

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	Project Management Fundamentals				
Lecture tenured	Assoc. Prof. Nicoleta ACOMI PhD				
Application tenured	Assoc. Prof. Nicoleta ACOMI 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				DC
	Course type: DOB – compulsory subjects; DOP – elective subjects; DFA – optional subjects				DFA

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	39
II b) Additional documentation in library, specialized electronic platforms	15
II c) Training seminars / labs, homework, essays, portfolios and essays	15
III Tutorial	
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)	127
Number of credits	5

4. Prerequisites (if necessary)

Curriculum	<ul style="list-style-type: none"> Not necessary
Expected learning outcomes	<ul style="list-style-type: none"> Ability to apply knowledge and methods specific to the field of specialization

5. Conditions (if necessary)

Progress of the course	<ul style="list-style-type: none"> Classroom with Video projector Online course: virtual campus cmu-edu.eu 	
Progress of application	Seminar	<ul style="list-style-type: none"> Acces to online project management software
	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	<ul style="list-style-type: none">
The specific objectives of discipline	<ul style="list-style-type: none">

7. Expected learning outcomes:

No.	Knowledge	Skills	Responsibility and autonomy
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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 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 has knowledge of project management methodologies.	The student applies modern economic and decision-making techniques.	The graduate initiates and manages projects with minimal supervision.
4	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.
5	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"> • Provides advice on efficiency improvements • Analyzes external factors affecting companies <ul style="list-style-type: none"> • Negotiates with stakeholders • Adapts to changing situations • Assesses financial viability • Ensure project management <ul style="list-style-type: none"> • Performs quality control <ul style="list-style-type: none"> • Manage contracts
Transversal competences	<ul style="list-style-type: none"> • Create risk reports • Seek innovation in current practices • Propose ICT solutions to business problems

9. Contents

Course	Nr. hours	Teaching methods	Obs.
C1: Structural organization of project management (pyramid and matrix) • The advantages and disadvantages of each • The role of the Project Manager • The influence of the organization's culture and the life cycle of the projects. • Project phases and their interaction. Integrated project management	4	Conversation Demonstration Interactive presentation	
C2: Use of project planning tools. • Gantt chart method; • PERT method (Program Evaluation and Review Technique); • CPM method (Critical Path Method or Critical Path Method); • Logical Framework method.	4	Conversation Demonstration Interactive presentation	
C3: Resource management for project implementation. • Success criteria for the project: compliance with time limits; compliance with the budget; efficient exploitation of all other resources (people, information, equipment, headquarters); the perception created around the project. • Project control and monitoring. Change Management • Resource optimization techniques. • Project documentation management	4	Conversation Demonstration Interactive presentation	
C4: Financial management. • Timely planning of expenses and income; establishing solutions to avoid potential liquidity crises; approval by the company; • Establishing permanent supervision procedures during the implementation of expenditures compared to the budget.	4	Conversation Demonstration Interactive presentation	
C5: Project quality management. • Planning, tracking and control. • The quality plan of the project. • Audit elements.	4	Conversation Demonstration Interactive presentation	
C6: Risk Management. • Types of strategies appropriate to respond to risks. • Effective methods for identifying and prioritizing risks	4	Conversation Demonstration	

		Interactive presentation	
C7: Communication management. Stakeholders Management • Communication plan, • RASCI communication channels and matrix.	4	Conversation Demonstration Interactive presentation	
Bibliography			
<ul style="list-style-type: none"> • The Prince2 Training Manual, by Frank Turley, 2010 • A guide to the Project Management Body of Knowledge, PMBOK Guide, Fifth Edition, Project Management Institute, ISBN 978-1-935589-67-9 • Project management, A System Approach to Planning, Scheduling, and Controlling, Eleventh Edition, Harold R. Kerzner, Published by John Wiley & Sons, Inc., Hoboken, New Jersey • Project Management, Tenth Edition, Dennis Lock, ISBN: 978-1-4094-5419-9, Gower Publishing Limited • Project Management in Practice, Fourth Edition, S.J. Mantel, J.R. Meredith, S.M. Shafer, M.M. Sutton, JOHN WILEY & SONS, INC., ISBN-13 9780470533017 • Online links • http://www.criticaltools.com/download.html • http://ccimn.ulbsibiu.ro/documente/carti/introducere_in_managementul_proiectelor.pdf • http://control.aut.utcluj.ro/doc/lib/exe/fetch.php?media=notecurs.pdf • http://www.apubb.ro/wp-content/uploads/2011/03/Managementu_-_proiectelor_Dezvoltare_durabila.pdf • http://www.editurauniversitara.ro/media/pdf/507ea22f9913cManagementul_proiectelor_-_Suport_de_curs_-_Anca_Cruceru_-_p._1-20.pdf 			
Selective bibliography			
<ul style="list-style-type: none"> • A guide to the Project Management Body of Knowledge, PMBOK Guide, Fifth Edition, Project Management Institute, ISBN 978-1-935589-67-9 • Course notes 2025, available on the platform campus.cmu-edu.eu 			

Application (Seminar / laboratory / project)	Nr. hours	Teaching methods	Obs.
Sem 1: Stakeholder management. • Use of Project Planning tools (purpose, objectives, activities, sequence of activities, resources and deadlines). Development of WBS	4	Interactive presentation Conversation Demonstration	
Sem 2: Practical planning activity. Graphic design of Gantt, PERT, CPM, Gardner Matrix • Establishing product and process indicators	4	Interactive presentation Conversation Demonstration	
Sem 3: Practical activity. Use of project implementation evaluation tools	4	Interactive presentation Conversation Demonstration	
Sem 4: Practical activity. PDCA cycle - the technique of continuous improvement	4	Interactive presentation Conversation Demonstration	
Sem 5: Practical activity. Elaboration of risk prevention / exploitation plans. • Hierarchy of risks according to their importance.	4	Interactive presentation Conversation Demonstration	
Sem 6: Practical activity. Preparation of the RACI / RASCI matrix	4	Interactive presentation Conversation Demonstration	
Sem 7: Evaluation and closure of projects. Administrative and financial termination of the contract.	4	Interactive presentation Conversation Demonstration	
Bibliography			
<ul style="list-style-type: none"> • The Prince2 Training Manual, by Frank Turley, 2010 • A guide to the Project Management Body of Knowledge, PMBOK Guide, Fifth Edition, Project Management Institute, ISBN 978-1-935589-67-9 • Project management, A System Approach to Planning, Scheduling, and Controlling, Eleventh Edition, Harold R. Kerzner, Published by John Wiley & Sons, Inc., Hoboken, New Jersey • Project Management, Tenth Edition, Dennis Lock, ISBN: 978-1-4094-5419-9, Gower Publishing Limited • Project Management in Practice, Fourth Edition, S.J. Mantel, J.R. Meredith, S.M. Shafer, M.M. Sutton, JOHN WILEY & SONS, INC., ISBN-13 9780470533017 			

- Online links
- <http://www.criticaltools.com/download.html>
- http://ccimn.ulbsibiu.ro/documente/carti/introducere_in_managementul_proiectelor.pdf
- <http://control.aut.utcluj.ro/doc/lib/exe/fetch.php?media=notecurs.pdf>
- http://www.apubb.ro/wp-content/uploads/2011/03/Managementu_-_proiectelor_Dezvoltare_durabila.pdf
- http://www.editurauniversitara.ro/media/pdf/507ea22f9913cManagementul_proiectelor_-_Suport_de_curs_-_Anca_Cruceru_-_p._1-20.pdf

Selective bibliography

- A guide to the Project Management Body of Knowledge, PMBOK Guide, Fifth Edition, Project Management Institute, ISBN 978-1-935589-67-9
- Course notes 2025, 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

In order to draft the contents, choosing the teaching / learning methods, the subject holders consulted the content of similar disciplines taught at universities in the country and abroad.

Project implementation plan according to Project Management Body of Knowledge, PMBOK Guide, Fifth Edition, Project Management Institute, ISBN 978-1-935589-67-9

11. Examination

Type of activity	Examination Criteria	Methods of examination	Percentage of final grade
Course	Finding the right solution to the proposed question	Written exam	80%
Seminar	Preparation of course project	Observation	20%
Laboratory			
Project			

Grading

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

Elaboration of a project plan during the seminar hours. Obtaining a score of 50%

Date of completion	Signature of lecture tenured	Signature of application tenured
25.09.2025	Assoc. Prof. Nicoleta ACOMI PhD	Assoc. Prof. Nicoleta ACOMI PhD

Date of approval in the department	Signature of Director of Department
26.09.2025	Lector univ.dr. Ana-Cornelia Olteanu

Date of approval in the faculty council	Signature of Dean
29.09.2025	Conf.univ.dr.ing. Nicoleta Acomi