

## 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	Environment and Strategic Management				
Lecture tenured	Assoc. Prof. Cristina DRAGOMIR PhD				
Application tenured	Assoc. Prof. Cristina DRAGOMIR PhD				
Year of study	V	Semester	I	Type of examination	P
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	1	Course		Seminar		Laboratory		Project	1
I b) Total hours per semester from the curriculum	14	Course		Seminar		Laboratory		Project	14

II Time distribution for the semester:	ore
II a) Study after manual, course support, bibliography and notes	10
II b) Additional documentation in library, specialized electronic platforms	20
II c) Training seminars / labs, homework, essays, portfolios and essays	31
III Tutorial	
IV Examinations	1
V Other activities:	

Total hours of individual study II (a+b+c)	61
Total hours per semester (Ib+II+III+IV+V)	76
Number of credits	3

#### 4. Prerequisites (if necessary)

Curriculum	•
Expected learning outcomes	•

#### 5. Conditions (if necessary)

Progress of the course	•	
Progress of application	Seminar	•
	Laboratory	•
	Project	•

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

The overall objective of discipline	<ul style="list-style-type: none"> <li>To develop students' ability to understand and apply strategic management principles in diverse organizational environments in transport and supply chain, enabling them to analyze internal and external factors, formulate strategic options,</li> </ul>
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	and make informed decisions that ensure sustainable performance and competitive advantage.
The specific objectives of discipline	<ul style="list-style-type: none"> <li>• conduct qualitative and quantitative market and environmental research to inform strategic decision-making and identify opportunities and threats in various sectors.</li> <li>• Perform structured SWOT and PESTEL analyses to evaluate an organization's internal capabilities and external environment as the basis for strategic planning.</li> <li>• Apply modern economic, analytical, and decision-making techniques to assess strategic options and support evidence-based management.</li> <li>• Build and maintain effective stakeholder and business relationships through strategic alignment, communication, and value-driven engagement.</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 comprehends organizational behavior and needs analysis.	The student builds and maintains effective business relationships.	The graduate identifies and reports previously undetected organizational needs.
3	The student analyzes external factors impacting the business environment.	The student performs SWOT and PESTEL analyses.	The graduate recommends innovations in current business practices.
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.
6	The student is knowledgeable about ethical principles in engineering management.	The student communicates technical information clearly to diverse audiences.	The graduate promotes ethical and social responsibility in professional practice.
7	The student masters techniques for data acquisition and processing.	The student evaluates business performance through financial indicators.	The graduate takes responsibility for continuous professional development.

**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>• Analyzes external factors affecting companies <ul style="list-style-type: none"> <li>• Adapts to changing situations</li> </ul> </li> <li>• Exercises results-oriented leadership towards colleagues <ul style="list-style-type: none"> <li>• Assesses financial viability</li> <li>• Ensure project management</li> <li>• Performs quality control</li> </ul> </li> <li>• Ensures continuous training for audits</li> <li>• Focuses on innovation in current practices <ul style="list-style-type: none"> <li>• Manage contracts</li> <li>• Plans transport operations</li> <li>• Port operations manager</li> </ul> </li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• Create risk reports</li> <li>• Seek innovation in current practices</li> <li>• Propose ICT solutions to business problems</li> </ul>

**9.Contents**

Course	Nr. hours	Teaching methods	Obs.
•			
•			
•			
Bibliography			
•			
Selective bibliography			
•			

Application (Seminar / laboratory / project)	Nr. hours	Teaching methods	Obs.
• 1. Introduction to PESTEL and SWOT frameworks	2	Interactive lecture. Mini case analysis	
• 2. Internal environment and organizational capabilities. Resource-based view	2	Class discussion. Peer review	
• 3. Stakeholder analysis and corporate social responsibility	2	Short student presentations	
• 4. Competitive and industry analysis	2	Group discussion	
• 5. Strategy formulation and option evaluation	2	Team consultations. Strategy canvas	
• 6. International and public sector strategies	2	Case-based discussion	
• 7. Projects presentation and feedback	2	Formal presentations. Feedback session. Reflective discussion	

Bibliography			
• Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, edition 8, 2008, Pearson Education Limited, <a href="https://books.google.com/books/about/Exploring_Strategy_Text_and_Cases_12th_E.html?id=GeksEAAAQBAJ">https://books.google.com/books/about/Exploring_Strategy_Text_and_Cases_12th_E.html?id=GeksEAAAQBAJ</a>			
• Robert M. Grant, Contemporary Strategy Analysis, 2018, <a href="https://books.google.com/books/about/Contemporary_Strategy_Analysis.html?id=TadJEAAAQBAJ">https://books.google.com/books/about/Contemporary_Strategy_Analysis.html?id=TadJEAAAQBAJ</a>			
Selective bibliography			
• Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, edition 8, 2008, Pearson Education Limited, <a href="https://books.google.com/books/about/Exploring_Strategy_Text_and_Cases_12th_E.html?id=GeksEAAAQBAJ">https://books.google.com/books/about/Exploring_Strategy_Text_and_Cases_12th_E.html?id=GeksEAAAQBAJ</a>			
• 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 project is designed to meet the theoretical depth, professional rigor, and practical relevance demanded across academia, industry, and professional practice. For representative employers, the project reflects the skills needed in today's strategic roles, conducting market research, evaluating operational performance, applying strategic frameworks, and presenting actionable recommendations. It emphasizes communication, teamwork, and strategic insight, ensuring graduates are well-prepared to contribute to organizational competitiveness and adaptability.

**11. Examination**

Type of activity	Examination Criteria	Methods of examination	Percentage of final grade
Course			
Seminar			
Laboratory			
Project	Elaboration and presentation of project	Oral presentation	<b>100%</b>
<b>Grading Requirements</b> Minimum score required: <b>50 points: 50-54-&gt;nota 5; 55-64-&gt; nota 6; 65-74-&gt; nota 7; 75-84-&gt; nota 8; 85-94-&gt; nota 9; 95-100-&gt; nota 10</b> <b>Additional Notes</b> <ul style="list-style-type: none"> <li>• A <b>midterm exam</b> may be organized during the semester.</li> <li>• If a student participates in <b>conferences</b> (student, local, national, or international) or <b>competitions</b> (national or international) related to the subject of this course, they may receive <b>additional points or equivalence for certain assignments, papers, and/or attendance</b>, depending on the results obtained.</li> <li>• During written examinations, students are <b>not allowed to use mobile phones or any other electronic devices, except for simple scientific calculators.</b></li> </ul>			
Minimum performance standards 50% (5 grade mark)			

Date of completion	Signature of lecture tenured	Signature of application tenured
25.09.2025	Assoc. Prof. Cristina DRAGOMIR PhD	Assoc. Prof. Cristina DRAGOMIR 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