

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**

Danube branch



SYLLABUS

of the academic discipline (selective)

OPERATIONAL MANAGEMENT OF MARINE TERMINALS

Specialty **D3 Management**

Educational level: **First (bachelor's) level**

Educational program: **Management**

General information about the academic discipline

Name of the discipline	Operational Management of Marine Terminals
Code and name of specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours. Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	7 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Darushyn Oleksandr Volodymyrovych	
Academic degree	PhD in Economics
Position	Associate Professor of the Department of Economics and Management
Areas of scientific research	Management of agrolistics systems and development of port infrastructure in the context of globalization
Links to the registers of identifiers for scientists	Google Scholar https://scholar.google.fi/citations?user=_JcEi7cAAAAJ&hl=uk&authuser=1&citsig=AM0yFCnIbC1jtNjY9YIIjNQC2mo- ORCID: https://orcid.org/0000-0002-2379-1816 SCOPUS https://www.scopus.com/authid/detail.uri?authorId=57211933743
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/darushin-portfolio-a.pdf

Discipline's description.

The selective educational component "Operational Management of Marine Terminals" is a specialized educational component aimed at training managers for stevedoring companies and port operators. The course reveals the specifics of managing a modern sea terminal as an independent business unit in a highly competitive market of transport services. bulk), organization of warehouse logistics in ports, as well as the implementation of international standards of safety and quality of fleet service.

The subject of the discipline is the system of organizational, economic, technological and managerial relations that arise in the process of production activities of the sea terminal during the maintenance of ships, wagons and motor transport.

The aim of the discipline is to form students' professional competencies in the operational planning of the terminal, optimization of cargo flows, calculation of throughput and ensuring the profitability of transshipment processes.

The objectives of the discipline include a comprehensive study of the production infrastructure and technical equipment of sea terminals, mastering the methods of shift-daily planning and coordination of the work of related modes of transport. Students should learn how to calculate the lay time of ship handling to minimize penalties (demurrage), analyze key performance indicators (KPIs) of the stevedoring company's work, as well as understand the principles of the safety management system in accordance with the requirements ISPS Code.

As a result of studying the selective educational component "Operational Management of Marine Terminals", applicants must:

Know:

- typology of marine terminals and features of their infrastructure (berths, warehouses, mechanization);
- basic technological schemes of cargo handling (PRR) for different types of cargo;
- rules for documenting lay time (timesheet, statement of facts);
- requirements of international codes for the safety of navigation and handling of dangerous goods;
- methods for calculating the gross and net intensity of loading operations.

Be able to:

- to develop technological maps and schedules for ship handling;
- carry out operational planning of the work of the dispatch service of the terminal;
- calculate the throughput capacity of berths and warehouse areas;
- to organize effective interaction with railway and road transport at the junction "shore-sea";
- analyze the cost of transshipment operations and develop measures to reduce it.

Prerequisites for the discipline. The discipline is taught in the seventh semester and is based on the thorough knowledge acquired by students during the previous three years of study, in particular within the framework of the courses "Enterprise Economics" and "Operational Management". The key feature of the educational process is close integration with the discipline "Logistics Management", which is studied in parallel in the same semester. but as a critical node in global supply chains, combining an understanding of common flow processes with the technology to physically handle them in ports.

Post-requisites for the discipline. The acquired professional competencies are the final stage of specialization before entering the finish line of the bachelor's degree. They serve as a solid foundation for mastering the disciplines of the eighth semester, such as

"International Management" and "Strategic Management of Enterprise", where global aspects of business are considered. In addition, the formed knowledge is the direct basis for passing industrial practice in stevedoring companies and performing the qualification work of the bachelor, focused on the solving applied problems of port infrastructure and logistics.

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Marine terminal as an object of operational management	<p>Teaching methods:</p> <ul style="list-style-type: none"> - The educational process involves a combination of lectures (review, problem, visualization lectures) and practical classes in the form of seminars-discussions. - Interactive methods are widely used to form applied skills: case study, brainstorming, working in small groups, and performing analytical projects while working independently. <p>Assessment methods</p> <p>Assessment is carried out according to the cumulative system and includes:</p> <ul style="list-style-type: none"> - current control: oral questioning, express testing, solving situational problems and defense of individual tasks; - modular control: written modular control work (MCR) after the completion of content blocks; - final control: exam/test (written work with theoretical and practical tasks).
Topic 2	Production infrastructure and technical equipment	
Topic 3	Technological processes of cargo handling	
Topic 4	Operational planning of the terminal operation	
Topic 5	Management of warehouse operations in the port	
Topic 6	Specifics of operational management of grain terminals	
Topic 7	Features of handling general and bulk cargo	
Topic 8	Vessel Maintenance and Lay Time	
Topic 9	Safety and Quality Management System	
Topic 10	Key Performance Indicators (KPIs) of the terminal	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

Material and technical support of the educational process involves the use of specialized classrooms and library funds. Multimedia equipment (projector, computer) is used to visualize the educational material during lectures and seminars. Practical tasks and in-depth study of individual topics are provided by access to the Internet through free Wi-Fi coverage.

Forms and methods of assessment.

The system of assessment of applicants' knowledge includes current and final (semester) control.

Current assessment is carried out systematically during practical and seminar classes in order to check the level of assimilation of theoretical foundations, the formation of diagnostic and forecasting skills, as well as the ability to use specialized software for modeling and data analysis.

Forms of student participation in the educational process that are subject to ongoing control.

Students' participation in the educational process is realized through oral presentations, presentations of analytical research, reports on the results of case studies, as well as active involvement in professional discussions and brainstorming. The written component of the work includes the performance of control and test tasks, the preparation of analytical notes, abstracts and notes based on the materials of lectures and independent study.

Methods of ongoing assessment include: The methodological tools of control combine oral forms (surveys, interviews) and written types of work (reports, calculation tasks, building models). The assessment is also based on observing the activity of applicants in solving problem situations, checking the results of the presentation of individual projects, and conducting testing with open and closed types of tasks.

Grading system and requirements.

Table of distribution of points received by students*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1.2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6.7)	Seminar 5 (Topic 8.9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Independent work	4	4	4	4	4	4			

*The table contains information about the maximum points for each type of educational work of a higher education applicant.

Assessment Criteria and Procedure

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution.

Modular Assessment. Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

When evaluating the unit test, the volume and correctness of the tasks are taken into account:

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;
- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.

- Failure to appear for the unit test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline "Operational Management of Marine Terminals" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all the required tasks and received a score of 60 points or higher receive a grade corresponding to the grade received, without additional testing.

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

Evaluation of Additional (Individual) Educational Activities

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

Assessment of independent work (Maximum — 4 points)

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

Scale for evaluating the performance of independent work (individual tasks)

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Forms of assessment include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

Discipline's Policy

Successful mastering of the educational component "Operational Management of Marine Terminals" requires high self-discipline and a responsible attitude to the educational process. Prerequisites are regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality performance of all types of independent and control tasks provided for by the program. unsatisfactory results, the student is obliged to liquidate academic debt by working out the relevant topics.

An integral part of education is strict adherence to the norms of academic ethics and culture of behavior. The educational process is based on the principles of academic integrity, which involves the exclusive independent performance of all written works, reports and presentations. Any borrowings of thoughts or texts of other authors should be accompanied by correct references to primary sources. Within the course of the course, any manifestations of academic dishonesty are unacceptable, including plagiarism, self-plagiarism, fabrication and falsification of data, cheating, deception, bribery or biased evaluation.

Recommended sources of information

Basic literature:

1. Code of Merchant Shipping of Ukraine: Law of Ukraine of 23.05.1995 No. 176/95-VR. URL: <https://zakon.rada.gov.ua/laws/show/176/95-%D0%B2%D1%80#Text>.
2. Customs Code of Ukraine: Law of Ukraine dated 13.03.2012 No. 4495-VI. URL: <https://zakon.rada.gov.ua/laws/show/4495-17#Text>.
3. On Sea Ports of Ukraine: Law of Ukraine dated 17.05.2012 No. 4709-VI. URL: <https://zakon.rada.gov.ua/laws/show/4709-17#Text>.
4. On approval of the Strategy for the development of seaports of Ukraine for the period up to 2038: order of the Cabinet of Ministers of Ukraine dated 23.12.2020 No. 1684-r. URL: <https://zakon.rada.gov.ua/laws/show/1684-2020-%D1%80#Text>.
5. Rules for the provision of services in the seaports of Ukraine: order of the Ministry of Infrastructure of Ukraine dated 05.06.2013 No. 348. URL: <https://zakon.rada.gov.ua/laws/show/z1286-13#Text>.
6. Procedure for collection and size of port dues rates: order of the Ministry of Infrastructure of Ukraine dated 27.05.2013 No. 316. URL: <https://zakon.rada.gov.ua/laws/show/z0930-13#Text>.
7. Regulations on the Register of Sea Ports of Ukraine: Resolution of the Cabinet of Ministers of Ukraine dated 11.07.2013 No. 496. URL: <https://zakon.rada.gov.ua/laws/show/496-2013-%D0%BF#Text>.
8. Rules for the protection of seaports of Ukraine: Resolution of the Cabinet of Ministers of Ukraine dated 17.07.2024 No. 828. URL: <https://zakon.rada.gov.ua/laws/show/828-2024-%D0%BF#Text>.
9. Typical technological scheme of passage through the state border of persons, road, water, railway and air vehicles of carriers and goods: Resolution of the Cabinet of Ministers of Ukraine dated 21.05.2012 No. 451. URL: <https://zakon.rada.gov.ua/laws/show/451-2012-%D0%BF#Text>.
10. Budnyk V.A., Shkurenko O.V. Prospects for the development of infrastructure of port terminals of Ukraine: monograph. Kharkiv: Ivanchenko I. S. Publishing House, 2021. 125 p.

Additional literature:

1. Korniyko Y., Valyavska N., Ushatskyi R. Prospects for Development and Analysis of the Current State of the Port Industry of Ukraine. *Economy and Society*. 2025. № 76. DOI: <https://doi.org/10.32782/2524-0072/2025-76-46>.
2. Lipskyi V. V. Current State, Problems and Prospects for the Development of Sea Ports of Ukraine. *Scientific Bulletin of Uzhhorod National University. Series: International Economic Relations and World Economy*. 2018. Vol. 19, part 1. Pp. 165–169 URL: http://www.visnyk-econom.uzhnu.uz.ua/archive/19_1_2018ua/38.pdf.
3. Osadchiy M. L. Institutional and Economic Mechanisms for the Development of the Infrastructure of Management of Sea Ports of Ukraine. *Effective Economy*. 2024. № 11. DOI: <https://doi.org/10.32702/2307-2105.2024.11.104>.
4. Petrashevskaya A., Kolontai S., Sokolovska V. Management of the Marine Industry: State Regulation and Development Strategies. *Ukrainian Economic Journal*. 2025. № 8. Pp. 96–101 DOI: <https://doi.org/10.32782/2786-8273/2025-8-17>.

5. Petrenko O. I., Potapovska M. O. Formation of approaches to the classification of cluster structures and port clusters. Business Inform. 2023. № 4. Pp. 80–90 URL: <http://jnas.nbuiv.gov.ua/article/UJRN-0001404396>.
6. Podtserkovnyi O. P. Problems of Legal Support of the Port Industry in the Conditions of War. Law and Public Administration. 2023. № 3. Pp. 205–212 DOI: <https://doi.org/10.32782/pdu.2023.3.32>.
7. Transport Strategy 2030. How they see the development of the port industry. Center for Transport Strategies: inform. portal. URL: https://cfts.org.ua/articles/transportna_strategiya_2030_yakim_bachat_rozvitok_portov_o_galuzi_2089.
8. Port Community Systems: Lessons from Global Experience. World Bank. 2024. URL: <https://documents.worldbank.org/pt/publication/documents-reports/documentdetail/099092624152038561/p176587154dd3e0cc19df3110b441697c0d>.
9. Trade facilitation: How are countries faring? UN Trade and Development (UNCTAD). 2025. URL: <https://unctad.org/news/trade-facilitation-how-are-countries-faring>.

Information resources:

1. Administration of Sea Ports of Ukraine (USPA) : official. website. URL: <https://www.uspa.gov.ua>
2. State Service of Maritime and Inland Water Transport and Shipping of Ukraine: official. website. URL: <https://marad.gov.ua>.
3. State Enterprise "Izmail Sea Commercial Port": official. website. URL: <http://www.izmpport.com.ua> (tariff policy, technical characteristics of terminals).
4. Ministry of Communities and Territories Development of Ukraine. URL: <https://mtu.gov.ua>.
5. International Maritime Organization (IMO) : official website of the International Maritime Organization. URL: <https://www.imo.org>.
6. UNCTAD Maritime Transport : analytical portal of the United Nations Conference on Trade and Development. URL: <https://unctad.org/topic/transport-and-trade-logistics>
7. ESPO (European Sea Ports Organization) : website of the European Sea Ports Organization. URL: <https://www.espo.be> (EU Environmental and Port Management Standards).
8. Center for Transport Strategies (CTS) : inform.-analyt. portal. URL: <https://cfts.org.ua>.
9. Ports of Ukraine: industry information resource. URL: <https://PORTS.ua>.
10. The Maritime Executive : International. Maritime Edition. URL: <https://www.maritime-executive.com>
11. MarineTraffic : Global Vessel Tracking System (AIS). URL: <https://www.marinetraffic.com>
12. VesselFinder : ship search service and sea traffic map. URL: <https://www.vesselfinder.com>.