) in maritime communication.
- What are the main types of emergency messages transmitted in maritime communication, and when are they used?

Part B – Practical/Applied Questions

- Translate the following distress message into proper Standard Marine Communication Phrases (SMCP):
  - *"We are sinking, need immediate assistance, position 35° 40′ N – 27° 15′ E."*
- Using the International Code of Signals, explain what the single-letter signals **"A"**, **"N"**, and **"O"** indicate.
- Write down the Morse code equivalent of the distress signal **SOS** and demonstrate how it would be transmitted with an Aldis lamp.
- A ship receives a MAYDAY call but cannot provide assistance directly. Describe the proper communication procedure.
- Explain how communication procedures differ between **distress**, **urgency**, and **safety** messages.

Materials Used in the Course

Textbooks and References

- Lees,G., Williams, W.G., Handbook for Marine Radio Communication, 6th Ed. Informa Law from Routledge, London.
- International Maritime Organization (IMO) publications related to communication procedures.
- *International Code of Signals (ICS)*.
- *IAMSAR Manual, Vol. III* (International Aeronautical and Maritime Search and Rescue Manual).
- *GMDSS Handbook* and related IMO model course materials.
- COLREG 1972, Annex IV – Distress Signals.
- Standard Marine Communication Phrases (SMCP) by IMO.

Supplementary Readings

- Academic articles and case studies on maritime communication, safety, and emergency response.
- National maritime communication regulations and guidelines.

Practical Training Materials

- Morse code charts and signaling guides.
- Aldis lamp and visual signaling equipment.
- GMDSS simulators and communication software.
- VHF, MF/HF radios, NAVTEX, INMARSAT terminals.

Multimedia Resources

- Training videos on distress and safety communication procedures.
- Audio recordings for practicing Standard Marine Communication Phrases.
- Interactive e-learning modules on maritime radio communication.

Classroom Materials

- Lecture notes, handouts, and PowerPoint presentations prepared by the instructor.
- Sample communication logs and report forms for practice.

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
	LO1	**LO2**	**LO3**	**LO4**	**LO5**	**LO6**	**LO7**	**LO8**	**LO9**	**LO10**
PO1	1	1	1	1	1	1	1	1	1	NA
PO2	1	1	1	1	1	1	1	1	1	NA
PO3	1	1	1	1	1	1	1	1	1	NA
PO4	1	1	1	1	1	1	1	1	1	NA
PO5	2	2	2	2	2	2	2	2	2	NA
PO6	2	2	2	2	2	2	2	2	2	NA
PO7	1	1	1	1	1	1	1	1	1	NA
PO8	1	1	1	1	1	1	1	1	1	NA
PO9	1	1	1	1	1	1	1	1	1	NA
PO10	3	3	2	2	3	3	3	2	2	NA
PO11	2	2	2	2	2	2	2	2	2	NA
PO12	1	1	1	1	1	1	1	1	1	NA
PO13	1	1	1	1	1	1	1	1	1	NA
PO14	1	1	1	1	1	1	1	1	1	NA
PO15	1	1	1	1	1	1	1	1	1	NA

Course Learning Outcomes/ Evaluation Method		
Course Learning Outcomes (CLOs)	**Teaching Method**	**Assessment Method**
LO1	Lecture, Question-Answer	Midterm Exam, Final Exam
LO2	Lecture, Group Discussion, Homework	Homework, In-Class Exercises, Midterm Exam
LO3	Lecture, Hands-on Practice, simulator sessions	Quizzes, Midterm Exam, Final Exam
LO4	Lecture, simulator, Hands-on Practice	Assignments, Midterm Exam, Final Exam
LO5	Lecture, simulator Sessions, In-Class Exercises	Quizzes, Midterm Exam, Final Exam
LO6	Lecture, In-Class Exercises	Midterm Exam, Final Exam
LO7	Hands-on Practice, simulator sessions	Assignments, role-play
LO8	Hands-on Practice, simulator sessions	Assignments
LO9	Hands-on Practice, simulator sessions	Assignments, role-play

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	**15**	**1**	**15**
Lectures	**15**	**4**	**60**
Midterm Exam	**1**	**3**	**3**
Preparation for Midterm Exam	**1**	**10**	**10**
Final Exam	**1**	**3**	**3**
Preparation for Final Exam	**1**	**15**	**15**
Presentation(s)	**-**	**-**	**-**
Preparation for Presentation(s)	**-**	**-**	**-**
Research for Project(s)/Essay(s)	**-**	**-**	**-**
Project Writing	**-**	**-**	**-**
Group Work	**-**	**-**	**-**
In-class Discussion(s)	**15**	**1**	**15**
Quiz(es)	**2**	**1**	**2**
Preparation for Quiz(es)	**-**	**-**	**-**
Laboratory	**15**	**1**	**15**
Assignment(s)/Homework/Class Works	**2**	**1**	**2**
Micro-Teaching Sessions	**-**	**-**	**-**
Lesson Planning	**-**	**-**	**-**
Materials Adaptation	**-**	**-**	**-**
Material Development	**1**	**1**	**1**
Draft Preparation	**-**	**-**	**-**
Drawing	**-**	**-**	**-**
Essay Writing	**-**	**-**	**-**
Tutorial(s)	**-**	**-**	**-**
Portfolio Preparation	**1**	**1**	**1**
Portfolio Presentation	**-**	**-**	**-**
Total Workload			**142**
ECTS Credit			**4**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	15	10
Laboratory	15	10
Application	-	-
Field Work	-	-
Special Course Internship (Work Placement)	-	-
Homework/Assignments	2	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	1	10
Project	-	-
Quiz	2	10
Midterms/Oral Exams	1	20
Final/Oral Exams	1	30
Total	**7**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		

University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Financial Management I							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
EAS301	III	Fall	3	5	3	0	0
Course type: Compulsory				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Basic Sciences**	**Engineering Science**	**Engineering Design**	**General Education**
				-	-	-	100
Course Venue and Time				Monday / 09:30 – 12:20			
Instructor information				**Assist. Prof. Emete Toros** Faculty of Administrative Sciences and Economics Wednesday / 09:00 - 12:00 +90 (392) 650 26 00 / 4060 emete.toros@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	This course introduces the fundamental principles and practices of financial management within a business context. It covers key areas including financial planning and analysis, sources of financing, capitalization, and valuation techniques. Students will explore working capital concepts and management, focusing on accounts receivable, inventory, and cash flow optimization. The course provides a comprehensive understanding of capital budgeting, long-term financing, and dividend policy, as well as the impact of leverage and business risk on financial decisions. Additionally, special financing methods and the role of financial systems in supporting business operations are examined. Through practical exercises, case studies, and financial problem-solving, students will develop the skills necessary to make informed financial decisions and evaluate the financial health of an organization.
Course Aims and Objectives	The aim of this course is to provide students with a comprehensive understanding of financial management principles and practices, enabling them to make informed financial decisions within a business context. The course focuses on both short-term and long-term financial planning, management of working capital, and evaluation of investment and financing options. • Understand the fundamental concepts and scope of financial management. • Analyze financial statements and perform financial planning for business operations. • Identify and evaluate different sources of financing for businesses. • Apply capitalization and valuation techniques to assess investment opportunities. • Manage working capital efficiently, including accounts receivable, inventory, and cash. • Perform capital budgeting analysis and estimate cash flows for projects. • Understand and apply principles of long-term financing and dividend policy. • Analyze the effects of leverage and business risk on financial decision-making. • Explore special financing methods and their application in organizational finance. • Understand the role of financial systems in supporting business and investment decisions.
	CLO1: Explain the fundamental concepts and scope of financial management. **CLO2:** Analyze financial statements and perform financial planning for business operations.

Course Learning Outcomes	**CLO3:** Identify and evaluate various sources of financing for businesses. **CLO4:** Apply capitalization and valuation techniques to assess investment opportunities. **CLO5:** Understand and manage working capital, including accounts receivable, inventory, and cash. **CLO6:** Perform capital budgeting analysis and estimate cash flows for projects. **CLO7:** Apply principles of long-term financing and dividend policy in decision-making. **CLO8:** Analyze the impact of leverage and business risk on financial decisions. **CLO9:** Explore special financing methods and evaluate their applicability in organizations. **CLO10:** Understand the role of financial systems in supporting business and investment operations.

Content of the Course

Week	*Subject*
1	Introduction to Financial Management: Scope, Objectives, and Importance
2	Financial Planning and Analysis: Principles and Techniques
3	Sources of Financing: Short-term and Long-term Options
4	Capitalization: Concepts and Methods
5	Valuation Techniques: Business and Investment Valuation
6	Working Capital: Concepts, Components, and Importance
7	Working Capital Management: Accounts Receivable and Inventory Management
8	Midterm Exam Week
9	Cash Management and Financing Operations
10	Capital Budgeting: Methods and Estimating Cash Flows
11	Long-term Financing: Debt and Equity Instruments
12	Dividend Policy: Types, Determinants, and Impact on Firm Value
13	Leverage and Business Risk: Analysis and Applications
14	Special Financing Methods and the Financial System
15	Final Exam Week

Methods and Techniques used in the Course

- **Lectures:** Presentation of core financial management concepts, planning techniques, and valuation methods.
- **In-Class Exercises:** Guided practice on financial analysis, working capital management, and capital budgeting.
- **Problem-Solving Sessions:** Application of financial formulas and decision-making techniques to real-life business scenarios.
- **Case Studies:** Analysis of organizational financial data, investment opportunities, and financing options.
- **Group Work:** Collaborative exercises to enhance understanding of financial planning, risk analysis, and capital structure.
- **Homework Assignments:** Regular exercises on financial statement analysis, ratio calculations, and valuation problems.
- **Quizzes and Exams:** Periodic assessments to evaluate comprehension of financial management principles and applied skills.
- **Use of Financial Software (if applicable):** Introduction to tools for financial modeling, cash flow analysis, and investment evaluation.

Sample Questions

1. Introduction and Financial Planning

- Define financial management and explain its main objectives in a business context.
- Discuss the importance of financial planning for organizational success.

2. Sources of Financing

- Identify and explain the different sources of short-term and long-term financing available to businesses.
- Compare debt financing and equity financing, highlighting advantages and disadvantages of each.

3. Capitalization and Valuation

- Explain the concept of capitalization and how it affects a company's financial structure.
- Using provided financial data, calculate the value of a business using the discounted cash flow method.

4. Working Capital Management

- Define working capital and explain its components.
- A company has Accounts Receivable $50,000, Inventory $70,000, and Current Liabilities $40,000. Calculate and interpret the working capital.

5. Capital Budgeting and Cash Flow

- Explain the importance of capital budgeting in financial decision-making.
- Given a project with expected cash inflows and outflows, calculate the net present value (NPV) and internal rate of return (IRR).

6. Long-term Financing and Dividend Policy

- Discuss the principles of long-term financing and the factors influencing dividend policy.
- A company has retained earnings of $100,000 and decides to pay 30% as dividends. Calculate the amount distributed and the retained portion.

7. Leverage and Business Risk

- Define financial leverage and business risk, and explain how they are related.
- Given financial data, calculate the degree of operating and financial leverage for a company.

8. Special Financing and Financial System

- Explain the concept of special financing and provide examples of when it might be used.
- Describe the role of the financial system in supporting business operations and investments.

Materials Used in the Course

Primary Textbooks

- **Brigham, E. F., & Houston, J. F. (2022).** ***Fundamentals of Financial Management*** **(15th Edition).** Cengage Learning.
- **Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2021).** ***Essentials of Corporate Finance*** **(11th Edition).** McGraw-Hill.
- **Van Horne, J. C., & Wachowicz, J. M. (2020).** ***Fundamentals of Financial Management*** **(14th Edition).** Pearson.

Recommended References

- **Shim, J. K., & Siegel, J. G. (2021).** ***Financial Management*** **(7th Edition).** Barron's Educational Series.
- **Higgins, R. C. (2019).** ***Analysis for Financial Management*** **(12th Edition).** McGraw-Hill.
- **Gitman, L. J., & Zutter, C. J. (2020).** ***Principles of Managerial Finance*** **(15th Edition).** Pearson.
- **Brealey, R. A., Myers, S. C., & Allen, F. (2020).** ***Principles of Corporate Finance*** **(13th Edition).** McGraw-Hill.

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
PO / CLO	**CLO1**	**CLO2**	**CLO3**	**CLO4**	**CLO5**	**CLO6**	**CLO7**	**CLO8**	**CLO9**	**CLO10**
PO1	3	3	3	3	2	2	2	2	2	2
PO2	3	3	3	3	3	3	3	3	3	3
PO3	2	2	2	2	1	1	2	2	2	2
PO4	2	2	2	2	2	2	2	2	2	2
PO5	1	1	2	2	2	2	2	2	3	3
PO6	1	1	1	2	1	1	2	2	2	2
PO7	1	1	1	1	2	2	2	2	2	2
PO8	1	1	2	1	1	1	2	2	2	2
PO9	1	1	2	1	1	1	2	2	2	2
PO10	2	2	1	2	2	3	2	2	2	3
PO11	1	2	2	1	1	2	2	2	3	3
PO12	1	2	1	2	1	1	2	2	2	2
PO13	2	3	3	2	2	1	2	1	2	2
PO14	2	2	1	2	2	2	1	2	2	2
PO15	1	2	1	2	2	3	2	2	3	3

Course Learning Outcomes/ Evaluation Method		
Course Learning Outcomes (CLOs)	**Teaching Method**	**Assessment Method**
CLO1: Explain the fundamental concepts and scope of financial management.	Lectures, in-class discussions	Quizzes, assignments, midterm exam
CLO2: Analyze financial statements and perform financial planning for business operations.	Lectures, problem-solving exercises	Assignments, quizzes, midterm exam
CLO3: Identify and evaluate various sources of financing for businesses.	Lectures, case studies, group work	Quizzes, assignments, midterm exam
CLO4: Apply capitalization and valuation techniques to assess investment opportunities.	Lectures, applied exercises, board work	Assignments, midterm exam, final exam
CLO5: Understand and manage working capital, including accounts receivable, inventory, and cash.	Lectures, problem-solving, in-class exercises	Assignments, quizzes, midterm exam
CLO6: Perform capital budgeting analysis and estimate cash flows for projects.	Lectures, case studies, applied exercises	Assignments, midterm exam, final exam
CLO7: Apply principles of long-term financing and dividend policy in decision-making.	Lectures, applied exercises, discussions	Assignments, quizzes, midterm exam, final exam
CLO8: Analyze the impact of leverage and business risk on financial decisions.	Lectures, problem-solving, case studies	Assignments, midterm exam, final exam
CLO9: Explore special financing methods and evaluate their applicability in organizations.	Lectures, case studies, group discussions	Assignments, quizzes, final exam
CLO10: Understand the role of financial systems in supporting business and investment operations.	Lectures, discussions, applied exercises	Assignments, midterm exam, final exam

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	**15**	**1**	**15**
Lectures	**15**	**3**	**45**
Midterm Exam	**1**	**2**	**2**
Preparation for Midterm Exam	**1**	**15**	**15**
Final Exam	**1**	**2**	**2**
Preparation for Final Exam	**1**	**15**	**15**
Presentation(s)	-	-	-
Preparation for Presentation(s)	-	-	-
Research for Project(s)/Essay(s)	-	-	-
Project Writing	-	-	-
Group Work	-	-	-
In-class Discussion(s)	**15**	**2**	**30**
Quiz(es)	-	-	-
Preparation for Quiz(es)	-	-	-
Laboratory	-	-	-
Assignment(s)/Homework/Class Works	**1**	**15**	**15**
Micro-Teaching Sessions	-	-	-
Lesson Planning	-	-	-
Materials Adaptation	-	-	-
Material Development	-	-	-
Draft Preparation	-	-	-
Drawing	-	-	-
Essay Writing	-	-	-
Tutorial(s)	-	-	-
Portfolio Preparation	-	-	-
Portfolio Presentation	-	-	-
Total Workload			**139**
ECTS Credit			**5**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	15	10
Laboratory	-	-
Application	-	-
Field Work	-	-
Special Course Internship (Work Placement)	-	-
Homework/Assignments	1	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	-	-
Project	-	-
Quiz	-	-
Midterms/Oral Exams	1	30
Final/Oral Exams	1	50
Total	**4**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		

University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Principles of Marketing							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
EAS304	III	Fall	3	4	3	0	0
Course type: Compulsory				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Basic Sciences**	**Engineering Science**	**Engineering Design**	**General Education**
				-	-	-	100
Course Venue and Time				Monday / 09:30 – 12:20			
Instructor information				**Assist. Prof. Emete Toros** Faculty of Administrative Sciences and Economics Wednesday / 09:00 - 12:00 +90 (392) 650 26 00 / 4060 emete.toros@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	**Principles of Marketing** introduces students to the foundational concepts, analytical tools, and strategic frameworks used in modern marketing management. The course focuses on how companies create customer value, build strong relationships, and achieve competitive advantage through effective marketing strategies. Students will explore company-wide strategic planning, marketing's role in partnering to build customer engagement, and the development of value-driven marketing programs. Key topics include analyzing the dynamic marketing environment; understanding consumer and business buying behavior; developing customer value–driven segmentation, targeting, and positioning strategies; and designing integrated marketing programs. The course also examines product, service, and brand strategies aimed at building long-term customer value, as well as the processes of new product development and managing the product life cycle. Additionally, students will study pricing strategies to understand and capture customer value within competitive markets. Through real-world examples, case studies, and practical applications, students gain a comprehensive understanding of how marketing decisions influence organizational success and long-term customer relationships.
Course Aims and Objectives	The primary aim of this course is to provide students with a comprehensive understanding of modern marketing principles, strategies, and practices used by organizations to create customer value and build long-term customer relationships. The course equips students with the analytical skills and strategic perspective necessary to evaluate marketing environments, understand buyer behavior, and design value-driven marketing programs. • Understand the strategic role of marketing within the broader organizational and corporate planning process. • Explain how companies create value and cultivate customer engagement to build profitable and sustainable relationships. • Analyze the marketing environment and identify key environmental factors that influence marketing strategies and decisions. • Evaluate consumer and business buyer behavior and apply relevant concepts to real-world marketing situations. • Develop customer value–driven segmentation, targeting, and positioning strategies. • Explain the principles of product, service, and brand management for building long-term customer value. • Describe the processes of new product development and product life cycle management.

	• Apply pricing principles that reflect customer value, cost considerations, and competitive dynamics. • Integrate marketing concepts into practical decision-making through case studies, discussions, and analytical exercises.
Course Learning Outcomes	**CLO1:** Explain the fundamental concepts of marketing and the role of marketing in creating customer value and engagement. **CLO2:** Analyze the marketing environment and assess how external factors influence marketing strategies. **CLO3:** Evaluate consumer and business buyer behavior and apply behavioral insights to marketing decisions. **CLO4:** Formulate segmentation, targeting, and positioning (STP) strategies for value-driven marketing. **CLO5:** Explain the strategic importance of products, services, and brands, and assess how organizations build and manage customer value. **CLO6:** Analyze the process of new product development and manage product life cycle strategies. **CLO7:** Apply pricing concepts and strategies to capture customer value while considering costs, competition, and market demand. **CLO8:** Develop integrated marketing strategies that align with company objectives and customer needs. **CLO9:** Evaluate marketing strategies using real-world cases and propose evidence-based solutions to marketing problems. **CLO10:** Demonstrate the ability to integrate marketing concepts into practical decision-making through analysis, problem solving, and communication of marketing insights.

Content of the Course

Week	*Subject*
1	Introduction to Marketing – Definition, scope, and evolution of marketing – Customer value, satisfaction, and engagement concepts
2	Company and Marketing Strategy – Strategic planning process – Partnering to build customer value and relationships – The marketing mix and marketing's role within the organization
3	The Marketing Environment – Micro and macro environmental forces – Environmental scanning and trend analysis
4	Consumer Buyer Behavior – Consumer decision-making process – Psychological, personal, social, and cultural influences
5	Business Buyer Behavior – Types of business markets – Business buying process and buying situations
6	Customer Value-Driven Marketing Strategy – Market segmentation approaches – Target market selection – Positioning and differentiation strategies
7	Product Strategy – Product levels, classifications, and attributes – Branding strategies and brand equity
8	Services Marketing – Service characteristics – Service quality and service management strategies
9	Developing New Products – New product development (NPD) process – Innovation and commercialization strategies

10	Product Life Cycle (PLC) Management – Stages of PLC and strategic implications – Managing, modifying, and extending products
11	Pricing Strategy – Foundations – Understanding costs, demand, and competition – Customer value–based pricing principles
12	Pricing Strategy – Applications – New product pricing – Price adjustments and psychological pricing
13	Branding and Product Portfolio Management – Brand positioning and portfolio strategies – Packaging and labeling decisions
14	Integrated Marketing Strategy – Aligning product, price, place, and promotion strategies – Creating value-driven marketing programs
15	Course Review and Case Study Presentations – Comprehensive review of marketing concepts – Analysis of real-world marketing cases

Methods and Techniques used in the Course

Lectures: Delivery of foundational marketing concepts, frameworks, and strategic models.

Case Study Analysis: Examination of real-world marketing scenarios to apply segmentation, positioning, pricing, and branding strategies.

Class Discussions: Interactive discussions on marketing trends, consumer behavior, and strategic decision-making.

Problem-Solving Exercises: Application of analytical tools for market analysis, pricing decisions, and strategic planning.

Group Projects: Team-based development of marketing plans, customer value propositions, and product strategies.

Presentations: Student presentations on selected marketing cases or strategic analyses to enhance communication skills.

In-Class Activities and Workshops: Hands-on exercises such as buyer behavior mapping, brand evaluation, and product life cycle simulations.

Multimedia Resources: Use of videos, digital tools, and marketing software to illustrate contemporary marketing practices.

Quizzes and Exams: Formal assessments to evaluate comprehension of theories and ability to apply marketing principles.

Research and Assignments: Individual or group homework tasks requiring analysis of marketing problems using data and strategic reasoning.

Sample Questions

Short-Answer / Conceptual Questions

- Define customer value and explain its importance in modern marketing.
- What are the major components of the marketing environment? Provide one example for each.
- Explain the difference between market segmentation and target marketing.
- What is the Product Life Cycle (PLC)? Briefly describe its main stages.
- Explain the concept of value-based pricing and contrast it with cost-based pricing.

Analytical / Applied Questions

- A company faces increasing competition in its industry. Analyze the macro-environmental factors (PESTEL) that could be influencing its market position.
- A firm wants to launch a new product. Outline the steps of the New Product Development (NPD) process and identify potential risks at each step.
- Given a target market consisting of young professionals, propose a positioning statement and justify your strategic choices.
- A product is currently in the maturity stage of the PLC. Recommend marketing strategies to extend the product's life cycle.
- A business is considering lowering its price to increase demand. Evaluate the potential advantages and disadvantages using demand and customer value concepts.

Case Study–Based Questions

- A company notices a decline in customer satisfaction scores. Based on buyer behavior theories, identify possible reasons and suggest corrective actions.
- A global brand plans to enter a new international market. Assess the key cultural, economic, and political factors that the firm must consider.
- Review the following marketing mix for a company (product details provided in the case). Identify weaknesses and propose improvements using the 4Ps framework.
- A service provider receives complaints regarding inconsistent service quality. Apply services marketing principles to develop a solution plan.
- Based on the provided financial and market data, determine whether the firm should adopt a penetration pricing or skimming pricing strategy.

Materials Used in the Course

Primary Textbooks

- **Kotler, P., Armstrong, G.** *Principles of Marketing*. Pearson.
- **Solomon, M. R., Marshall, G. W., Stuart, E. W.** *Marketing: Real People, Real Choices*. Pearson.

Recommended References

- **Kerin, R., Hartley, S., Rudelius, W.** *Marketing*. McGraw-Hill.
- **Lamb, C. W., Hair, J. F., McDaniel, C.** *MKTG*. Cengage Learning.
- **Kotler, P., Keller, K. L.** *Marketing Management*. Pearson.
- **Hoyer, W. D., MacInnis, D. J.** *Consumer Behavior*. Cengage.
- **Cateora, P., Gilly, M., Graham, J.** *International Marketing*. McGraw-Hill.

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
PO / CLO	**CLO1**	**CLO2**	**CLO3**	**CLO4**	**CLO5**	**CLO6**	**CLO7**	**CLO8**	**CLO9**	**CLO10**
PO1	3	3	3	3	2	2	2	2	2	2
PO2	3	3	3	3	3	3	3	3	3	3
PO3	2	2	2	2	1	1	2	2	2	2
PO4	2	2	2	2	2	2	2	2	2	2
PO5	1	1	2	2	2	2	2	2	3	3
PO6	1	1	1	2	1	1	2	2	2	2
PO7	1	1	1	1	2	2	2	2	2	2
PO8	1	1	2	1	1	1	2	2	2	2
PO9	1	1	2	1	1	1	2	2	2	2
PO10	2	2	1	2	2	3	2	2	2	3
PO11	1	2	2	1	1	2	2	2	3	3
PO12	1	2	1	2	1	1	2	2	2	2
PO13	2	3	3	2	2	1	2	1	2	2
PO14	2	2	1	2	2	2	1	2	2	2
PO15	1	2	1	2	2	3	2	2	3	3

Course Learning Outcomes/ Evaluation Method		
Course Learning Outcomes (CLOs)	**Teaching Method**	**Assessment Method**
Course Learning Outcomes (CLOs)	**Teaching Method**	**Assessment Method**
CLO1: Explain fundamental marketing concepts, customer value creation, and the role of marketing in organizational strategy.	Lectures, interactive discussion, concept presentations	Midterm Exam, Final Exam
CLO2: Analyze internal and external marketing environments using established frameworks (e.g., SWOT, PESTEL, competitor analysis).	Case studies, lecture, group analysis activities	Midterm Exam, Case Study Report
CLO3: Interpret consumer and business buyer behavior models and apply them to marketing decision-making processes.	Lectures, in-class exercises, group discussions	In-class Activities, Midterm Exam
CLO4: Develop customer value-driven marketing strategies, including segmentation, targeting, and positioning.	Workshops, case studies, group work	Project Report, Presentation
CLO5: Evaluate product, service, and brand strategies within the context of value creation.	Lectures, case analysis, seminar-style discussions	Final Exam, Case Study
CLO6: Assess new product development stages and apply product life cycle management tools.	Workshops, simulations, lecture	Project Assignment, Quiz
CLO7: Formulate pricing strategies based on cost, customer value, and market dynamics.	Lectures, numerical exercises, case studies	Quiz, Final Exam
CLO8: Examine customer relationship-building processes and propose strategies to enhance long-term engagement and loyalty.	Group work, lectures, case studies	Project Report, Participation
CLO9: Analyze and apply integrated marketing communication concepts to support customer engagement.	Interactive lectures, media analysis, group assignments	Presentation, In-class Activities

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	**15**	**1**	**15**
Lectures	**15**	**3**	**45**
Midterm Exam	**1**	**2**	**2**
Preparation for Midterm Exam	**1**	**15**	**15**
Final Exam	**1**	**2**	**2**
Preparation for Final Exam	**1**	**15**	**15**
Presentation(s)	-	-	-
Preparation for Presentation(s)	-	-	-
Research for Project(s)/Essay(s)	-	-	-
Project Writing	-	-	-
Group Work	-	-	-
In-class Discussion(s)	**15**	**1**	**15**
Quiz(es)	-	-	-
Preparation for Quiz(es)	-	-	-
Laboratory	-	-	-
Assignment(s)/Homework/Class Works	**1**	**15**	**15**
Micro-Teaching Sessions	-	-	-
Lesson Planning	-	-	-
Materials Adaptation	-	-	-
Material Development	-	-	-
Draft Preparation	-	-	-
Drawing	-	-	-
Essay Writing	-	-	-
Tutorial(s)	-	-	-
Portfolio Preparation	-	-	-
Portfolio Presentation	-	-	-
Total Workload			**124**
ECTS Credit			**4**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	15	10
Laboratory	-	-
Application	-	-
Field Work	-	-
Special Course Internship (Work Placement)	-	-
Homework/Assignments	1	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	-	-
Project	-	-
Quiz	-	-
Midterms/Oral Exams	1	30
Final/Oral Exams	1	50
Total	**4**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		

University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Maritime Law and Conventions I							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
LAW301	III	Fall	4	4	4	0	0
Course type: Compulsory				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Fundamental Legal Knowledge (Core)**	**Legal Method & Reasoning**	**Legal Skills (Research & Writing)**	**General Education**
				60%	20%	10%	10%
Course Venue and Time				E-6016 (14.30 - 17.20)			
Instructor information				**Lect. Halil Emre Gürler** Faculty of Law halilemre.gurler@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	This course provides a comprehensive introduction to maritime law, international conventions, and regulations governing the safety, operation, and management of ships at sea. It covers fundamental legal principles, the structure of national and international maritime legislation, and the legal responsibilities of shipowners, captains, and crew members. Students will gain knowledge of essential maritime conventions, including SOLAS, MARPOL, STCW, COLREG, UNCLOS, and related IMO codes, as well as conventions governing liability, compensation, search and rescue, and the transport of passengers and cargo. The course also emphasizes practical applications of maritime law, English terminology for ship documentation, and compliance with national and international regulations, providing students with the legal framework necessary for safe and effective maritime operations.
Course Aims and Objectives	The course aims to provide students with a thorough understanding of the legal framework governing maritime activities, including national and international maritime law, conventions, and regulations. It seeks to equip students with the knowledge and skills necessary to interpret, apply, and comply with maritime legal requirements, ensuring safe, lawful, and efficient ship operations. • Explain the fundamental principles, sources, and types of law, including international and national legal systems. • Define and classify maritime law, including its scope, purpose, and key components. • Understand the legal responsibilities and authorities of shipowners, captains, crew, and port authorities. • Identify and interpret essential international maritime conventions and regulations (e.g., SOLAS, MARPOL, STCW, COLREG, UNCLOS). • Apply maritime legal knowledge to practical situations, including ship documentation, safety compliance, and cargo operations. • Understand maritime English terminology for legal documents, vessel operations, and cargo management.

	• Recognize legal procedures related to maritime accidents, salvage, liability, and environmental protection. • Demonstrate awareness of national and international regulatory organizations, their roles, and enforcement mechanisms.
Course Learning Outcomes	**CLO1:** Define and explain the fundamental principles, sources, and types of law relevant to maritime operations. **CLO2:** Describe the scope and classification of maritime law, including national and international regulations. **CLO3:** Identify the legal responsibilities, authorities, and obligations of shipowners, captains, crew members, and port authorities. **CLO4:** Interpret and apply major international maritime conventions and protocols, such as SOLAS, MARPOL, STCW, COLREG, UNCLOS, and ILO Maritime Labour Convention. **CLO5:** Demonstrate the ability to read, understand, and use maritime English terminology in legal, operational, and cargo documentation. **CLO6:** Analyze maritime incidents, including collisions, salvage operations, and pollution events, and determine the legal implications and applicable conventions. **CLO7:** Evaluate compliance requirements for ship certification, documentation, and inspection processes under national and international law. **CLO8:** Apply knowledge of maritime law to practical scenarios, including cargo handling, vessel operations, and environmental protection measures. **CLO9:** Communicate effectively with stakeholders using internationally recognized maritime legal terminology.

Content of the Course

Week	*Subject*
1	**Introduction to Law** • Definition, sources, and types of law • Fundamental principles of law • Basic legal terminology • International law vs. national law: applications and sanctions
2	**Introduction to Maritime Law** • Definition and classification of maritime law • Key principles of international maritime law • Structure and sources of national maritime legislation
3	**Maritime Safety and Legal Requirements** • Laws on the protection of life and property at sea • Seafarers' employment rights and obligations (Maritime Labour Law) • Role, authority, and responsibilities of the ship captain
4	**Ship Documentation and Records** • Definition and types of ships and seaworthiness requirements • Mandatory onboard documents and records • Maritime accidents, collisions, and general average
5	**Maritime Administration and English Terminology** • National maritime organizations and regulations • International maritime organizations and conventions • Ship inspection and certification procedures • Insurance terminology and claims
6	**English for Ship and Cargo Documentation** • Deck documents and port documents • Cargo-related documentation in English
7	**Introduction to International Maritime Organization (IMO)** • IMO structure, committees, and functions • General Assembly, Council, Committees, and Secretariat
8	**SOLAS and Related Codes** • SOLAS 1974 and Protocols (1978, 1988) overview • Related codes: IBC, IMSBC, LSA, FSS, ISM, ISPS, IMDG, FTP, HSC, IGC, INF, BCH • IAMSAR Volume III and International Code of Signals
9	**MARPOL and Pollution Prevention Conventions** • MARPOL 1973 and Protocol 1997 • Annexes and record books: Oil Record, Garbage Record, Sulphur Content Monitoring, Ballast Water • Introduction to environmental protection at sea

10	**Key International Conventions** • UNCLOS 1982 (United Nations Convention on the Law of the Sea) • STCW 1978 and its amendments • COLREG 1972 (Collision Regulations) • Load Line Conventions (LL 1966, LL Protocol 1988) • Tonnage Measurement 1969
11	**Maritime Labour and Safety Codes** • ILO Maritime Labour Convention 2006 • IMO Codes of Safe Practice: CSS, BLU, TDC, OSV • FAL 1965: ship and port declarations, crew and passenger lists, dangerous goods
12	**Maritime Labour and Safety Codes** • ILO Maritime Labour Convention 2006 • IMO Codes of Safe Practice: CSS, BLU, TDC, OSV • FAL 1965: ship and port declarations, crew and passenger lists, dangerous goods
13	**Liability and Compensation Conventions** • CLC 1969 and CLC Protocol 1992 • FUND 1971 and FUND Protocol 2003 • HNS 1996 (Hazardous and Noxious Substances) • OPRC-HNS 2000 Protocol
14	**Liability and Compensation Conventions** • CLC 1969 and CLC Protocol 1992 • FUND 1971 and FUND Protocol 2003 • HNS 1996 (Hazardous and Noxious Substances) • OPRC-HNS 2000 Protocol
15	**Suppression of Unlawful Acts and Final Review** • SUA 1988 and Protocol 2005 (Suppression of Unlawful Acts Against Maritime Navigation) • Summary and integration of maritime conventions • Case studies and discussion of practical implications

Methods and Techniques used in the Course

Lectures and Presentations: Instructor-led theoretical sessions supported with visual materials and case examples.

Classroom Discussions: Interactive discussions to encourage critical thinking and deeper understanding of maritime legal issues.

Case Study Analysis: Examination of real-life maritime incidents, accidents, and disputes to apply relevant conventions and legal principles.

Document and Convention Review: Practical exercises on reading, interpreting, and analyzing international conventions, ship documents, and legal texts.

Problem-Solving Exercises: Scenario-based activities requiring application of maritime law to operational and legal problems.

Group Work and Presentations: Collaborative tasks where students prepare and present analyses of selected maritime law topics.

Simulation and Role-Play: Mock legal or operational exercises (e.g., collision responsibility, salvage agreement, or port authority inspection) to practice real-world applications.

Use of Maritime English Terminology: Emphasis on practicing and applying specialized English vocabulary in written and oral form.

Independent Study and Research: Assignments and projects requiring students to explore maritime legal resources, conventions, and academic literature.

Sample Questions

Short Answer / Definition Questions:

- Define the term *avarya (general average)* and explain its significance in maritime law.
- What are the main sources of maritime law at both national and international levels?
- Briefly describe the duties and responsibilities of a shipmaster under international maritime law.
- What is the primary purpose of the *International Convention on Load Lines (1966)*?
- List the essential ship certificates required to be carried on board under SOLAS.

Essay / Long Answer Questions:

- Discuss the role and structure of the **International Maritime Organization (IMO)** and explain how its conventions influence national maritime legislation.
- Explain the legal consequences of a collision at sea under the **COLREG 1972** Convention, including the allocation of liability.
- Analyze the scope and application of **MARPOL 73/78** with specific reference to oil pollution prevention measures.
- Evaluate the impact of the **STCW 1978 Convention** on the training and certification of seafarers.
- Compare and contrast the concepts of *salvage* and *towage* in maritime law.

Problem-Solving / Case Study Questions:

- A cargo ship suffers a fire at sea and jettisons part of its cargo to save the vessel. Discuss the legal implications for the shipowner and cargo owners under the principle of general average.
- A tanker collides with another vessel in international waters, causing oil pollution. Apply the relevant conventions (COLREG, CLC, MARPOL) to determine liability and possible compensation mechanisms.
- During a port inspection, authorities discover that a vessel's *Garbage Record Book* has not been properly maintained. Identify the applicable convention and discuss potential consequences for the ship and the master.
- A seafarer claims his employment contract has been violated under the Maritime Labour Convention (MLC 2006). Discuss the rights and remedies available to the seafarer.
- A ship is detained at a foreign port due to deficiencies in its safety equipment. Explain which international conventions and codes may apply to this case.

Materials Used in the Course

Primary References:

- International Maritime Organization (IMO) Conventions and Protocols:
  - SOLAS 1974 (International Convention for the Safety of Life at Sea)
  - MARPOL 73/78 (International Convention for the Prevention of Pollution from Ships)
  - COLREG 1972 (Convention on the International Regulations for Preventing Collisions at Sea)
  - STCW 1978 (International Convention on Standards of Training, Certification and Watchkeeping for Seafarers)
  - UNCLOS 1982 (United Nations Convention on the Law of the Sea)
  - LL 1966 (Load Line Convention) and 1988 Protocol
  - ILO Maritime Labour Convention, 2006 (MLC 2006)
  - Other relevant IMO codes (ISM, ISPS, IMDG, LSA, FSS, CSS, BLU, TDC, OSV Codes, etc.)

Secondary References:

- Özdemir, H. (Latest Edition). *Maritime Law: National and International Perspectives.*
- Berlingieri, F. *International Maritime Conventions.*
- Mukherjee, P.K., & Brownrigg, M. *Farthing on International Shipping.*
- Churchill, R.R., & Lowe, A.V. *The Law of the Sea.*
- Tetley, W. *Marine Cargo Claims.*

IMO Publications:

- International Code of Signals (INTERCO)
- IAMSAR Manual (Vol. III)
- Oil Record Book, Garbage Record Book, Ballast Water Record Book
- IMO Safety and Environmental Circulars

Legislation and Regulations:

- National Maritime Legislation (relevant laws, regulations, and decrees)
- Port State Control guidelines and procedures
- Case law and judicial precedents in maritime law

Supplementary Materials:

- Lecture slides and course notes prepared by the instructor
- Case studies and practical scenarios from real maritime incidents
- Legal documents such as bills of lading, charter parties, crew contracts, insurance policies
- Access to IMO's online databases and digital libraries

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
PO	**CLO1**	**CLO2**	**CLO3**	**CLO4**	**CLO5**	**CLO6**	**CLO7**	**CLO8**	**CLO9**	
PO1	2	2	1	1	2	1	3	3	1	
PO2	2	2	1	2	2	1	2	2	2	
PO3	2	3	2	1	2	1	1	3	3	
PO4	2	2	3	3	3	2	2	2	2	
PO5	1	2	2	2	3	3	2	2	1	
PO6	3	3	3	3	3	2	3	3	2	
PO7	2	2	2	2	1	2	3	3	2	
PO8	1	2	2	2	2	1	1	3	3	
PO9	2	2	2	3	2	2	2	3	3	
PO10	3	3	3	3	3	3	3	3	3	
PO11	2	2	2	2	3	3	3	2	2	
PO12	2	3	3	3	3	3	3	2	2	
PO13	2	2	2	2	1	2	3	3	2	
PO14	2	2	2	2	1	2	3	3	2	
PO15	2	2	2	2	1	2	3	3	2	

Course Learning Outcomes/ Evaluation Method		
CLO	**Teaching Method**	**Assessment Method**
CLO1 – Fundamental Principles of Maritime Law	Lecture, Multimedia Presentation, Case Studies	Quizzes, Assignments, Participation
CLO2 – Scope & Classification of Maritime Law	Lecture, Group Discussions, Tutorials	Quizzes, Written Assignments, Midterm Exam
CLO3 – Legal Responsibilities of Stakeholders	Case Studies, Role-Playing, Problem-Based Learning	Assignments, Observation, Practical Exercises
CLO4 – International Maritime Conventions	Lecture, Workshops, Simulation Exercises	Assignments, Midterm Exam, Practical Case Analysis
CLO5 – Maritime English Terminology in Legal Contexts	Lecture, Guided Practice, Document Analysis	Written Exercises, Quizzes, Assignments
CLO6 – Analysis of Maritime Incidents	Case Studies, Scenario-Based Learning, Group Work	Practical Case Reports, Assignments, Participation
CLO7 – Compliance & Certification Requirements	Lecture, Tutorials, Simulation	Assignments, Quizzes, Practical Exercises
CLO8 – Application of Maritime Law in Operations	Problem-Based Learning, Simulation, Workshops	Case Study Reports, Practical Exams, Assignments
CLO9 – Communication Using Maritime Legal Terminology	Role-Playing, Group Exercises, Presentations	Oral Presentations, Assignments, Observation

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	**15**	**1**	**15**
Lectures	**15**	**4**	**60**
Midterm Exam	**1**	**2**	**2**
Preparation for Midterm Exam	**1**	**15**	**15**
Final Exam	**1**	**2**	**2**
Preparation for Final Exam	**1**	**20**	**20**
Presentation(s)	-	-	-
Preparation for Presentation(s)	-	-	-
Research for Project(s)/Essay(s)	-	-	-
Project Writing	-	-	-
Group Work	-	-	-
In-class Discussion(s)	**15**	**1**	**15**
Quiz(es)	-	-	-
Preparation for Quiz(es)	-	-	-
Laboratory	-	-	-
Assignment(s)/Homework/Class Works	**1**	**10**	**10**
Individual Reading / Research	-	-	-
Lesson Planning	-	-	-
Materials Adaptation	-	-	-
Material Development	-	-	-
Draft Preparation	-	-	-
Drawing	-	-	-
Essay Writing	-	-	-
Tutorial(s)	-	-	-
Portfolio Preparation	-	-	-
Portfolio Presentation	-	-	-
Total Workload			**139**
ECTS Credit			**4**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	15	10
Laboratory	-	-
Application	-	-
Field Work	-	-
Special Course Internship (Work Placement)	-	-
Homework/Assignments	1	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	-	-
Project	-	-
Quiz	-	-
Midterms/Oral Exams	1	30
Final/Oral Exams	1	50
Total	**4**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		

University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Supply Chain Management							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
MMD301	III	Fall	3	4	3	0	0
Course type: Compulsory				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Basic Sciences**	**Engineering Science**	**Engineering Design**	**General Education**
				-	-	-	100
Course Venue and Time				Friday / 08:30 – 11:20			
Instructor information				**Assist. Prof. Dr. Pınar Sharghi** Faculty of Maritime Studies Wednesday / 09:00 - 12:00 +90 (392) 650 26 00 / 4120 pinar.sharghi@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	The course *Supply Chain Management* provides students with a comprehensive understanding of how global supply chains are structured, operated, and optimized, with a special emphasis on the maritime and port logistics sectors. It explores the key components of supply chain systems—including procurement, production, warehousing, transportation, and distribution—and examines how these processes interact within international trade networks. Students will analyze the pivotal role of maritime transportation, ports, and logistics service providers in sustaining global supply chain efficiency. The course also covers modern challenges such as digitalization, sustainability, supply chain disruptions, and the increasing demand for resilience in global logistics. Real-world maritime case studies, industry tools, and contemporary strategies are integrated throughout the course to prepare students for decision-making roles in the maritime business environment.
Course Aims and Objectives	The primary aim of this course is to equip students with the knowledge and analytical skills necessary to understand, design, and manage efficient and resilient supply chains within the global maritime logistics environment. The course integrates theoretical foundations with practical maritime applications to develop competencies required in modern logistics and shipping industries. • **Understand the structure and functions of global supply chains**, with a focus on the role of maritime transportation and ports. • **Analyze the interactions between suppliers, manufacturers, logistics providers, and customers** within integrated supply chain networks. • **Evaluate key logistics processes**, including procurement, inventory management, warehousing, transportation, and distribution. • **Examine the strategic importance of maritime shipping, containerization, and port operations** in global supply chain performance. • **Assess supply chain risks and vulnerabilities**, including disruptions in shipping, port congestion, and market fluctuations. • **Apply supply chain optimization tools and techniques**, such as forecasting, demand planning, and network design. • **Interpret the impact of digitalization**, including big data, automation, blockchain, and smart port technologies on supply chain efficiency. • **Understand sustainability and green logistics practices**, including carbon reduction strategies and eco-efficient maritime operations. • **Develop strategies for improving supply chain agility, resilience, and competitiveness** in the maritime sector.

	• **Use real-world maritime supply chain case studies** to enhance decision-making and problem-solving skills.
Course Learning Outcomes	**LO1 — Fundamental Concepts** Explain the fundamental concepts, components, and functions of supply chain management within global trade. **LO2 — Maritime Supply Chain Role** Describe the role and importance of maritime transportation, ports, terminals, and shipping companies within global supply chain networks. **LO3 — Supply Chain Process Integration** Analyze procurement, production, inventory management, warehousing, and distribution processes and how these processes integrate across the supply chain. **LO4 — Demand Forecasting & Planning** Apply demand forecasting, planning, and scheduling techniques to improve efficiency and alignment across supply chain functions. **LO5 — Supply Chain Network Design** Design and interpret supply chain network models, including routing, mode selection, distribution channels, and maritime logistics flows. **LO6 — Costing & Financial Evaluation** Evaluate supply chain costs, pricing strategies, and financial performance indicators relevant to maritime logistics operations. **LO7 — Risk & Disruption Management** Identify potential risks and disruptions—including port congestion, geopolitical tensions, supply shortages, weather events—and propose mitigation strategies. **LO8 — Technology & Digitalization** Assess the role of digital tools and innovations (blockchain, IoT, AI, big data, automation, smart ports) in improving supply chain visibility and operational efficiency. **LO9 — Sustainability & Green Logistics** Explain sustainability principles, green logistics practices, emissions regulations, and environmental management strategies in global and maritime supply chains. **LO10 — Managerial Decision-Making & Problem-Solving** Use analytical and critical thinking skills to propose solutions for real-world supply chain problems and make effective managerial decisions.

Content of the Course

Week	*Subject*
1	**Introduction to Supply Chain Management** • Definition, scope, and importance of SCM • Supply chain actors and flows (materials, information, finance) • SCM in global and maritime industries
2	**Supply Chain Structures and Models** • Supply chain types (lean, agile, hybrid) • Port-centric and maritime supply chains • Network design concepts
3	**Logistics and Supply Chain Integration** • Relationship between logistics and SCM • Integrated logistics systems • Maritime logistics integration in global trade
4	**Demand Planning and Forecasting** • Demand forecasting methods • Inventory implications in maritime logistics • Forecasting challenges in volatile shipping markets
5	**Procurement and Supplier Relationship Management** • Strategic sourcing • Supplier selection and evaluation • Maritime procurement processes (fuel, spare parts, port services)
6	**Inventory and Warehousing Management** • Inventory models (EOQ, safety stock, JIT) • Port and terminal warehousing operations • Cold chain logistics and special cargo considerations
7	**Transportation Management in Supply Chains** • Modal comparison: sea, road, rail, air • Freight management and routing • Multimodal and intermodal transport systems
8	**Maritime Transport and Port Operations in SCM** • Role of maritime transport in global supply chains • Port functions, bottlenecks, and competitiveness • Integration of ports with hinterland logistics
9	**Global Supply Chain Strategies** • Outsourcing, offshoring, and reshoring • Global trade patterns and risks • Role of shipping alliances and logistics service providers
10	**Technology and Digitalization in Supply Chains** • IoT, AI, blockchain, digital twins

	• Supply chain visibility and tracking systems • Maritime digital platforms (Port Community Systems, Single Window)
11	**Risk Management in Global Supply Chains** • Disruptions: pandemics, conflicts, port closures • Maritime shipping risks (accidents, piracy, congestion) • Building resilient supply chains
12	**Sustainable and Green Supply Chains** • Environmental regulations in shipping (IMO, EU) • Green logistics strategies • Carbon footprint measurement and reduction
13	**Performance Measurement and KPIs** • Supply chain metrics (cost, time, service level, reliability) • Port performance indicators • Balanced Scorecard and continuous improvement
14	**Case Studies in Maritime Supply Chain Management** • Real-world analyses (Maersk, MSC, major ports) • Best practices and failures • Group presentations and discussions
15	**Course Review and Final Exam Preparation** • Revision of key concepts • Integrated supply chain scenario exercises • **Final Examination**

Methods and Techniques used in the Course

Lectures & Theoretical Instruction

- Instructor-led presentations on key concepts, frameworks, and supply chain models.
- Use of real-world maritime logistics examples, case notes, and industry updates.

Case Studies (Maritime & Logistics Focused)

- Analysis of real supply chain disruptions, port operations, carrier alliances, and logistics failures.
- Group discussion of case results and managerial decision-making.

Interactive Class Discussions

- Debates on current developments in global supply chains, shipping markets, and sustainability trends.
- Problem-solving sessions encouraging critical thinking.

Practical Exercises & Problem-Solving Sessions

- Demand forecasting exercises
- Network design calculations
- Cost analysis workshops
- Risk assessment simulations

Supply Chain Simulation Tools (If available)

- Digital supply chain games
- Port operations simulation
- Transportation route optimization tools

Video Demonstrations & Industry Examples

- Videos from port operations, warehousing systems, automation technologies, and maritime logistics platforms.
- Documentaries on global shipping, supply chain disruptions, and digital ports.

Group Projects & Collaborative Learning

- Team-based supply chain model development
- Case-based presentations
- Problem-based learning oriented to real logistics scenarios

Guest Lectures from Industry Professionals

- Port managers, ship operators, freight forwarders, and logistics technology experts.
- Sharing current trends, challenges, and technological innovations.

Research Assignment & Report Preparation

- Students investigate a supply chain topic (global or maritime-focused).
- Emphasis on academic research and applied industry insight.

Field Visits (If applicable)

- Visits to ports, warehouses, logistics centers, or maritime agencies for practical observation.

Sample Questions

Short Answer / Conceptual Questions

- Define the term *supply chain management* and explain its relevance in the maritime industry.
- What is the difference between logistics and supply chain management?
- Explain the role of port terminals in global supply chains.
- What is lead time? How does it affect overall supply chain performance?
- Describe the bullwhip effect and provide an example relevant to maritime logistics.

Long Answer / Analytical Questions

- Discuss the main factors influencing the efficiency of maritime transportation within global supply chains.
- Analyze how digitalization (e.g., IoT, blockchain, AIS data) is transforming supply chain visibility in the shipping sector.
- Evaluate the impact of supply chain disruptions (such as pandemics, port congestion, or geopolitical risks) on maritime operations.

Calculation / Problem-Solving Questions

- A shipping company must transport 12,000 TEUs within 6 months. The company's vessels have capacities of 1,500 TEUs per voyage. How many voyages are required, and what scheduling challenges might arise?
- A warehouse processes 4,500 units per day. If demand increases to 6,200 units, calculate the capacity gap and propose operational strategies to meet the new demand.

Case-Based Questions

- A port terminal is experiencing congestion due to increased container arrivals. Identify the possible causes and suggest strategies to improve throughput.
- A global retailer collaborates with a maritime carrier to reduce carbon emissions in its supply chain. What operational changes could both parties implement?

Multiple Choice Questions (MCQ)

- Which of the following is a key component of supply chain integration?
  a) Increased paperwork
  b) Information sharing
  c) Reducing communication
  d) Increasing stockouts
- Which transportation mode has the lowest cost per ton-mile?
  a) Air
  b) Road
  c) Rail
  d) Maritime
- What does *Just-in-Time (JIT)* primarily aim to reduce?
  a) Inventory levels
  b) Transportation cost
  c) Employee turnover
  d) Port tariffs

Materials Used in the Course

Core Learning Materials

- **Lecture Slides & Presentations:**
  Weekly slides prepared by the instructor covering theoretical concepts, maritime-focused supply chain processes, case studies, and analytical models.
- **Course Textbook Chapters:**
  Selected chapters from primary textbooks on supply chain management, logistics, and maritime operations.
- **Instructor Notes & Handouts:**
  Supplementary explanations, formula sheets, process diagrams, and summary notes provided for key topics such as forecasting, inventory management, transport optimisation, and port logistics.

Digital & Multimedia Resources

- **Interactive Digital Models:**
  Supply chain flow simulations, port operations animations, vessel scheduling visualizations.
- **Online Learning Platform Resources (LMS):**
  - Lecture recordings
  - Weekly quizzes
  - Discussion forums
  - Case study datasets
  - Assignment submissions & feedback
- **Industry Videos & Webinars:**
  - Terminal operations videos
  - Maritime supply chain digitalisation webinars
  - Guest lectures from port authorities, ship operators, and logistics firms

Case Studies and Real-World Data

- **Maritime Industry Case Studies:**
  - Port congestion events
  - Supply chain disruptions (pandemic, geopolitical conflict, Suez Canal blockage)
  - Shipping line scheduling performance
  - Intermodal logistics efficiency
- **Operational Data Sets:**
  Real or simulated data for:
  - TEU flows
  - Vessel turnaround times
  - Inventory calculations
  - Demand forecasting exercises
  - Port throughput analysis

Software and Analytical Tools

- **Spreadsheet Tools:**
  Microsoft Excel / Google Sheets for modelling, forecasting, and optimisation.
- **Analytics & Visualization Tools:**
  - Power BI or Tableau (optional)
  - Basic Python notebooks (optional, for students with interest in analytics)
- **Supply Chain Simulation Tools:**
  Simple simulation models or open-source tools demonstrating network flow, scheduling, and resource allocation.

Recommended Readings & Academic Resources

- Peer-reviewed journal articles from:
  - *Maritime Policy & Management*
  - *International Journal of Logistics Management*
  - *Journal of Supply Chain Management*
  - *Transportation Research Part E*
- Reports from relevant organizations:
  - IMO
  - UNCTAD
  - World Bank
  - Major port authorities and shipping alliances

Fieldwork and Practical Materials

- **Port Visit Observations (if applicable):**
  Students may conduct structured observation tasks at nearby ports or marinas.
- **Guest Speaker Materials:**
  Presentations, reports, and working documents shared by industry professionals.

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
	LO1	**LO2**	**LO3**	**LO4**	**LO5**	**LO6**	**LO7**	**LO8**	**LO9**	**L10**
PO1	3	3	2	2	2	1	3	2	2	2
PO2	3	3	3	2	2	1	2	1	2	1
PO3	2	3	1	3	3	2	1	3	1	1
PO4	2	2	1	2	3	3	2	2	2	2
PO5	1	2	2	1	1	2	2	2	3	3
PO6	1	2	1	2	1	1	2	3	2	2
PO7	1	1	1	1	1	3	2	2	3	3
PO8	1	1	3	1	1	1	2	1	2	1
PO9	1	1	2	1	1	1	1	1	2	2
PO10	2	2	1	2	3	3	2	2	2	2
PO11	1	2	2	1	1	2	2	2	3	3
PO12	1	2	1	2	1	1	2	3	2	2
PO13	3	3	3	2	2	1	2	1	2	1
PO14	2	3	1	3	3	2	1	3	2	2
PO15	1	2	1	2	2	3	2	2	3	3

Course Learning Outcomes/ Evaluation Method		
Course Learning Outcomes (CLOs)	**Teaching Method**	**Assessment Method**
CLO1: Explain fundamental concepts, structures, and functions of supply chain management.	Lectures, visual presentations	Midterm exam, quizzes
CLO2: Analyse the components of maritime-related supply chains including ports, shipping lines, terminals, and intermodal systems.	Case studies, videos, class discussions	Midterm exam, case study report
CLO3: Evaluate supply chain strategies related to procurement, production, inventory, and distribution in maritime industries.	Problem-solving sessions, sample scenarios	Midterm exam, homework assignments
CLO4: Apply demand forecasting and inventory management techniques using analytical tools.	Hands-on exercises, Excel modelling tutorials	Practical assignment, quizzes
CLO5: Assess transportation, routing, and scheduling decisions for maritime and multimodal networks.	Simulation activities, scenario-based learning	Project work, practical exam
CLO6: Interpret supply chain data to support decision-making using basic quantitative methods.	Data analysis workshops, LMS-based activities	Practical assignments, final project
CLO7: Identify and evaluate risks and disruptions in global supply chains, especially in maritime contexts.	Case studies, group discussions	Case study analysis, midterm
CLO8: Develop sustainable and resilient supply chain strategies aligned with environmental and regulatory requirements.	Research tasks, reading seminars	Research report, presentation
CLO9: Demonstrate effective teamwork and communication skills in solving supply chain problems.	Group work, collaborative projects	Group project evaluation
CLO10: Integrate supply chain management concepts to create holistic solutions for real-world maritime logistics scenarios.	Capstone project, problem-based learning	Final exam, final project

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	-	-	-
Lectures	**15**	**3**	**45**
Midterm Exam	**1**	**2**	**2**
Preparation for Midterm Exam	**1**	**15**	**15**
Final Exam	**1**	**2**	**2**
Preparation for Final Exam	**1**	**15**	**15**
Presentation(s)	-	-	-
Preparation for Presentation(s)	-	-	-
Research for Project(s)/Essay(s)	-	-	-
Project Writing	-	-	-
Group Work	-	-	-
In-class Discussion(s)	**15**	**2**	**30**
Quiz(es)	-	-	-
Preparation for Quiz(es)	-	-	-
Laboratory	-	-	-
Assignment(s)/Homework/Class Works	**1**	**15**	**15**
Micro-Teaching Sessions	-	-	-
Lesson Planning	-	-	-
Materials Adaptation	-	-	-
Material Development	-	-	-
Draft Preparation	-	-	-
Drawing	-	-	-
Essay Writing	-	-	-
Tutorial(s)	-	-	-
Portfolio Preparation	-	-	-
Portfolio Presentation	-	-	-
Total Workload			**124**
ECTS Credit			**4**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	15	10
Laboratory	-	-
Application	-	-
Field Work	-	-
Special Course Internship (Work Placement)	-	-
Homework/Assignments	1	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	-	-
Project	-	-
Quiz	-	-
Midterms/Oral Exams	1	30
Final/Oral Exams	1	50
Total	**4**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		

University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Blue Economy and Innovation							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
MMD303	III	Fall	3	3	3	0	0
Course type: Elective				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Basic Sciences**	**Engineering Science**	**Engineering Design**	**General Education**
				-	-	-	100
Course Venue and Time				Monday / 13:30 – 16:20			
Instructor information				**Dr. Gökhan Tarı** Faculty of Maritime Studies Wednesday / 09:00 – 12:00 +90 (392) 650 26 00 / 4040 gokhan.tari@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	*Blue Economy and Innovation* introduces students to the concepts, principles, and practices of the blue economy, emphasizing sustainable and innovative use of marine and maritime resources. The course explores economic, environmental, and social dimensions of the blue economy, covering sectors such as shipping, ports, fisheries, aquaculture, marine energy, and maritime tourism. Students will examine emerging technologies, digitalization, and innovative strategies that promote sustainability, efficiency, and competitiveness in maritime industries. Through case studies, practical exercises, and project work, students develop the skills to assess, design, and implement innovative solutions that support sustainable maritime growth and resilient coastal development.
Course Aims and Objectives	The aim of *Blue Economy and Innovation* is to provide students with an in-depth understanding of the sustainable development of maritime resources and the application of innovative technologies and strategies in the maritime sector. • Introduce the concept and principles of the blue economy and its relevance to sustainable maritime development. • Examine the economic, environmental, and social dimensions of maritime industries and coastal resources. • Explore global policies, governance frameworks, and international regulations that support the blue economy. • Analyze the sustainable exploitation of marine resources, including fisheries, aquaculture, and marine biotechnology. • Evaluate the role of shipping, ports, and maritime logistics in the blue economy. • Understand and apply emerging technologies and digital innovations in maritime operations. • Examine renewable marine energy systems and innovative coastal infrastructure solutions. • Investigate sustainable maritime tourism, recreation, and eco-friendly practices. • Apply circular economy and waste management principles in maritime contexts. • Develop practical solutions and project proposals that enhance sustainability and innovation in maritime management.
	LO1. Explain the fundamental concepts, principles, and importance of the blue economy. **LO2.** Analyze the economic, environmental, and social dimensions of sustainable maritime and coastal development.

Course Learning Outcomes	**LO3.** Evaluate global policies, governance frameworks, and international regulations supporting the blue economy. **LO4.** Assess the sustainable exploitation and management of marine resources, including fisheries, aquaculture, and biotechnology. **LO5.** Examine the role of shipping, ports, and maritime logistics in promoting sustainable economic growth. **LO6.** Apply innovative technologies, digital tools, and smart solutions in maritime operations and resource management. **LO7.** Analyze renewable marine energy systems and evaluate their implementation in maritime and coastal infrastructure. **LO8.** Design sustainable maritime tourism and recreational practices minimizing environmental impact. **LO9.** Integrate circular economy principles and marine waste management strategies in maritime industries. **LO10.** Develop practical projects and strategies to enhance sustainability, innovation, and resilience in maritime management.

Content of the Course

Week	*Subject*
1	**Introduction to Blue Economy** • Definition and concept of the Blue Economy • Historical development and global significance • Relation to sustainable maritime and coastal development
2	**Principles and Dimensions of the Blue Economy** • Economic, social, and environmental dimensions • Sustainable resource management • Key sectors: fisheries, aquaculture, shipping, ports, marine energy
3	**Global Policies and Governance of Blue Economy** • United Nations Sustainable Development Goals (SDG 14) • International conventions and maritime governance frameworks • Regional and national strategies for Blue Economy development
4	**Marine Resources and Sustainable Exploitation** • Renewable and non-renewable marine resources • Sustainable fisheries, aquaculture, and marine biotechnology • Resource management and environmental considerations
5	**Maritime Transport and Blue Economy** • Role of shipping and ports in supporting Blue Economy • Sustainable shipping and logistics practices • Blue economy opportunities in maritime trade
6	**Innovation in Maritime Industries** • Emerging technologies: digitalization, automation, and smart shipping • Green shipping technologies and energy efficiency • Innovation management in maritime companies
7	**Marine Renewable Energy** • Offshore wind, tidal, wave, and solar energy • Technology, infrastructure, and economic feasibility • Environmental impacts and sustainability considerations
8	**Maritime Tourism and Recreation** • Cruise tourism, yachting, and coastal recreational activities • Economic benefits and environmental risks • Sustainable tourism strategies
9	**Ocean Governance and Policy Instruments** • Marine spatial planning and maritime zoning • Regulatory frameworks for marine resource use • Stakeholder engagement and public-private partnerships
10	**Financing and Investment in Blue Economy** • Public and private investment models

	• Risk management and insurance in maritime innovation • Funding sustainable maritime projects
11	**Digitalization and Smart Technologies for Blue Economy** • IoT, AI, and Big Data in maritime industries • Smart ports, automated shipping, and digital monitoring of marine resources • Case studies on digital innovation
12	**Innovation in Coastal and Port Management** • Sustainable port development and green infrastructure • Smart terminal operations and logistics innovation • Eco-friendly technologies for port and coastal management
13	**Circular Economy and Marine Waste Management** • Marine pollution, plastics, and waste management • Circular economy principles applied to maritime sectors • Innovative solutions for reducing ecological footprint
14	**Case Studies and Best Practices in Blue Economy** • Successful examples from global maritime industries • Lessons learned from innovative projects and sustainable initiatives • Discussion on replicable strategies
15	**Course Review and Final Assessment** • Summary of concepts, trends, and innovations • Student presentations on Blue Economy projects • **Final Exam**

Methods and Techniques used in the Course

Lectures and Theoretical Instruction

- Presentation of fundamental concepts of blue economy, sustainability, and innovation.
- Use of multimedia tools to illustrate case studies and real-world applications.

Case Studies and Industry Examples

- Analysis of successful projects in sustainable maritime industries, ports, shipping, and marine energy.
- Lessons learned from global and regional initiatives.

Practical Exercises and Group Work

- Development of project proposals for sustainable maritime operations.
- Problem-solving exercises focused on marine resource management and innovation strategies.

Class Discussions and Debates

- Critical discussions on policy frameworks, governance, and environmental challenges.
- Exchange of ideas on emerging trends and best practices in blue economy sectors.

Guest Lectures and Industry Insights

- Presentations from experts in maritime innovation, port management, and marine energy.
- Real-life insights into the challenges and opportunities of the blue economy.

Research and Independent Study

- Literature reviews, policy analysis, and innovation strategy studies.
- Preparation of reports and assignments addressing sustainable maritime solutions.

Digital Tools and Simulation Exercises

- Use of software and digital platforms for monitoring marine resources, simulating maritime logistics, and evaluating environmental impact.

Project-Based Learning

- Group projects focusing on innovative solutions for maritime sustainability.
- Application of theory to practical scenarios in maritime management.

Sample Questions

- Define the concept of the blue economy and explain its significance for sustainable maritime development.
- Identify and discuss the economic, environmental, and social dimensions of the blue economy.
- Explain the role of international policies and governance frameworks in supporting sustainable maritime industries.
- Analyze the sustainable management of marine resources, such as fisheries, aquaculture, and marine biotechnology.
- Discuss how shipping, ports, and maritime logistics contribute to the blue economy.
- Describe innovative technologies and digital solutions that enhance sustainability and efficiency in maritime operations.
- Evaluate the potential of marine renewable energy systems, such as offshore wind and tidal power, for sustainable maritime development.
- Propose strategies for sustainable maritime tourism that minimize environmental impact.
- Explain the principles of circular economy and marine waste management in the context of maritime industries.
- Develop a brief project plan or strategy that integrates innovation and sustainability in maritime management.

Materials Used in the Course

Primary Textbooks

- **Blue Economy: 10 Years, 10 Opportunities, 100 Innovations** – Gunter Pauli, 2010.
- **Talley, Wayne K.** – *Maritime Logistics: A Guide to Contemporary Shipping and Port Management*, 2nd Edition, Kogan Page, 2013.
- **Stopford, Martin** – *Maritime Economics*, 3rd Edition, Routledge, 2009.

Recommended References

- **United Nations – Sustainable Development Goal 14: Life Below Water**
- **OECD – *The Ocean Economy in 2030***
- **Academic Journals**
- **Industry Reports**

Supplementary Learning Materials

- **Case Studies**

Successful projects in maritime innovation, sustainable ports, and marine energy initiatives.

- **Practical Exercises and Simulations**

Scenario-based exercises for sustainable maritime operations and innovation strategy design.

- **Digital Tools and Platforms**

Applications for monitoring marine resources, simulating logistics, and evaluating environmental impact.

- **Videos and Webinars**

Presentations on blue economy innovations, sustainable shipping, and marine technology trends.

- **Policy and Regulatory Documents**

International conventions, national strategies, and local policies on sustainable maritime development.

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
	LO1	**LO2**	**LO3**	**LO4**	**LO5**	**LO6**	**LO7**	**LO8**	**LO9**	**L10**
PO1	3	3	2	2	2	1	3	2	2	2
PO2	3	3	3	2	2	1	2	1	2	1
PO3	2	3	1	3	3	2	1	3	1	1
PO4	2	2	1	2	3	3	2	2	2	2
PO5	1	2	2	1	1	2	2	2	3	3
PO6	1	2	1	2	1	1	2	3	2	2
PO7	1	1	1	1	1	3	2	2	3	3
PO8	1	1	3	1	1	1	2	1	2	1
PO9	1	1	2	1	1	1	1	1	2	2
PO10	2	2	1	2	3	3	2	2	2	2
PO11	1	2	2	1	1	2	2	2	3	3
PO12	1	2	1	2	1	1	2	3	2	2
PO13	3	3	3	2	2	1	2	1	2	1
PO14	2	3	1	3	3	2	1	3	2	2
PO15	1	2	1	2	2	3	2	2	3	3

Course Learning Outcomes/ Evaluation Method		
Course Learning Outcomes (CLOs)	**Teaching Method**	**Assessment Method**
LO1. Explain the fundamental concepts, principles, and importance of the blue economy.	Lectures, Case Studies	Quizzes, Short Assignments
LO2. Analyze the economic, environmental, and social dimensions of sustainable maritime and coastal development.	Lectures, Discussions, Case Studies	Assignments, Participation
LO3. Evaluate global policies, governance frameworks, and international regulations supporting the blue economy.	Lectures, Guest Lectures, Group Discussions	Case Study Reports, Quizzes
LO4. Assess the sustainable exploitation and management of marine resources, including fisheries, aquaculture, and biotechnology.	Practical Exercises, Group Work	Assignments, Project Reports
LO5. Examine the role of shipping, ports, and maritime logistics in promoting sustainable economic growth.	Lectures, Case Studies	Assignments, Quizzes
LO6. Apply innovative technologies, digital tools, and smart solutions in maritime operations and resource management.	Practical Exercises, Demonstrations	Project Work, Practical Reports
LO7. Analyze renewable marine energy systems and evaluate their implementation in maritime and coastal infrastructure.	Lectures, Case Studies	Assignments, Case Study Reports
LO8. Design sustainable maritime tourism and recreational practices minimizing environmental impact.	Group Work, Discussions	Project Reports, Presentations
LO9. Integrate circular economy principles and marine waste management strategies in maritime industries.	Lectures, Practical Exercises	Assignments, Project Reports
LO10. Develop practical projects and strategies to enhance sustainability, innovation, and resilience in maritime management.	Project-Based Learning, Group Work	Final Project, Presentation, Final Exam

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	-	-	-
Lectures	**15**	**3**	**45**
Midterm Exam	**1**	**2**	**2**
Preparation for Midterm Exam	**1**	**10**	**10**
Final Exam	**1**	**2**	**2**
Preparation for Final Exam	**1**	**10**	**10**
Presentation(s)	-	-	-
Preparation for Presentation(s)	-	-	-
Research for Project(s)/Essay(s)	-	-	-
Project Writing	-	-	-
Group Work	-	-	-
In-class Discussion(s)	**15**	**1**	**15**
Quiz(es)	-	-	-
Preparation for Quiz(es)	-	-	-
Laboratory	-	-	-
Assignment(s)/Homework/Class Works	**1**	**15**	**15**
Micro-Teaching Sessions	-	-	-
Lesson Planning	-	-	-
Materials Adaptation	-	-	-
Material Development	-	-	-
Draft Preparation	-	-	-
Drawing	-	-	-
Essay Writing	-	-	-
Tutorial(s)	-	-	-
Portfolio Preparation	-	-	-
Portfolio Presentation	-	-	-
Total Workload			**99**
ECTS Credit			**3**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	15	10
Laboratory	-	-
Application	-	-
Field Work	-	-
Special Course Internship (Work Placement)	-	-
Homework/Assignments	1	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	-	-
Project	-	-
Quiz	-	-
Midterms/Oral Exams	1	30
Final/Oral Exams	1	50
Total	**4**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		

University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Ocean Governance and Policy							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
MMD305	III	Fall	3	3	3	0	0
Course type: Elective				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Basic Sciences**	**Engineering Science**	**Engineering Design**	**General Education**
				-	-	-	100
Course Venue and Time				Monday / 13:30 – 16:20			
Instructor information				**Dr. Gökhan Tarı** Faculty of Maritime Studies Wednesday / 09:00 – 12:00 +90 (392) 650 26 00 / 4040 gokhan.tari@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	**Ocean Governance and Policy** is an interdisciplinary course that examines the legal, institutional, and strategic frameworks regulating the world's oceans. Rooted in the principles of international maritime law and global policy-making, the course explores how states, international organizations, regional bodies, and private stakeholders shape the governance of marine spaces and resources. Students will engage with the United Nations Convention on the Law of the Sea (UNCLOS), international maritime regulations, environmental protection regimes, and contemporary issues such as maritime security, climate change, blue economy initiatives, and the governance of emerging technologies. Emphasis is placed on understanding how governance and policy decisions influence maritime operations, global trade, sustainability, and international relations. Through case studies, comparative policy analysis, and scenario-based exercises, students will develop the skills necessary to interpret legal frameworks, evaluate ocean policies, and contribute to effective maritime governance in a rapidly changing global context.
Course Aims and Objectives	The primary aim of this course is to equip students with a comprehensive understanding of the legal, regulatory, and policy frameworks that govern the world's oceans, while developing their ability to analyze, interpret, and apply these frameworks within maritime industry contexts. • **Understand the foundations of ocean governance**, including the historical evolution of maritime law and the role of key international institutions. • **Explain the structure and principles of UNCLOS**, and evaluate how it regulates maritime zones, navigational rights, and state responsibilities. • **Analyze major international and regional ocean policies**, including environmental protection, maritime security, resource management, and fisheries governance. • **Assess the impact of global maritime policies** on commercial shipping, port operations, offshore activities, and global trade networks. • **Examine emerging issues**, such as climate change impacts, Arctic governance, marine biodiversity beyond national jurisdiction (BBNJ), and the governance of maritime technologies. • **Interpret and critique real-world policy documents, agreements, and international conventions** related to ocean and coastal governance.

	• **Develop policy-oriented thinking**, enabling students to propose effective regulatory and governance solutions to contemporary maritime challenges. • **Collaborate in discussions and case analyses** to understand the roles and interactions of states, organizations, NGOs, and industry stakeholders in ocean governance. • **Apply governance frameworks in crisis or conflict scenarios**, such as maritime disputes, security incidents, or environmental emergencies. • **Strengthen analytical, research, and strategic decision-making skills** relevant to maritime management and international policy environments.
Course Learning Outcomes	**LO1:** Explain the fundamental concepts, principles, and historical development of global ocean governance. **LO2:** Interpret the structure of UNCLOS and analyze maritime zones and jurisdictional rights. **LO3:** Identify the roles and responsibilities of international, regional, and national ocean governance institutions. **LO4:** Analyze governance and policy issues related to maritime security, environmental protection, and resource management. **LO5:** Evaluate the impact of international maritime policies on shipping, ports, marine resources, and coastal states. **LO6:** Apply legal and policy frameworks to real-world case studies, including maritime boundary disputes and governance challenges. **LO7:** Develop policy recommendations related to sustainability, marine protection, blue economy, or maritime security. **LO8:** Interpret maritime jurisdiction, boundary delimitation, and ocean-use conflicts through practical scenarios. **LO9:** Demonstrate effective teamwork and communication skills during simulations, debates, and group policy projects. **LO10:** Produce well-structured academic reports, policy briefs, and presentations on ocean governance issues.

Content of the Course

Week	*Subject*
1	**Introduction to Ocean Governance** • Definition, scope, and evolution of ocean governance • Importance for global trade, environment, and maritime management • Key actors: states, IGOs, NGOs, private sector
2	**Historical Development of Ocean Governance** • Mare Liberum vs. Mare Clausum • Evolution of maritime zones • Development of international maritime law
3	**The United Nations and Global Maritime Governance** • UN structure relevant to oceans • UN bodies influencing maritime governance (UNGA, UNEP, UNDP, UNCTAD) • UN Sustainable Development Goals (SDG 14: Life Below Water)
4	**UNCLOS: The Constitution of the Oceans (Part I)** • Structure and principles of UNCLOS • Maritime zones: internal waters, territorial sea, contiguous zone • Innocent passage and coastal state rights
5	**UNCLOS (Part II): Continental Shelf, EEZ, and High Seas** • Jurisdiction, rights, and responsibilities of states • Resource exploitation and environmental obligations • Freedoms of the high seas
6	**Maritime Boundary Delimitation and Dispute Settlement** • Delimitation principles • Case studies: Aegean, South China Sea, Arctic disputes • International Court of Justice (ICJ) and ITLOS
7	**International Maritime Organizations and Regulatory Frameworks** • IMO: structure, functions, and key conventions • ILO, FAO, IMO–ILO joint initiatives • Regional seas organizations
8	**Marine Environmental Protection and Pollution Control** • MARPOL and environmental obligations • Ballast water management, ship recycling, air emissions (IMO 2020/2050 targets) • Protection of sensitive sea areas (PSSAs, MPAs)
9	**Oceans and Climate Change** • Impact of climate change on maritime activities • Sea-level rise, acidification, extreme weather risks • International policies: Paris Agreement, climate mitigation in maritime sector
10	**Blue Economy Governance**

	• Sustainable use of marine resources • Fisheries governance (FAO regulations, RFMO structures) • Offshore energy (wind, tidal, wave), seabed mining governance
11	**Maritime Security Governance** • Piracy, armed robbery, illegal fishing (IUU), smuggling, maritime terrorism • International legal responses • Regional cooperation frameworks (ReCAAP, EUNAVFOR, Combined Task Forces)
12	**Ocean Policy-Making and National Maritime Strategies** • How states formulate maritime policy • Examples: EU Integrated Maritime Policy, US Ocean Policy, Turkey's maritime strategy • Role of maritime administrations
13	**Stakeholder Engagement and Ocean Diplomacy** • Role of port authorities, coastal communities, NGOs • Corporate responsibility and sustainability standards • Maritime diplomacy and conflict resolution
14	**Emerging Issues in Ocean Governance** • Autonomous ships, digital compliance, maritime cybersecurity • Arctic governance and new shipping routes • Marine genetic resources and BBNJ Agreement (2023)
15	**Course Review & Case Studies + Final Exam Preparation** • Comprehensive review of key governance frameworks • Group case studies on real-world ocean policy issues • Final exam briefing

Methods and Techniques used in the Course

Lectures and Interactive Discussions:
Used to introduce foundational concepts of ocean governance, maritime law, and policy frameworks.

Case Study Analysis:
Examination of real-world issues such as maritime boundary disputes, marine environmental incidents, and governance challenges.

Problem-Based Learning (PBL):
Students work on complex maritime governance problems requiring legal, managerial, and policy-based solutions.

Group Projects and Collaborative Work:
Development of policy briefs, governance proposals, and analysis of institutional frameworks.

Simulations and Role-Playing Exercises:
Mock negotiations on UNCLOS-related issues, maritime security scenarios, and international policy dialogues.

Guest Lectures / Expert Sessions:
Talks by practitioners from IMO, maritime authorities, environmental NGOs, or port administrations.

Digital Tools and Data Platforms:
Use of GIS-based maritime maps, AIS data platforms, legal databases, and marine policy resources.

Video-Based Learning and Multimedia Resources:
Documentaries, IMO materials, and digital content to understand real maritime governance challenges.

Research and Report Writing:
Preparation of analytical papers and policy reports on governance and ocean management issues.

Student Presentations:
Presentation of case-study findings, policy recommendations, or group project outcomes.

Sample Questions

Short Answer Questions

- Define *Ocean Governance* and explain its importance for global maritime activities.
- What are the main objectives of the United Nations Convention on the Law of the Sea (UNCLOS)?
- Explain the difference between *Territorial Sea*, *Exclusive Economic Zone (EEZ)*, and *High Seas*.
- What is the role of the International Maritime Organization (IMO) in ocean governance?
- Briefly describe the concept of *Marine Spatial Planning (MSP)*.

Essay / Long-Form Questions

- Discuss how environmental protection principles under UNCLOS influence national maritime policies. Provide examples.
- Evaluate the challenges of governing the High Seas in the context of illegal fishing, piracy, and environmental degradation.
- Explain the importance of ocean governance for the sustainable management of marine resources within the Blue Economy framework.

Case Study / Applied Questions

- A maritime boundary dispute has arisen between two neighboring coastal states. Using UNCLOS principles, outline how such a dispute should be resolved.
- A major oil spill occurs in a nation's EEZ. Analyze the roles and responsibilities of the coastal state, shipowner, IMO, and other relevant international bodies in responding to the crisis.
- You are tasked with developing a Marine Spatial Plan for a region with fisheries, tourism, shipping lanes, and offshore energy development. Explain the steps you would follow and the stakeholders involved.

Multiple Choice Questions (MCQ)

- Which organization is primarily responsible for regulating global shipping safety?
  a) FAO
  b) IMO
  c) UNESCO
  d) ILO
- The EEZ of a coastal state extends up to:
  a) 12 nautical miles
  b) 24 nautical miles
  c) 200 nautical miles
  d) 350 nautical miles
- Which of the following is *not* considered a High Seas challenge?
  a) Piracy
  b) Overfishing
  c) Marine pollution
  d) Port State Control

Critical Thinking / Policy Questions

- Propose a governance model that could improve cooperation between coastal states in managing shared marine ecosystems.
- How can digital technologies (AIS, satellite monitoring, big data) improve compliance and enforcement in ocean governance?

Materials Used in the Course

Primary Textbooks

- **Rothwell, D. R., & Stephens, T. (2016).** ***The International Law of the Sea*****.** Cambridge University Press.
- **de la Fayette, L., & Oude Elferink, A. G. (Eds.). (2019).** ***Ocean Governance: Sustainable Development of the Seas*****.** Brill Academic Publishers.
- **Tanaka, Y. (2015).** ***The International Law of the Sea*****.** Bloomsbury Publishing.

Recommended References

- **Churchill, R., Lowe, A., & Sander, V. (2022).** ***The Law of the Sea*****.**
- **IMO Publications –** ***International Conventions and Codes*** **(SOLAS, MARPOL, ISPS, etc.)**
- **UN (2017).** ***United Nations Convention on the Law of the Sea (UNCLOS)*****.** *Core text governing maritime jurisdiction; required reading.*
- **Cicin-Sain, B., & Belfiore, S. (2005).** ***Marine Policy & Governance: Global and Regional Perspectives*****.**
- **Trevisanut, S., Kraska, J., & Vodičková, A. (Eds.). (2020).** ***The Future of Ocean Governance and Capacity Development*****.**

Supplementary Learning Materials

- **Academic Journals**
  Marine Policy
  Ocean & Coastal Management
  The International Journal of Marine and Coastal Law
  Maritime Affairs: Journal of the National Maritime Foundation
- **Online Platforms & Reports**
  IMO e-Library – latest conventions, circulars, and guidelines
  UN Ocean Portal – global ocean policy material
  FAO Fisheries & Aquaculture Reports
  OECD Ocean Economy and Blue Growth Reports
- **Case Studies & Legal Databases**
  ITLOS Case Judgments and Summaries (International Tribunal for the Law of the Sea)
  ICJ Maritime Boundary Case Files
  GIS Marine Spatial Planning tools (EU MSP Platform)
- **Documentaries & Media Resources**
  National Geographic: *Ocean Governance & Marine Conservation*
  BBC Earth: *Ocean Challenges*
  UN World Oceans Day recorded seminars
- **Technical Tools**
  MarineTraffic / AIS data platforms (for maritime situational awareness)
  EMSA (European Maritime Safety Agency) reports and dashboards

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
	LO1	**LO2**	**LO3**	**LO4**	**LO5**	**LO6**	**LO7**	**LO8**	**LO9**	**L10**
PO1	3	3	2	2	2	1	3	2	2	2
PO2	3	3	3	2	2	1	2	1	2	1
PO3	2	3	1	3	3	2	1	3	1	1
PO4	2	2	1	2	3	3	2	2	2	2
PO5	1	2	2	1	1	2	2	2	3	3
PO6	1	2	1	2	1	1	2	3	2	2
PO7	1	1	1	1	1	3	2	2	3	3
PO8	1	1	3	1	1	1	2	1	2	1
PO9	1	1	2	1	1	1	1	1	2	2
PO10	2	2	1	2	3	3	2	2	2	2
PO11	1	2	2	1	1	2	2	2	3	3
PO12	1	2	1	2	1	1	2	3	2	2
PO13	3	3	3	2	2	1	2	1	2	1
PO14	2	3	1	3	3	2	1	3	2	2
PO15	1	2	1	2	2	3	2	2	3	3

Course Learning Outcomes/ Evaluation Method		
Course Learning Outcomes (CLOs)	**Teaching Method**	**Assessment Method**
CLO1: Explain the fundamental concepts, principles, and frameworks of ocean governance at global and regional levels.	Lectures, interactive discussions	Midterm exam, quizzes
CLO2: Interpret the structure, role, and provisions of UNCLOS and related international maritime conventions.	Lectures, case studies, legal text analysis	Midterm exam, written assignments
CLO3: Identify maritime zones, jurisdictional boundaries, and coastal state rights and obligations.	Lectures, GIS demonstrations, problem-solving exercises	Quizzes, case-based assessment
CLO4: Analyze key ocean governance challenges such as maritime security, resource management, and environmental sustainability.	Case studies, group discussions	Written reports, midterm exam
CLO5: Evaluate the roles of global institutions (IMO, UN, regional bodies) in shaping maritime policy frameworks.	Seminars, research activities	Research paper, presentations
CLO6: Assess maritime boundary disputes and real-world legal cases involving oceans and seas.	Case study analysis, legal scenario solving	Case study report, class participation
CLO7: Examine the relationship between ocean governance, blue economy development, and sustainability goals.	Lectures, workshops	Term paper, project
CLO8: Apply policy analysis tools to propose effective governance strategies for marine resources and maritime activities.	Workshops, simulations	Group project, presentations
CLO9: Demonstrate understanding of compliance, enforcement, and monitoring mechanisms in the maritime domain.	Practical examples, interactive discussions	Written assignments, quizzes
CLO10: Develop critical thinking and communication skills through policy evaluation, debate, and professional reporting.	Debates, role-play, presentations	Oral presentation, participation, final exam

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	-	-	-
Lectures	**15**	**3**	**45**
Midterm Exam	**1**	**2**	**2**
Preparation for Midterm Exam	**1**	**10**	**10**
Final Exam	**1**	**2**	**2**
Preparation for Final Exam	**1**	**10**	**10**
Presentation(s)	-	-	-
Preparation for Presentation(s)	-	-	-
Research for Project(s)/Essay(s)	-	-	-
Project Writing	-	-	-
Group Work	-	-	-
In-class Discussion(s)	**15**	**1**	**15**
Quiz(es)	-	-	-
Preparation for Quiz(es)	-	-	-
Laboratory	-	-	-
Assignment(s)/Homework/Class Works	**1**	**15**	**15**
Micro-Teaching Sessions	-	-	-
Lesson Planning	-	-	-
Materials Adaptation	-	-	-
Material Development	-	-	-
Draft Preparation	-	-	-
Drawing	-	-	-
Essay Writing	-	-	-
Tutorial(s)	-	-	-
Portfolio Preparation	-	-	-
Portfolio Presentation	-	-	-
Total Workload			**99**
ECTS Credit			**3**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	15	10
Laboratory	-	-
Application	-	-
Field Work	-	-
Special Course Internship (Work Placement)	-	-
Homework/Assignments	1	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	-	-
Project	-	-
Quiz	-	-
Midterms/Oral Exams	1	30
Final/Oral Exams	1	50
Total	**4**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		

University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Ship Handling							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
SHA301	III	Fall	3	3	2	2	0
Course type: Compulsory				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Basic Sciences**	**Engineering Science**	**Engineering Design**	**General Education**
				40	-	-	60
Course Venue and Time				Friday / 09:30 – 12:20			
Instructor information				**Cpt. Mehmet Emin Debeş** Faculty of Maritime Studies Wednesday / 09:00 - 12:00 +90 (392) 650 26 00 / 4060 mehmetemin.debes@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	This course introduces the fundamental principles and practices of ship maneuvering and handling under various operational and environmental conditions. Students will examine the factors affecting ship maneuverability, including environmental forces, propulsion systems, and hydrodynamic effects. Topics include the use of main engines, propellers, rudders, bow and stern thrusters, and mooring lines during berthing, unberthing, and anchoring operations. The course also covers turning circles, shallow water and narrow channel effects, tug assistance, and safe maneuvering practices. Emphasis is placed on applying theoretical knowledge to practical ship-handling scenarios to ensure safety, efficiency, and compliance with international maritime regulations.
Course Aims and Objectives	• Provide students with a comprehensive understanding of the factors influencing ship maneuverability. • Develop the ability to analyze and evaluate the effects of propulsion, rudders, thrusters, and environmental conditions on ship handling. • Equip students with practical knowledge for safe and effective ship operations, including berthing, unberthing, anchoring, and maneuvering in restricted waters. • Enhance decision-making and situational awareness skills to support safe navigation and ship control. • Prepare students to apply international rules and best practices in ship maneuvering and handling.
Course Learning Outcomes	**CLO1:** Explain the fundamental principles of ship maneuvering and the factors influencing vessel handling. **CLO2:** Identify and evaluate the advantages and limitations of various propulsion systems and steering devices in ship maneuvers. **CLO3:** Analyze the effects of environmental conditions such as shallow water, narrow channels, wind, and current on ship maneuverability. **CLO4:** Demonstrate knowledge of berthing, unberthing, mooring, and anchoring procedures and techniques. **CLO5:** Interpret and apply safe ship handling practices in accordance with international maritime safety regulations. **CLO6:** Assess the role of tug assistance, mooring lines, and other operational aids in effective ship maneuvering.

	CLO7: Apply theoretical ship-handling knowledge to practical or simulated scenarios, emphasizing safety and operational efficiency. **CLO8:** Evaluate ship handling outcomes and identify potential improvements in maneuvering strategies. **CLO9:** Integrate ship handling concepts with navigational planning to optimize voyage safety. **CLO10:** Develop critical decision-making and problem-solving skills in complex ship maneuvering situations.

Content of the Course

Week	*Subject*
1	**Introduction to Ship Handling** Importance, objectives, safety considerations
2	**Factors affecting ship maneuvering** Environmental conditions & ship characteristics
3	**Propulsive Forces and Resistances** Air and water resistance in maneuvering
4	**Main engines** Effectiveness, advantages & disadvantages of different types in maneuvering
5	**Propellers** Fixed pitch, controllable pitch, right/left handed, twin-screw effects
6	**Rudder effects** Single-screw ships
7	**Rudder effects** Twin-screw ships
8	**Bow thrusters & stern thrusters** Working principles, combined use with rudder
9	**Mooring Lines in Maneuvering** During berthing, unberthing, and other line maneuvers
10	**Turning circle** Definition, tactical diameter, advance, transfer
11	**Shallow water effects** Squat phenomenon, bank effect, narrow channel navigation
12	**Anchoring methods** Safe anchoring, techniques of anchoring and securing a vessel
13	**Tug assistance** Methods of towline connection, tug operations in maneuvering
14	**Integrated maneuvering** Case studies combining propulsion, rudder, thrusters, lines, and tugs
15	**General review & Final preparation** Discussion of maneuvering scenarios, Q&A

Methods and Techniques used in the Course

Lectures and Presentations: Theoretical knowledge supported by visual materials (slides, videos, diagrams).

Case Studies: Analysis of real-life maneuvering incidents and best practices.

Classroom Discussions: Interactive sessions to enhance critical thinking and problem-solving skills.

Demonstrations: Use of ship maneuvering models, charts, and simulation-based examples.

Problem-Solving Exercises: Assignments and scenario-based questions on ship maneuvering.

Simulation Practices (if available): Application of ship handling techniques in a controlled environment to improve situational awareness and decision-making.

Sample Questions

- Define the main environmental factors affecting ship maneuvering. Provide at least three examples.
- Explain the advantages and disadvantages of fixed-pitch and controllable-pitch propellers during maneuvering.
- What is the difference between rudder effects on single-screw and twin-screw ships? Give examples.
- Describe the squat effect in shallow waters. How does it influence ship handling?
- Explain the interaction effects when a ship is navigating in narrow channels (bank suction and cushion effects).
- Draw and explain the concept of a turning circle. What are advance, transfer, and tactical diameter?
- Discuss the role of tugboats in ship maneuvering. Mention at least two methods of tug assistance.
- What are the effects of bow thrusters and stern thrusters during berthing and unberthing operations?
- Describe the appropriate procedures and precautions for anchoring in confined waters.
- Case Study: A vessel with a single right-handed fixed-pitch propeller is attempting to berth starboard side to the quay under strong crosswinds from port.
    - What challenges will the ship face?
    - Which maneuvering techniques can be applied to ensure safe berthing?

Materials Used in the Course

Textbooks and References

- Cockcroft, A. N., & Lameijer, J. N. F. *A Guide to the Collision Avoidance Rules*.
- Bertram, V. *Practical Ship Hydrodynamics*.
- Guldhammer, H., & Harvald, S. A. *Ship Resistance and Propulsion*.
- Bowditch, N. *The American Practical Navigator*.
- IMO Model Course 7.03 – *Officer in Charge of a Navigational Watch*.

International Conventions and Guidelines

- COLREG (International Regulations for Preventing Collisions at Sea).
- SOLAS Convention (Safety of Life at Sea).
- STCW Convention (Standards of Training, Certification and Watchkeeping).

Practical Tools

- Ship maneuvering simulators.
- Maneuvering booklets of various ship types.
- Nautical charts, tide tables, and pilot books.

Supplementary Materials

- Case studies on accidents/incidents related to ship handling.
- Port authority regulations and tug assistance guidelines.
- Videos and computer animations demonstrating ship maneuvers.

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
PO	**CLO1**	**CLO2**	**CLO3**	**CLO4**	**CLO5**	**CLO6**	**CLO7**	**CLO8**	**CLO9**	**CLO10**
PO1	3	3	2	2	3	2	2	2	2	3
PO2	2	2	2	2	2	2	2	1	2	2
PO3	2	2	3	2	2	2	3	2	3	3
PO4	1	1	2	2	2	2	2	1	2	2
PO5	3	2	3	3	3	3	3	2	3	3
PO6	2	2	2	2	2	2	2	2	2	2
PO7	1	1	2	2	1	1	2	1	2	2
PO8	1	1	1	1	1	1	1	1	1	1
PO9	1	1	1	1	1	1	1	1	1	1
PO10	2	2	2	2	2	2	2	2	2	2
PO11	1	1	2	2	2	1	2	1	2	2
PO12	1	1	1	1	1	1	1	1	1	1
PO13	1	1	2	3	3	2	1	1	1	3
PO14	1	1	2	3	3	2	1	1	1	3
PO15	1	1	2	3	3	2	1	1	1	3

Course Learning Outcomes/ Evaluation Method		
CLO	**Teaching Method**	**Assessment Method**
CLO1 – Principles of Ship Maneuvering	Lecture, Multimedia Presentation, Demonstration	Quizzes, Assignments, Participation
CLO2 – Propulsion and Steering Devices	Lecture, Case Studies, Simulation	Quizzes, Midterm Exam, Assignments
CLO3 – Effects of Water Depth, Channels, Wind, and Current	Simulation Exercises, Practical Demonstration	Simulation Assessment, Assignments, Lab Reports
CLO4 – Berthing, Unberthing, Mooring, Anchoring Techniques	Hands-on Practice, Simulation, Role Play	Practical Exams, Observation, Assignments
CLO5 – Ship Handling Compliance and Safety	Lecture, Scenario-Based Learning	Quizzes, Case Study Analysis, Assignments
CLO6 – Tug Assistance and Mooring Lines	Simulation, Practical Exercises	Practical Exams, Lab Reports, Assignments
CLO7 – Application of Ship Handling Theory	Bridge Simulation, Case Studies	Practical Exams, Simulation Reports, Assignments
CLO8 – Emergency Maneuvers and Contingency Planning	Scenario-Based Exercises, Simulation	Practical Exams, Simulation Reports, Participation
CLO9 – Integrated Maneuvering Exercises	Bridge Simulation, Group Exercises	Practical Exams, Project Reports, Observation
CLO10 – Decision Making in Ship Handling	Scenario-Based Learning, Simulation	Case Study Reports, Practical Exams, Simulation Assessment

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	**15**	**1**	**15**
Lectures	**15**	**3**	**45**
Midterm Exam	**1**	**1**	**1**
Preparation for Midterm Exam	**1**	**3**	**3**
Final Exam	**1**	**1**	**1**
Preparation for Final Exam	**1**	**3**	**3**
Presentation(s)	-	-	-
Preparation for Presentation(s)	-	-	-
Research for Project(s)/Essay(s)	-	-	-
Project Writing	**1**	**5**	**5**
Group Work	**1**	**5**	**5**
In-class Discussion(s)	**15**	**1**	**15**
Quiz(es)	-	-	-
Preparation for Quiz(es)	-	-	-
Laboratory	-	-	-
Assignment(s)/Homework/Class Works	**1**	**10**	**10**
Individual Reading / Research	-	-	-
Lesson Planning	-	-	-
Materials Adaptation	-	-	-
Material Development	-	-	-
Draft Preparation	-	-	-
Drawing	-	-	-
Essay Writing	-	-	-
Tutorial(s)	-	-	-
Portfolio Preparation	-	-	-
Portfolio Presentation	-	-	-
Total Workload			**103**
ECTS Credit			**3**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	-	-
Laboratory	-	-
Application	-	-
Field Work	1	10
Special Course Internship (Work Placement)	-	-
Homework/Assignments	1	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	-	-
Project	1	10
Quiz	-	-
Midterms/Oral Exams	1	30
Final/Oral Exams	1	40
Total	**5**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		

University of Kyrenia

Faculty of Maritime Studies

Maritime Management

Syllabus

Course name: Technical Ship Management I							
Code	**Year**	**Semester**	**Credit**	**ECTS**	**Course application, Hour/Week**		
					Theoretical	**Application**	**Laboratory**
TSM301	III	Fall	3	3	2	2	0
Course type: Compulsory				**Prerequisite: x**		**Language:** English	
% Contribution to the Professional Fundamental Component				**Basic Sciences**	**Engineering Science**	**Engineering Design**	**General Education**
				-	-	-	100
Course Venue and Time				Tuesday / 10:30 – 13:20			
Instructor information				**Cpt. Caner Özbilgiç** Faculty of Maritime Studies Wednesday / 09:00 - 12:00 +90 (392) 650 26 00 / 4060 mehmetemin.debes@kyrenia.edu.tr www.kyrenia.edu.tr			

Course Description	This course provides an in-depth exploration of the fundamental principles and practices of maritime commercial and technical ship management. It covers the operational, legal, and financial aspects of maritime trade, including liner and tramp markets, chartering practices, freight markets, and key shipping documentation. Students will learn the technical management requirements of ships, including maintenance, classification, surveys, compliance with international regulations, and safety audits. The course also emphasizes safety, environmental protection, and quality management systems in accordance with international conventions such as the ISM Code and MARPOL. In addition, students will develop leadership, decision-making, and teamwork skills essential for effective crew and resource management. A significant focus is placed on maritime English terminology used in commercial and technical documentation, enhancing students' ability to operate in an international maritime environment. Through theoretical lectures, case studies, and practical applications, students gain a comprehensive understanding of how modern shipping companies manage vessels efficiently while meeting safety, environmental, and commercial obligations.
Course Aims and Objectives	**Aim:** The primary aim of this course is to equip students with the theoretical knowledge and practical skills required to effectively manage commercial and technical aspects of maritime operations while ensuring compliance with international safety, environmental, and quality standards. **Objectives:** By the end of the course, students will be able to: 1. **Understand and analyze** the structure and dynamics of maritime markets, including liner and tramp shipping, chartering practices, and freight contracts. 2. **Interpret and apply** international maritime laws, conventions, and regulations related to ship operations, safety management, and environmental protection. 3. **Develop and implement** safety and quality management systems (SMS & QMS) in compliance with ISM Code and other relevant standards. 4. **Manage technical operations** of ships, including maintenance planning, classification surveys, and regulatory inspections. 5. **Apply leadership and decision-making skills** for effective crew management, workload planning, and resource allocation onboard and ashore. 6. **Use professional maritime English terminology** accurately in commercial, technical, and regulatory documentation, including INCOTERMS, charter parties, statements of facts, and time sheets. 7. **Evaluate and improve operational performance** of shipping companies while balancing safety, environmental, and commercial considerations.

Course Learning Outcomes	**CLO1: Explain** the fundamental principles of maritime commercial operations, including liner and tramp shipping, chartering types, and freight markets. *(Knowledge/Understanding)* **CLO2: Interpret and apply** international maritime conventions, safety and environmental regulations, and quality management standards (e.g., ISM Code, classification society requirements). *(Application)* **CLO3: Analyze** various types of charter parties and shipping documentation (e.g., bills of lading, statements of facts, time sheets) and their legal and commercial implications. *(Analysis)* **CLO4: Develop** maintenance, inspection, and technical operation plans for ships in accordance with regulatory requirements and industry best practices. *(Synthesis/Design)* **CLO5: Assess and manage** risks related to maritime safety, environmental protection, and cargo operations, including pollution prevention measures. *(Evaluation)* **CLO6: Communicate effectively** in professional maritime English using correct terminology for technical, operational, and commercial contexts (e.g., INCOTERMS, ship management reports). *(Communication)* **CLO7: Demonstrate** leadership, teamwork, and decision-making skills in managing shipboard personnel, workload planning, and emergency situations. *(Professional/Soft Skills)* **CLO8: Evaluate and propose improvements** to safety, quality, and technical management systems to enhance overall operational efficiency and compliance. *(Evaluation/Problem-Solving)*

Content of the Course

Week	*Subject*
1	**Introduction to Technical Ship Management** • Overview of ship technical management • Tracking regulations and compliance requirements • Ship documentation and inspection procedures
2	**Maintenance and Record Keeping** • Maintenance management and record-keeping systems • Correspondence and reporting in technical management • Planning for repairs and preventive maintenance
3	**Personnel and Training Management** • Crew management principles • Training programs and competency tracking • Safety and supply management related to personnel
4	**Material and Inventory Management** • Materials tracking and record keeping • Planning for equipment and supply needs • Stock management and logistic coordination
5	**Concepts of Safety, Environment, and Quality** • Introduction to safety management • Environmental protection principles • Quality concepts in maritime operations
6	**Marine Environmental Protection and Pollution Prevention** • Measures to prevent marine pollution • Pollution prevention procedures and equipment • Importance of proactive environmental protection
7	**Legal and Commercial Requirements for Safety and Quality Management** • ISM Code overview • International and national quality standards • Regulatory compliance for safety and environmental protection
8	**Safety and Quality Management Systems (Preparation and Implementation)** • Establishing a Safety Management System (SMS) • Implementing a Quality Management System (QMS) • Internal and external audits: techniques and application
9	**Leadership and Teamwork in Maritime Operations** • Crew management and education strategies • Effective team communication and coordination • Motivational and leadership skills development
10	**Maritime Legislation and Regulations** • International conventions and national maritime legislation

	• Compliance and enforcement mechanisms • Legal obligations related to ship operations
11	**Task and Workload Management** • Planning and task allocation • Prioritization under time and resource constraints • Delegation and monitoring of tasks onboard
12	**Resource Management in Maritime Operations** • Allocation and prioritization of resources • Effective ship-to-shore communication • Lessons from team experience and decision-making reflection
13	**Decision-Making Techniques I** • Situation and risk assessment • Evaluating alternatives and selecting actions • Decision-making frameworks and approaches
14	**Decision-Making Techniques II** • Implementing decisions in real operational scenarios • Monitoring and adjusting actions • Evaluating effectiveness of decisions
15	**Integration and Practical Application** • Case studies of technical ship management • Simulation of safety, quality, and operational decision-making • Review and consolidation of leadership, management, and technical skills

Methods and Techniques used in the Course

- **Interactive Lectures** – Instructor-led sessions to explain core concepts of technical management, safety, quality, and environmental regulations.
- **Case Studies** – Analysis of real-world scenarios to illustrate challenges in ship management, maintenance, and compliance.
- **Group Discussions** – Collaborative discussions to develop problem-solving skills and exchange ideas on operational and safety topics.
- **Problem-Solving Exercises** – Practical exercises focusing on planning, decision-making, and prioritization in ship operations.
- **Document Analysis and Simulation** – Reviewing ship documents, audits, and reports to practice regulatory compliance and management procedures.
- **Role-Playing and Scenario-Based Learning** – Simulating onboard situations such as emergencies, resource allocation, and crew management to develop leadership and decision-making skills.

Sample Questions

- Explain the key principles of technical ship management and their importance for safe and efficient vessel operation.
- Describe the main components of a Safety Management System (SMS) according to the ISM Code.
- How would you plan preventive maintenance for a ship's machinery and equipment?
- Discuss the steps involved in preparing a ship for dry-docking.
- Explain how crew training and resource management contribute to the effective operation of a ship.
- What are the legal and regulatory requirements for environmental protection on ships?
- Describe the process of conducting internal and external audits for technical management and quality systems.
- How can decision-making and prioritization techniques be applied in case of multiple technical issues on board?
- Identify the main challenges in technical ship management and propose solutions to mitigate them.
- Discuss the role of documentation and record-keeping in ensuring compliance with international maritime standards.

Materials Used in the Course

Textbooks & Reference Books

- IMO **International Safety Management (ISM) Code** documentation
- Manuals on **ship maintenance and machinery operation**
- Books on **maritime technical management and leadership**
- Industry standards on **environmental protection and quality management**

International and National Regulations

- SOLAS (Safety of Life at Sea)
- MARPOL (Marine Pollution)
- Flag state regulations
- Port state control guidelines

Guidelines & Reports

- Shipboard **Safety Management System (SMS)** manuals
- Technical and operational checklists
- Dry-docking and survey reports

Online Resources & Industry Databases

- IMO and ILO websites for updates on maritime regulations
- Industry publications and case studies on **ship management best practices**

Practical Materials

- Sample **maintenance logs, inspection checklists, and vessel records**
- Crew management and training materials
- Templates for **risk assessment, decision-making, and reporting**

All the above listed books are available at UoK's Grand Library

Program Outcomes Matrix

	Program Outcomes	*Level of Contribution				Targeted Competence Areas
		0	1	2	3	
1	Demonstrate fundamental knowledge of maritime business, shipping operations, port management, and international logistics.				✓	Maritime Business & Operations
2	Apply principles of management, economics, and finance to ship operations, chartering, brokerage, and maritime organizational decision-making.				✓	Maritime Economics & Management
3	Understand and interpret international maritime law, conventions, and trade regulations including SOLAS, MARPOL, UNCLOS, and INCOTERMS.				✓	Maritime Law & Policy
4	Plan and manage port and terminal operations efficiently, considering cargo handling systems, port logistics, and intermodal transport networks.				✓	Port & Terminal Operations Management
5	Employ digital tools and data-driven approaches in ship management, fleet performance monitoring, and maritime logistics systems.				✓	Digital Maritime Operations
6	Integrate sustainability, environmental protection, and decarbonization principles into maritime and logistics operations in line with IMO GHG strategy.			✓		Sustainability & Green Shipping
7	Demonstrate competence in maritime risk assessment, safety management systems (ISM Code), and crisis response in ship and shore-based contexts.			✓		Safety & Risk Management
8	Exhibit leadership, teamwork, and communication skills necessary for multicultural and interdisciplinary maritime organizations.				✓	Leadership & Intercultural Communication
9	Apply marketing, logistics, and supply chain strategies to global shipping and maritime transport sectors.				✓	Global Logistics & Supply Chain Management
10	Prepare and analyze charter parties, bills of lading, and other shipping documents while managing cargo claims and marine insurance issues.				✓	Maritime Documentation & Insurance
11	Utilize effective business English and Maritime English for negotiation, correspondence, and documentation within international maritime contexts.			✓		Maritime Communication & Professional English
12	Demonstrate ethical awareness, corporate responsibility, and adherence to international professional standards in maritime and logistics management.			✓		Ethics & Corporate Responsibility
13	Develop research skills and analytical thinking to identify, evaluate, and solve complex problems in maritime transport and logistics systems.			✓		Analytical Thinking & Research Skills
14	Adapt to innovations such as digitalization, automation, and smart shipping technologies through continuous professional development.				✓	Innovation & Lifelong Learning
15	Apply entrepreneurship and strategic management principles to establish or develop maritime-related enterprises in a competitive global environment.			✓		Entrepreneurship & Strategic Management

***0:** No Contribution **1:** Little Contribution **2:** Partial Contribution **3:** Full Contribution

Program Outcomes /Course Learning Outcomes Matrix **Level of Contribution**:**0**-No Contribution **1**-Little Contribution **2**-Partial Contribution **3**-Full Contribution										
PO	**CLO1**	**CLO2**	**CLO3**	**CLO4**	**CLO5**	**CLO6**	**CLO7**	**CLO8**	**CLO9**	**CLO10**
PO1	3	3	2	3	3	2	2	2	0	0
PO2	2	3	2	3	2	3	2	2	0	0
PO3	3	2	3	2	3	2	3	2	0	0
PO4	2	3	2	3	2	3	2	2	0	0
PO5	3	2	3	2	3	2	3	2	0	0
PO6	2	2	2	3	2	2	2	3	0	0
PO7	2	2	2	2	2	2	2	2	0	0
PO8	1	1	1	2	2	1	1	2	0	0
PO9	1	1	1	1	2	1	1	2	0	0
PO10	1	1	2	1	2	2	2	2	0	0
PO11	1	1	1	2	1	1	2	1	0	0
PO12	1	1	1	2	1	1	2	1	0	0
PO13	1	1	1	1	2	1	1	2	0	0
PO14	1	1	1	1	2	1	1	2	0	0
PO15	1	1	1	1	2	1	1	2	0	0

Course Learning Outcomes/ Evaluation Method		
CLO	**Teaching Method**	**Assessment Method**
CLO1 – Maritime Commercial Principles	Lecture, Case Studies, Group Discussion	Quizzes, Written Assignments, Midterm Exam
CLO2 – International Regulations & Standards	Lecture, Tutorials, Problem-Solving Sessions	Assignments, Case Study Reports, Midterm Exam
CLO3 – Charter Parties & Documentation Analysis	Lecture, Practical Exercises, Document Review	Assignments, Written Case Studies, Project Work
CLO4 – Maintenance & Technical Operations Planning	Workshops, Simulations, Group Projects	Project Reports, Practical Exercises, Presentations
CLO5 – Risk Assessment & Management	Case Studies, Problem-Based Learning, Simulations	Risk Assessment Reports, Quizzes, Practical Exercises
CLO6 – Professional Maritime English	Role-Playing, Communication Exercises, Presentations	Oral Presentations, Written Assignments, Participation
CLO7 – Leadership & Teamwork	Group Exercises, Simulations, Scenario-Based Learning	Peer Evaluation, Practical Exercises, Observation
CLO8 – Safety, Quality & Technical Management Evaluation	Case Studies, Workshops, Problem-Solving Exercises	Project Reports, Assignments, Presentations

ECTS / Workload Table			
Activities	**Number**	**Duration (Hours)**	**Total Workload**
Preparation for lectures	**15**	**1**	**15**
Lectures	**15**	**4**	**60**
Midterm Exam	**1**	**2**	**2**
Preparation for Midterm Exam	**1**	**10**	**10**
Final Exam	**1**	**2**	**2**
Preparation for Final Exam	**1**	**10**	**10**
Presentation(s)	-	-	-
Preparation for Presentation(s)	-	-	-
Research for Project(s)/Essay(s)	-	-	-
Project Writing	-	-	-
Group Work	-	-	-
In-class Discussion(s)	**15**	**1**	**15**
Quiz(es)	-	-	-
Preparation for Quiz(es)	-	-	-
Laboratory	-	-	-
Assignment(s)/Homework/Class Works	**1**	**20**	**20**
Micro-Teaching Sessions	-	-	-
Lesson Planning	-	-	-
Materials Adaptation	-	-	-
Material Development	-	-	-
Draft Preparation	-	-	-
Drawing	-	-	-
Essay Writing	-	-	-
Tutorial(s)	-	-	-
Portfolio Preparation	-	-	-
Portfolio Presentation	-	-	-
Total Workload			**134**
ECTS Credit			**3**

Evaluation System		
Semester Requirements	**Number**	**Percentage of Grade**
Attendance/Participation	15	10
Laboratory	-	-
Application	-	-
Field Work	-	-
Special Course Internship (Work Placement)	-	-
Homework/Assignments	1	10
Providing reliability and motivation of the individual homework completion and Submission	-	-
Presentation/Jury	-	-
Project	-	-
Quiz	-	-
Midterms/Oral Exams	1	30
Final/Oral Exams	1	50
Total	**4**	**100**

	Percentage	**Course Grade**	**Coefficient**
Grading Policy	90-100	AA	4.0
	85-89	BA	3.5
	80-84	BB	3.0
	75-79	CB	2.5
	70-74	CC	2.0
	60-69	DC	1.5
	50-59	DD	1.0
	49 and below	FF	0.0
	Less than 70% attendance	NA	-
Course Requirements and Policies	• Alerted attendance at the lectures is essential! • Students are expected to check frequently the instructor's web page for the course announcements. • University of Kyrenia honor code will be strictly enforced regarding any issues concerning cheating.		