

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

#### 3. The total time estimated

I a) Number of hours per week	3	Course	2	Seminar	1	Laboratory		Project	
I b) Total hours per semester from the curriculum	42	Course	28	Seminar	14	Laboratory		Project	

II Time distribution for the semester:	ore
II a) Study after manual, course support, bibliography and notes	40
II b) Additional documentation in library, specialized electronic platforms	20
II c) Training seminars / labs, homework, essays, portfolios and essays	23
III Tutorial	4
IV Examinations	2
V Other activities:	

Total hours of individual study II (a+b+c)	83
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"> <li>Management, Marketing, Business Development</li> </ul>
Expected learning outcomes	- An Operations Management course typically aims to help students understand how organizations transform inputs into outputs, manage processes efficiently, and design strategies for competitiveness. Students are expected to gain skills in process analysis, supply chain management, quality control, and strategic decision-making.

#### 5. Conditions (if necessary)

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

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

The overall objective of discipline	- The overall objective of studying Operations Management is to learn how to design, execute, and improve business processes to ensure efficient, effective production of goods and services. It aims to equip students with the skills to optimize operations,
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	manage supply chains, resolve bottlenecks, and apply tools such as lean production and process mapping to improve productivity and reduce costs .
The specific objectives of discipline	<ul style="list-style-type: none"> <li>• Understanding how to align production and operations with business goals and customer demand.</li> <li>• Learning to plan, schedule and control production resources to achieve efficiency and quality.</li> <li>• Gaining skills in managing supply chains, inventory, and project execution.</li> <li>• Applying modern operational tools and digital technologies to handle complexities like capacity constraints and production scheduling.</li> <li>• Building the ability to analyze operations bottlenecks, improve workflows, and enhance business resiliency .</li> </ul>

**7. Expected learning outcomes:**

No.	Knowledge	Skills	Responsibility and autonomy
1	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.
2	The student masters ICT solutions applicable to business problems.	The student advises on strategic business decisions based on data analysis.	The graduate assumes responsibility for implementing ICT innovations.
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 understands quality assurance standards in transport services.	The student ensures compliance with quality and safety metrics.	The graduate is responsible for continuous service quality improvement.
5	The student has knowledge of project management methodologies.	The student applies modern economic and decision-making techniques.	The graduate initiates and manages projects with minimal supervision.

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

Professional competences	<ul style="list-style-type: none"> <li>• Provides advice on efficiency improvements</li> <li>• Negotiates with stakeholders</li> <li>• Adapts to changing situations</li> <li>• Ensure project management</li> <li>• Performs quality control</li> <li>• Ensures continuous training for audits</li> <li>• Focuses on innovation in current practices</li> <li>• Manage contracts</li> <li>• Plans transport operations</li> <li>• Port operations manager</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• Seek innovation in current practices</li> <li>• Propose ICT solutions to business problems</li> </ul>

**9.Contents**

Course	Nr. hours	Teaching methods	Obs.
• Introduction to Operations Management	2	Lecture, Power Point presentation	
• Competitiveness, Strategy, and Productivity	4	Lecture, Power Point presentation	
• Product and Service Design	4	Lecture, Power Point presentation	
• Strategic Capacity Planning for Products and Services	4	Lecture, Power Point presentation	

• Management of quality	4	Lecture, Power Point presentation	
• Quality control	2	Lecture, Power Point presentation	
• Supply chain management	4	Lecture, Power Point presentation	
• Location Planning and Analysis	4	Lecture, Power Point presentation	
<b>Bibliography</b>			
<ul style="list-style-type: none"> <li>• Carter, P.J., R.M. Monczka, and J. Mossconi. "Looking at the Future of Supply Management," Supply Chain Management Review, December 2005</li> <li>• Chase, R.B., F.B. Jacob, and N.J. Aquilano. Operations Management for a Competitive Advantage, Eleventh Edition. New York: Irwin McGraw-Hill, 2006</li> <li>• Heizer Jay, Render Barry, Munson Chuck, Operations Management: Sustainability and Supply Chain Management, Global Edition, Editura PEARSON Education Limited, 2019</li> <li>• Helmond Marc, Terry Brian, Operations and Supply Management 4.0, Industry Insights, Case Studies and Best Practices, Editura Springer Nature Switzerland AG, 2022</li> <li>• Johnston Chambers Stuart, Harland Christine, Harrison Alan, Slack Nigel, Cases in Operations Management, third edition, Pearson Education Limited, 2003</li> <li>• Reid R. Dan, Nada R. Sanders, Operations Management: An Integrated Approach, Editura John Wiley &amp; Sons Inc, 2022</li> <li>• Stevenson William, Operations Management, Editura McGraw-Hill Education, 2020</li> </ul>			
<b>Selective bibliography</b>			
<ul style="list-style-type: none"> <li>• Stevenson William, Operations Management, Editura McGraw-Hill Education, 2020</li> <li>• Course notes available on the platform campus.cmu-edu.eu</li> </ul>			

Application (Seminar)	Nr. hours	Teaching methods	Obs.
• Competitiveness, Strategy, and Productivity	2	Exercises, Debates on case studies	
• Product and Service Design	2	Exercises, Debates on case studies	
• Strategic Capacity Planning for Products and Services	2	Exercises, Debates on case studies	
• Management of quality	2	Exercises, Debates on case studies	
• Quality control	2	Exercises, Debates on case studies	
• Supply chain management	2	Exercises, Debates on case studies	
• Location Planning and Analysis	2	Exercises, Debates on case studies	
<b>Bibliography</b>			
<ul style="list-style-type: none"> <li>• Carter, P.J., R.M. Monczka, and J. Mossconi. "Looking at the Future of Supply Management," Supply Chain Management Review, December 2005</li> <li>• Chase, R.B., F.B. Jacob, and N.J. Aquilano. Operations Management for a Competitive Advantage, Eleventh Edition. New York: Irwin McGraw-Hill, 2006</li> <li>• Heizer Jay, Render Barry, Munson Chuck, Operations Management: Sustainability and Supply Chain Management, Global Edition, Editura PEARSON Education Limited, 2019</li> <li>• Helmond Marc, Terry Brian, Operations and Supply Management 4.0, Industry Insights, Case Studies and Best Practices, Editura Springer Nature Switzerland AG, 2022</li> <li>• Johnston Chambers Stuart, Harland Christine, Harrison Alan, Slack Nigel, Cases in Operations Management, third edition, Pearson Education Limited, 2003</li> <li>• Reid R. Dan, Nada R. Sanders, Operations Management: An Integrated Approach, Editura John Wiley &amp; Sons Inc, 2022</li> <li>• Stevenson William, Operations Management, Editura McGraw-Hill Education, 2020</li> </ul>			
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- Helmond Marc, Terry Brian, Operations and Supply Management 4.0, Industry Insights, Case Studies and Best Practices, Editura Springer Nature Switzerland AG, 2022
- Seminar notes available on the platform campus.cmu-edu.eu

**Additional Notes**

- 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 Operations Management.**

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