

DISCIPLINE RECORD

Academic year 2026/2027

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 Negotiation Strategies and Conflict Management				
Lecture tenured	Assoc.Prof Simona MINA PhD				
Application tenured	Assoc.Prof Simona MINA PhD				
Year of study	VI	Semester	I	Type of examination	V
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	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	43
II b) Additional documentation in library, specialized electronic platforms	25
II c) Training seminars / labs, homework, essays, portfolios and essays	15
III Tutorial	6
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)	133
Number of credits	3

4. Prerequisites (if necessary)

Curriculum	Management knowledge and skills; marketing knowledge and skills
Expected learning outcomes	Organizational behaviour; communication skills

5. Conditions (if necessary)

Progress of the course	• ecampus@Constanta Maritime University platform; ppt presentations	
Progress of application	Seminar	• Practical guides
	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"> • Ability to develop work teams • The ability to make yourself known through networking skills, diversity • Ability to manage crisis and conflict situations in which graduates may be involved
The specific objectives of discipline	<ul style="list-style-type: none"> • Develop skills of alumni relations, in terms of diversity and multilingualism • Ability to make yourself known through networking skills, in terms of diversity • Ability to manage crises and conflicts in which graduates may be involved

- Implementation of proper leadership complements management systems
- Develop participative leadership styles, team spirit, motivation, determination and Commitment on going work tasks
- Developing communication skills in working groups

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 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.
4	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.
5	The student knows the principles of financial performance evaluation.	The student accurately interprets complex financial statements.	The graduate manages financial risk with autonomy.
6	The student analyzes external factors impacting the business environment.	The student performs SWOT and PESTEL analyses.	The graduate recommends innovations in current business practices.
7	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.
8	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.
9	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.
10	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 • Exercises results-oriented leadership towards colleagues <ul style="list-style-type: none"> • Assesses financial viability • Ensure project management • Performs quality control • Ensures continuous training for audits • Focuses on innovation in current practices <ul style="list-style-type: none"> • Manage contracts • Plans transport operations • Port operations manager
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.
1. Organizational culture.	2		
2. The metaphores' system and the specific organizations' language	2		

3. Informal communicational networks. Control and counteracting mechanisms	2		
4. Conflicts within the organizations' management	2		
5. Methods and strategies of resolving of conflicts.	2		
6. Managing crisis and conflict situations	2		
7. Rights and interests' conflicts	2		
8. Negotiatin and mediation in resolving conflicts	2		
9. Main strategies and tecniques in resolving conflicts	2		
10. Asimetries in resolving conflicts.	2		
11. Decentralization of the politics of human resources and impacts i resolving conflicts.	2		
12. Pondy's model in resolving conflicts.	2		
13. Thomas' model in resolving conflicts.	2		
14. Lobbying and advocacy in resolving conflicts.	2		

Bibliography

1. Ambler M. (coord.), Managing mobility matters – a European perspective, Price Waterhouse Coopers, 2002
2. Bancroft N. H., Implementing SAP R/3, How to introduce a large system into a large organization, Manning, Greenwich, 1996
3. Burdus E., Caprarescu Gh., Androniceanu A., Miles M., Management for organizational changes, Ed. Economica, Bucharest, 2000
4. Cornelius H., Faire S., The science of solving conflicts, 2nd edition, Ed. Stiinta si Tehnica (Science and Technology), Bucharest, 2000
5. Daniels C.A., The perfomance of management- strategies in obtaining maximum results from your employees, Ed. Polirom, 2007
6. Koontz H., Odonnell C., Weihrich H., Management, 8th edition, McGraw Hill Book Company, N.Y., 2004
7. Larson Ch. U., Persuasion, reception, and responsibility, Ed. Polirom, Iasi, 2003
8. Luthans F., Organisational bahviour, McGraw-Hill Book Company, New York, 2003
9. Popescu D., Dolle M.P., Chivu I., d'Eyrames S., Business communication and negotiation – Ed. Economica, Bucharest, 2002
10. Stanton N., Communication, Ed. Societatea Stiintifica si Tehnica – S.A., Bucharest, 2001
11. Vlasceanu M., Organizations and organizational culture, Ed. Trei, Bucuresti, 1999
12. Zlate M., Leadership and management, Ed. Polirom, Iasi, 2004
13. Wilmot W., Hocker L.J, Interpersonal conflict, McGraw-Hill, London, 1997

Selective bibliography

- Course notes 2025, available on the platform campus.cmu-edu.eu

Application (Seminar / laboratory / project)	Nr. hours	Teaching methods	Obs.
Theory and conflict analysis. Crisis management and conflict in maritime activities	2	Case study. Role play	
Conflicts maritime rights and interests. Models oftrade union organization	2	Case study. Role play	
Valuing diversity How organizations can promote diversity	2	Case study. Role play	
Communicating through time and space	2	Case study. Role play	
Creating high performance teams	2	Case study. Role play	
Sending understandable messages	2	Case study. Role play	
Managing conflicts. Motivating others.	2	Case study. Role play	

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1. Ambler M. (coord.), Managing mobility matters – a European perspective, Price Waterhouse Coopers, 2002
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Seminar 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

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11. Examination

Type of activity	Examination Criteria	Methods of examination	Percentage of final grade
Course	Synthesis capacity and response to the indicated topics	open questions to which the candidate is answering	80%
Seminar	Direct and active involvement in the conduct of seminars	Elaboration of papers, response to intermediate tests	20%
Laboratory			
Project			

Minimum performance standards

- **Ability to develop work teams**
- **Ability to make yourself known through networking skills, in terms of diversity**
- **Ability to manage crises and conflicts in which graduates may be involved**

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

Fulfilment of the assigned tasks at a 50% level

Date of completion	Signature of lecture tenured	Signature of application tenured
24.09.2025	Assoc.Prof Simona MINA PhD	Assoc.Prof Simona MINA 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