

INSTITUTIONAL SYLLABUS – TMGT 7300-01 TRANSPORTATION MANAGEMENT

FALL 2011

I. COURSE DESCRIPTION

TMGT 7300 Transportation Management 3 class hours, 3 credits. The study of upper level management and the decision making process within the context of the transportation firm. Case studies and computer simulations concerning internal operations and profitable responses to changing industry trends are studied.

3.000 Credit hours

3.000 Lecture hours

Prerequisite(s): TMGT 600I

Corequisite(s): None

Follow-On Courses: None

Role in Curriculum: Major course

II. TEXT(S)

A. Required Text(s):

The text assigned for this course is a special custom edition of Coyle, John J., Edward J. Bardi, and Robert A. Novack. Transportation, 6e. Sixth ed: Thomson Southwestern, 2006, 0-324-20214-8. This custom edition, "TMGT 7300 Transportation Management" (ISBN 1-424-06347-7) contains only the assigned readings (i.e., not all of Coyle is used in this course) and is paperbound. Consequently, it is likely to be less expensive than the complete text upon which it is based.

If you have a copy of the original text it will, of course, suffice.

Both versions of Coyle are available at the Maritime Ship's Store. A copy will be on reserve at the Maritime Luce Library.

Any reference to Coyle in this course applies equally well to either version of the text.

B. Lecture notes will be made available using ANGEL. This is a blended class integrating classroom and online work

C. Supplemental Material

Distributed through ANGEL.

III. STUDENT LEARNING OBJECTIVES

A. Course Objectives

This course focuses on the strategic principles necessary for the successful management of motor freight, ocean, railroad, and intermodal transportation firms.

The purpose of this course is for you to develop skills in and knowledge of transportation management in the following areas:

1. Issues. Issues are essential points associated with the subject that need to be discussed, understood and analyzed, and resolved.
2. Players (i.e., companies, firms, associations, regulatory authorities) and their roles.
3. Essential transportation management processes.
4. Shipment and information flows.
5. Infrastructure and equipment.

You should be aiming to develop breadth of skill – about transportation modes, about the global marketplace and its myriad cultures, about the strategic issues to which transportation must respond.

At the conclusion of this course you should have skills and knowledge sufficient to discuss these topics at a high level with other interested parties (e.g., executives in transportation management firms). The intent of the discussion is for the other party to see you as someone who can make valuable contributions to the management of the transportation firms of today and the future.

Transportation and its management is a field undergoing significant, rapid change. The course will be contemporary.

III. COURSE ASSESSMENTS

A. Assessments in the Class

Attendance, In-class Participation, On-line Discussions, Project Paper, and Teamwork

B. External Assessments

None

V. ACCOMMODATIONS FOR STUDENTS WITH LEARNING DISABILITIES

If you believe that you need accommodations for a disability (also referred to as IEPs and 504 plans), please notify me within the first week of class and contact the Office of Accessibility Services at (718) 409-7348 or email Dean Tardis Johnson at

tjohnson@sunymaritime.edu for an appointment to discuss your needs and the process for requesting accommodations. Since accommodations may require early planning and generally are not provided retroactively, please contact Accessibility Services as soon as possible!

VI. ACADEMIC INTEGRITY POLICY

Absolute integrity is expected of every Maritime student in all academic undertakings.

A Maritime student's submission of work for academic credit indicates that the work is the student's own. All outside assistance should be acknowledged, and the student's academic position truthfully reported at all times. In addition, Maritime students have a right to expect academic integrity from each of their peers.

Students are expected to do their own work in class, on assignments, laboratory experiments, and examinations or tests in accordance with the directions given by the instructor. It is the responsibility of all students to read and understand this statement of College policy on academic integrity. Maritime College considers the violation of academic integrity a serious matter, and one that will be treated as such.

A student who violates academic integrity may, depending on the nature of the offense, be subject to one or more of the following measures: failure of the assignment or examination, failure of the course, dismissal from the Regiment of Cadets, or dismissal from the College. Violations of academic integrity, also known as academic dishonesty, are subject to review by the Judicial Board. For details, go to:

http://www.thezonelive.com/zone/02_SchoolStructure/NY_SUNYMaritimeCollege/handbook.pdf

ALL ACADEMIC INTEGRITY VIOLATIONS WILL BE REPORTED TO THE DEAN OF STUDENTS

COURSE SYLLABUS_– TMGT 7300-01 FALL 2011

I. INSTRUCTOR INFORMATION

Prof. James Drogan, jdrogan@sunymaritime.edu, 718-409-7289

Office hours: see Faculty and Staff > Faculty/Staff Contact on the Maritime website. Scroll down to Prof. James Drogan and click on the name. Scroll down to see Office Hours.

II. CLASS MEETINGS

230PM – 5PM, Tuesday

Fort A06

III. CLASS POLICIES

- A. All mobile phones must be kept off and away.
- B. Attendance is mandatory. Please notify the instructor by any available means if you expect to be absent so that we find practical ways for you to submit the required work.
- C. Laptops may be used during class if the use is for purposes of the class. This privilege will be rescinded if there is a substantial amount of unauthorized use.

IV. GRADING

- A. Categories, points, and percentages

Area	Points	Percentage
Attendance	13	8%
Draft of Final Project Paper	15	9%
Final Project Paper	40	24%
In-class Discussions	13	8%
On-line Discussions	55	34%
Teamwork	13	8%
Written Assignment	15	9%
	164	100%

B. Final Grade Assignments

Final grade as assigned according the following table.

%	GPA	Grade
100%	4	A
93%	4	A
90%	3.7	A-
87%	3.3	B+
83%	3	B
80%	2.7	B-
77%	2.3	C+
73%	2	C
70%	1.7	C-
0%	0	F

The initial final grade represents the points attained divided by the total points available (164). This mathematical guides me in the assignment of the final grade. What this means is that the final grade I assign may be different from the mathematical grade. In assigning the final grade I take into account your consideration, respect, and encouragement of others; your desire for learning and discipline in completing the assignments; your ability to bring relevant issues to the attention of the class.

III. COURSE OUTLINE

A. Overview

Transportation systems arise in order to provide a service connecting sources of supply and, and to add place and time utility to the goods, services, and information moved across these systems. Systems are aggregations of varying proportions of people and objects interconnected in such a way as to provide the desired service.

Systems necessarily give rise to a mechanism for managing such that they deliver the intended value in an effective and efficient way. Transportation systems beget transportation management. On the other hand, it will be argued in this course that this is a bit of a chicken and egg problem. It's extremely difficult (impossible for me) to imagine that systems and their management do not co-evolve.

Hence, the presumption will be that the transportation system exists and that the need to focus on its management.

B. Course Design

The course contains 13 modules, the last of which is the course project. Each module has a similar structure.

1. Module at a Glance: summarizes what the module is all about, provides information as to reading, writing, and on-line discussion assignments.
2. Written Assignment: assigned writing.
3. Discussion Assignment: assigned discussion topic.
4. Supplementary Material: unassigned, but relevant material.
5. Talk with Professor: a place anyone can ask questions about the material in the module.

There is also a non-mandatory culminating module where you are asked to provide feedback on the course.

C. The Modules

A description of the objective for each of the modules is given along with the assigned reading. The principal text is Coyle, lecture notes will be found on ANGEL, links to other material will be on ANGEL.

I. Introduction to the Course and to Transportation Management

a. Description

This module establishes a common understanding of the framework for learning about transportation management by:

- Discussing the objectives of and approach to the course, and the expectations that we have for one another as we go through this course.
- Introducing the subject of transportation management.
- Describing the course project

b. Readings

- (a) Introduction to the Course and to Transportation Management (James Drogan, 2007e).
- (b) Barriers and Catalysts in Global Transportation (James Drogan, 2003c).
- (c) Ethics, Critical Thinking, and Communications (James Drogan, 2009l).
- (d) The Value of Introspection (James Drogan, 2009m).

c. Written Assignment

Global Transportation Management Issues

2. Transportation Basics

a. Description

Transportation systems imply the existing of a mechanism of management to assure the allocation and control of resources in order to deliver on the promise of the system (e.g., the right product at the right place at the right time and in the right condition) to provide place and time value to the product or service. To do this requires knowledge of the demand and supply for transportation; the availability, condition, and characteristics of the resources at hand that enable the transportation; an understanding of the forces (e.g., weather) in the context that affect the system and its management.

b. Reading

(i) Transportation, Supply Chain, and the Economy (Coyle, Bardi, & Novack, 2009, chap. 1). Exclude the discussion of passenger transportation on pp 40-44.

(ii) Transportation Basics (James Drogan, 2007f).

c. Discussion Assignment

Soup to Nuts, Inc. (Coyle et al., 2009, pp. 48-49, Case 1-2).

3. Modal Considerations

a. Description

Transportation is general considered to be provided by five modes; air, maritime (or shipping including coastal, rivers and canals, and ocean), pipeline, railroad (or rail), and truck (or motor freight, motor carriers). This course focuses on maritime, rail, and truck.

Different modes have different characteristics that are advantageous at different times. Effective and efficient transportation management has its basis on understanding and managing the modal differences.

This modules is about understanding the differences between transportation modes and how these effect the place/time utility desired by the customer.

b. Readings

(a) Motor Carriers (Coyle et al., 2009, chap. 3).

(b) Railroads (Coyle et al., 2009, chap. 4).

(c) Global Transportation (Coyle et al., 2009, chap. 8).

(d) Modal Considerations (James Drogan, 2007g).

(e) Note on Building a Management System (James Drogan, 2005d).

c. Discussion Assignment

Considerations in Arranging Intermodal Transportation

4. Networks

a. Description

The origin and destination for a shipment are connected by a transportation network, the subject taken up in this module. The role of the network, its general composition, and key issues surrounding its design and operation are discussed.

b. Readings

(a) Networks (James Drogan, 2007h).

c. Discussion Assignment

Network Considerations for a Global Intermodal Freight Transportation Business

5. Infrastructure and Equipment

a. Description

The nodes and links associated the transportation network are convenient for the purposes of network analysis and design, but these are not terms that are common when one talks with personnel involved in transportation management.

Instead, one hears of infrastructure and equipment and, even more often, specific kinds of infrastructure and equipment. We develop an understanding of the principle infrastructure and equipment one is likely to encounter across the truck, ocean, and rail modes of transportation.

b. Readings

(a) Infrastructure and Equipment (James Drogan, 2007i).

c. Discussion Assignment

Equipment Selection

6. Intermodal

a. Description

To this point, as we have examined the various modes of transportation and their associated infrastructure and equipment. We have, hopefully, started to understand the strengths and weaknesses of each mode. We

should be understanding that there are complementary capabilities across the modes.

Intermodal is about finding the combination of modes that delivers the level of service requested by the customer at the lowest cost. We examine how the various modes can be combined to provide a end-to-end transportation service, and the analysis of the trade-offs required in making these combinations.

b. Readings

(a) Intermodal and Special Carriers (Coyle et al., 2009, chap. 7).

(b) Intermodal (James Drogan, 2007j).

c. Discussion Assignment

Modal Selection

7. Logistics

a. Description

Transportation, once an industry where the focus was on the provision of transportation service using a single mode in a regulated environment, has continued to evolve as customer requirements have changed, and as the industry has responded with new business models. As we discussed in the last module, single modes of transportation became integrated to provide an intermodal service that trades off the strengths and weaknesses of various modes to arrive at the customer's desired service level at lower costs than otherwise possible.

In this module we discuss the next step forward, logistics, seeking to understand the role of transportation in the whole of logistics and how this role may be adjusted in order to gain higher performance from the logistics system.

b. Readings

(a) Logistics (J. Drogan, 2007a).

(b) Sharing Global Supply Chain Knowledge (Meyers & Cheung, 2008).

c. Discussion Assignment

Sharing

8. Management Systems

a. Description

We have wrought, from the simple example in module 2, a complex, intermodal, international transportation system impacting the customer's

logistics. We need some management system to control the resources to meet goals and objectives. The intent of this module is to understand a manner in which a management system can be derived from the goals and objectives of the business and how information systems relate to this management system.

b. Readings

(a) Management System (J. Drogan, 2007b).

c. Discussion Assignment

Management System for Shipping Paper

9. Information Management and Technology

a. Description

Classical economics refers to the factors of production as land, labor, and capital -- the subjects taken up in the early part of this course.

“With the emergence of the knowledge economy, a fourth factor – information – was proposed in 1996. According to Wikipedia, The Free Encyclopedia, ‘In 1966, in a lecture at Medway College, Kent, ULK, Len Rogers suggested a fourth factor – information. He argued that it was possible to possess land, labour, and capital but “know how”, especially in the exponentially increasing technologic environment, was an essential factor” (Shines, 2007, p. 24).

This seems to me, by the way, a very clear and concise discussion of factors of production.

We take up this fourth factor or production, ubiquitous in today's world, in this module. In particular, we are concerned about understanding the fundamental drivers of investment in information technology, some examples of the use of information technology in transportation management, and some of the issues surrounding the deployment of information technology.

b. Readings

(a) Information Management and Technology (Coyle et al., 2009, chap. 11, exclude Appendix 11A).

(b) Information Technology (James Drogan, 2007k).

c. Discussion Assignment

Fundamental Characteristics of an Information System to Support the Paper Shipping Business

10. Security

a. Description

September 11 introduced new factors into the management of transportation, logistics, and supply chains, especially those that operate on a global basis.

b. Globalization is a force that seems unstoppable.

c. Globalization is the free, fast, reliable worldwide exchange of items of value:

- (a) Goods and services
- (b) Money
- (c) Information, ideas, and news
- (d) Culture (J. Drogan, 2004)

In this module we discuss how security affects a global transportation system in terms of:

- (a) The desired outcome of a global transportation system.
- (b) The issues involved in securing the outcome.
- (c) Hypotheses on managing a modern global transportation system.

b. Readings

- (a) Supply Chain Management Under the Threat of International Terrorism (Sheffi, 2007).
- (b) From Vision to Reality: Aligning Business and Government Interests in Maritime Domain Awareness and Global Movement Management (Flynn & Gould, 2007).

c. Discussion Assignment

Successfully Managing Security

II. Corporate Social Responsibility

a. Description

The world in which we live is marked by a multi-dimensional heterogeneity of culture. Culture affects the way things get done. Culture has a significant role in shaping the way an organization responds to set of obligations broader than just those of the owners. These obligations are generally termed corporate social responsibility.

“Corporate social responsibility (CSR, also called corporate conscience, corporate citizenship, social performance, or sustainable responsible business) is a form of corporate self-regulation integrated into a business model. CSR policy functions as a built-in, self-regulating mechanism

whereby business monitors and ensures its active compliance with the spirit of the law, ethical standards, and international norms. The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere. Furthermore, CSR-focused businesses would proactively promote the public interest (PI) by encouraging community growth and development, and voluntarily eliminating practices that harm the public sphere, regardless of legality. CSR is the deliberate inclusion of PI into corporate decision-making, that is the core business of the company or firm, and the honouring of a triple bottom line: people, planet, profit” (“Corporate Social Responsibility,” 2011).

In this module we discuss what culture is and how it can affect the design and operation of our global transportation system.

b. Readings

- (a) Cultural Acumen for the Global Manager - Lessons from Project GLOBE (Javidan & House, 2001).
- (b) Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility (Porter & Kramer, 2006).
- (c) Attaining Sustainable Growth through Corporate Social Responsibility (Pohle & Hittner, 2008).

c. Discussion Assignment

Corporate Social Responsibility and GIFT (Global Intermodal freight Transportation)

12. Managing in Disruptive Environment

a. Description

Nothing operates as well as we would like. Our world continues to change at an ever increasing pace. It's not always clear what will happen when and where. Increasingly, we need to be able to deal with disruptive situations.

This module takes up the issue of identification of cause of disruption and alternative courses of action when disruptions impact business operations.

b. Readings

- (a) Freight Pain (Levinson, 2008).

c. Discussion Assignment

Managing in a Disruptive Environment

13. Course Project

Details will be provided.

III. Schedule

Module	Date	Topic
1	9/13/2011	Introduction to the Course and to Transportation Management
2	9/20/2011	Transportation Basics
3	9/27/2011	Modal Considerations
4	10/4/2011	Networks
5	10/11/2011	Infrastructure and Equipment
6	10/18/2011	Intermodal
7	10/25/2011	Logistics
8	11/1/2011	Management Systems
9	11/8/2011	Information Management and Technology
10	11/15/2011	Security
11	11/22/2011	Transportation Management and the Environment
12	11/29/2011	Managing in Disruptive Environments
13	12/6/2011	Course Project

References

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