

DISCIPLINE RECORD

Academic year 2025/2026

1. Information about the program

University	Constanta Maritime University
Faculty	Navigation and Maritime Transport
Department	Management in Transport
Domain of study	Engineering and Management
Academic level	Master
Study programme/ qualification	Business Administration in Transport

2. Information about discipline

Course title	Business Development				
Lecture tenured	Lecturer Grațiela BRÂNZĂ, PhD				
Application tenured	Lecturer Grațiela BRÂNZĂ, PhD				
Year of study	V	Semester	I	Type of examination	E
Conditions of discipline	Course category: DF – Fundamental subjects, DS – Specialization subjects, DC – Complementary subjects				DF
	Course type: DOB – compulsory subjects; DOP – elective subjects; DFA – optional subjects				DOB

3. The total time estimated

I a) Number of hours per week	4	Course	2	Seminar	2	Laboratory		Project	
I b) Total hours per semester from the curriculum	56	Course	28	Seminar	28	Laboratory		Project	

II Time distribution for the semester:	ore
II a) Study after manual, course support, bibliography and notes	34
II b) Additional documentation in library, specialized electronic platforms	20
II c) Training seminars / labs, homework, essays, portfolios and essays	15
III Tutorial	4
IV Examinations	2
V Other activities:	-

Total hours of individual study II (a+b+c)	69
Total hours per semester (Ib+II+III+IV+V)	131
Number of credits	5

4. Prerequisites (if necessary)

Curriculum	<ul style="list-style-type: none"> Management, Marketing
Expected learning outcomes	<ul style="list-style-type: none"> Identify and assess business growth opportunities based on market analysis and customer needs. Develop strategic plans that include clear, measurable objectives for expanding business operations. Build and manage relationships and partnerships that drive business growth.

5. Conditions (if necessary)

Progress of the course	<ul style="list-style-type: none"> Classroom equipped with video projector and projection screen 	
Progress of application	Seminar	<ul style="list-style-type: none"> Classroom equipped with video projector and projection screen
	Laboratory	<ul style="list-style-type: none">
	Project	<ul style="list-style-type: none">

6. Objectives of discipline (based on the grid of specific skills acquired – no7)

The overall objective of discipline	-The overall objective of studying the course of business development is to equip students with the knowledge and skills to identify growth opportunities, build strategic partnerships, and implement effective plans that enhance a company's market position and profitability. It focuses on understanding how to develop and
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	execute strategies that drive business growth, improve customer relationships, and create sustainable value. The course prepares students to actively contribute to a company's growth by combining strategic thinking with practical business execution skills.
The specific objectives of discipline	<ul style="list-style-type: none"> • Develop the ability to analyze business markets and customer needs to create targeted growth strategies. • Learn how to establish and leverage networks, partnerships, and collaborations that support business expansion. • Enhance skills in communication, problem-solving, and strategic decision-making essential for business success.

7. Expected learning outcomes:

No.	Knowledge	Skills	Responsibility and autonomy
1	The student understands techniques for financial risk assessment.	The student analyzes internal organizational processes.	The graduate independently proposes risk mitigation strategies.
2	The student is aware of trends and innovations in the transport sector.	The student conducts qualitative and quantitative market research.	The graduate leads initiatives to improve the quality of transport services.
3	The student comprehends organizational behavior and needs analysis.	The student builds and maintains effective business relationships.	The graduate identifies and reports previously undetected organizational needs.
4	The student analyzes external factors impacting the business environment.	The student performs SWOT and PESTEL analyses.	The graduate recommends innovations in current business practices.

8. Competences covered by the discipline, according to the diploma supplement

Professional competences	<ul style="list-style-type: none"> • Analyzes external factors affecting companies • Negotiates with stakeholders • Adapts to changing situations • Assesses financial viability • Focuses on innovation in current practices
Transversal competences	<ul style="list-style-type: none"> • Seek innovation in current practices

9. Contents

Course	Nr. hours	Teaching methods	Obs.
• Introductory notions about Business Development	2	Lecture, power point presentation	
• Entrepreneurship	2	Lecture, power point presentation	
• Business planning (barriers to starting and growing a business, importance of proper business planning, business plan format and structure)	4	Lecture, power point presentation	
• Developing growth in established businesses (strategic analysis of the internal and external environment, strategic options for growth, staff and skills planning for growing businesses)	6	Lecture, power point presentation	
• Implementing growth strategies (strategic business development plan, business development plan structure, implementation process, risk analysis, change management, business continuity plan)	6	Lecture, power point presentation	
• Innovation and enterprise cultures (definitions, theoretical models of innovation, breakthrough innovations, technological innovations, innovations cultures)	4	Lecture, power point presentation	

• Business models for strategic growth and innovation in business development	4	Lecture, power point presentation	
Bibliography			
<ul style="list-style-type: none"> • Băcanu Bogdan, Tehnici de analiză în managementul strategic, Editura POLIROM, Iași, 2007 • Farrell Larry, Getting Entrepreneurial!: Creating and Growing Your Own Business in the 21st Century, Wiley Publisher, 2003 • Hague Paul, The Business Models Handbook – The Tools, Techniques and Frameworks Every Business Professional Needs to Succeed, 2nd edition, Editura Kogan Page Ltd, 2023 • Kohne Andreas, Business Development: Processes, Methods and Tool, Editura SPRINGER VIEWEG, 2022 • Pleter Octavian, Administrarea afacerilor, Cartea Universitară, București, 2005 • Raynor Michael, Clayton M. Christensen, The Innovator's Solution: Creating and Sustaining Successful Growth, Editura HARVARD BUSINESS REVIEW PR, 2024 • Sasu Constantin, Inițierea și dezvoltarea afacerilor, Editura POLIROM, Iași, 2003 • Tantau Adrian Dumitru, Fratila Laurentiu Catalin, Entrepreneurship and business development in the renewable energy sector, Editura Hershey : IGI Global , Pennsylvania, 2018 • Watkin Tom, Business Development Begins Here, Editura KOEHLER BOOKS, 2022 			
Selective bibliography			
<ul style="list-style-type: none"> • Kohne Andreas, Business Development: Processes, Methods and Tool, Editura SPRINGER VIEWEG, 2022 • Course notes available on the platform campus.cmu-edu.eu 			

Application (Seminar)	Nr. hours	Teaching methods	Obs.
• Introductory notions about business development	2	Exercises, Debates on case studies	
• Entrepreneurship	2	Exercises, Debates on case studies	
• Business plan	4	Exercises, Debates on case studies	
• Developing growth in established businesses	6	Exercises, Debates on case studies	
• Implementing growth strategies	6	Exercises, Debates on case studies	
• Innovation and enterprise cultures	4	Exercises, Debates on case studies	
• Business models for strategic growth and innovation in business development	4	Exercises, Debates on case studies	
Bibliography			
<ul style="list-style-type: none"> • Băcanu Bogdan, Tehnici de analiză în managementul strategic, Editura POLIROM, Iași, 2007 • Farrell Larry, Getting Entrepreneurial!: Creating and Growing Your Own Business in the 21st Century, Wiley Publisher, 2003 • Hague Paul, The Business Models Handbook – The Tools, Techniques and Frameworks Every Business Professional Needs to Succeed, 2nd edition, Editura Kogan Page Ltd, 2023 • Kohne Andreas, Business Development: Processes, Methods and Tool, Editura SPRINGER VIEWEG, 2022 • Pleter Octavian, Administrarea afacerilor, Cartea Universitară, București, 2005 • Raynor Michael, Clayton M. Christensen, The Innovator's Solution: Creating and Sustaining Successful Growth, Editura HARVARD BUSINESS REVIEW PR, 2024 • Sasu Constantin, Inițierea și dezvoltarea afacerilor, Editura POLIROM, Iași, 2003 • Tantau Adrian Dumitru, Fratila Laurentiu Catalin, Entrepreneurship and business development in the renewable energy sector, Editura Hershey : IGI Global , Pennsylvania, 2018 • Watkin Tom, Business Development Begins Here, Editura KOEHLER BOOKS, 2022 			
Selective bibliography			
<ul style="list-style-type: none"> • Kohne Andreas, Business Development: Processes, Methods and Tool, Editura SPRINGER VIEWEG, 2022 • Seminar notes available on the platform campus.cmu-edu.eu 			
Additional Notes			
<ul style="list-style-type: none"> • Students may take photographs or make audio-video recordings in classrooms where teaching activities are conducted only with the consent of the instructor and under the conditions established by the instructor. • Upon entering the classroom, students are kindly requested to switch their mobile phones to silent mode and refrain from using them during classes. 			

- All materials received by students, either directly or through postings on the platform *campus.cmu-edu.eu*, are subject to **national and international copyright legislation**. These materials may be used by students **solely for educational purposes**. Any other use or posting on publicly accessible websites without the consent of the copyright holder may be punished in accordance with **Law no. 8/1996 on copyright and related rights** and the **Berne Convention**.

10. The corroboration of contents of discipline with expectations epistemic community representatives, professional associations and representative employers in the corresponding program

- The content of the discipline is adapted to the requirements imposed by the labour market, being agreed by social partners, professional associations and employers in the field of the master's program. The formative contents of the discipline is established in order to satisfy the expectations of the employers in the field and to coordinate with other similar programs within other higher education institutions at national and international level.

11. Examination

Type of activity	Examination Criteria	Methods of examination	Percentage of final grade
Course	To pass the exam with minimum score required, the master student has to accomplish minimum standards for all subjects of the test. Higher scores are related to student's individual or team performance.	Written exam with multiple choice questions and open questions	80%
Seminar	To pass the exam with minimum score required, the master student has to accomplish minimum standards for all seminar's themes. Higher scores are related to student's degree of involvement.	Debates on case studies and research papers presented in the class	20%
Laboratory			
Project			

Grading Requirements

Minimum score required: **50 points: 50-54->nota 5; 55-64-> nota 6; 65-74-> nota 7; 75-84-> nota 8; 85-94-> nota 9; 95-100-> nota 10**

Additional Notes

- A **midterm exam** may be organized during the semester.
- If a student participates in **conferences** (student, local, national, or international) or **competitions** (national or international) related to the subject of this course, they may receive **additional points or equivalence for certain assignments, papers, and/or attendance**, depending on the results obtained.
- During written examinations, students are **not allowed to use mobile phones or any other electronic devices, except for simple scientific calculators**.

Minimum performance standards

- The master student should be able to understand and to apply the basic knowledges of Business Development.**

Date of completion	Signature of lecture tenured	Signature of application tenured
23.09.2025	Lecturer Grațîela BRÂNZĂ, PhD	Lecturer Grațîela BRÂNZĂ, PhD

Date of approval in the department	Signature of Director of Department
26.09.2025	Lecturer Ana Cornelia OLTEANU PhD

Date of approval in the faculty council	Signature of Dean
29.09.2025	Associated Professor Nicoleta ACOMI EngD