



Syllabus Course Program



Financial Diagnostics in Anticrisis Management

Specialty

071 - Accounting and Taxation

Institute

Institute of Economics, Management and International business

Educational program

Accounting, Auditing and Taxation

Department

Accounting and Finance (205)

Level of education

Master's degree

Course type

Selective

Semester

2

Language of instruction

English

Lecturers and course developers



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PhD in Economics, Associate Professor, Associate Professor of the Department of Accounting and Finance

Author and co-author of more than 300 scientific and methodological publications. Courses: "Social Responsibility", "Financial Security and Financial Risks", "Tax Planning and Tax Risks", "Information and Communication Support for Enterprise Management", "Business Performance Analysis and Business Models", "Taxation in Sectors of Economy", "Organisation and Methodology of Tax Audits".

[More about the lecturer on the department's website](#)

General information

Summary

. The course " Financial diagnostics in crisis management " focuses on the key aspects of identifying and analysing problem areas in the enterprise that can lead to crisis situations, covers a range of topics from financial analysis and audit to the development of comprehensive crisis management strategies, using modern diagnostic tools, including financial analysis, SWOT analysis, as well as methods of forecasting and preventing crisis situations with an emphasis on the practical application of theoretical knowledge

Course objectives and goals

The main objective of the course is to provide students with a comprehensive understanding of methods and approaches to diagnosing the state of an enterprise, with a particular focus on identifying and analyzing crisis phenomena and developing strategies for effective crisis management. The objectives are to understand the key aspects of a company's financial condition and their impact on crisis situations, apply various diagnostic methods to assess the company's condition, develop strategies to effectively address and prevent crises, critically analyze financial statements and use this information to prepare crisis management solutions.

Format of classes

Lectures, practical work, independent work, consultations. The final control is a test.

Competencies

GC01. Ability to identify, pose, and solve problems

GC02 Ability to communicate in a foreign language.

GC03. Skills in using information and communication technologies

GC06 Ability to search for, process, and analyze information from various sources.

GC07. Ability to work in an international context

GC08. Ability to communicate with representatives of other professional groups at various levels (with experts from other fields of knowledge/types of economic activity)

SC03. Ability to apply theoretical, methodological, and practical approaches to organizing accounting, control, planning, and optimization of tax calculations

SC05. Ability to apply methods and techniques of analytical support for modern management systems, taking into account the enterprise development strategy under conditions of uncertainty, risk, and/or information asymmetry

SC10. Ability to conduct scientific research to solve current issues in the theory, methodology, organization, and practice of accounting, auditing, analysis, control, and taxation

SC2 Ability and skill to effectively apply analytical methods to identify investment risks in a company's activities when assessing the market value of economic assets, along with conducting internal control to prevent instances of illegal, inefficient, and ineffective use of company assets, and to avoid errors or other shortcomings in their operations...

Learning outcomes

L 003. Communicate freely in a foreign language, both orally and in writing, when discussing research results and innovations

LO10. Collect, evaluate, and analyze financial and non-financial data to form relevant information for managerial decision-making.

LO14. Justify the choice and procedure for applying management information technologies for accounting, analysis, auditing, and taxation in decision-making systems to optimize them

LO15. Apply scientific research methods in the fields of accounting, auditing, analysis, control, and taxation, and implement them in professional activity and business practice

LO2 Ability to evaluate the market value of enterprises based on an analysis of operational performance indicators, relationships with counterparties and government bodies, identification of adverse operational factors, and assessment of the accuracy and compliance of records with regulatory requirements, internal policies, accounting data, and financial reporting indicators of the enterprise.

Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, Practical classes - 16 hours, self-study - 72 hours.

Course prerequisites

To successfully complete the course, you must have knowledge and practical skills in the following disciplines: Fundamentals of scientific research, financial management, social responsibility and social business analysis

Features of the course, teaching and learning methods, and technologies

Lectures are conducted interactively with the use of multimedia technologies. Practical classes use a project-based approach to learning, game methods, and focus on the use of information technology in the study of Financial diagnostics in crisis management .

Program of the course

Topics of the lectures

Topic 1 Introduction to the specialty. General concepts of financial condition diagnostics in crisis management

The essence of the concept of 'crisis', its definition. Crisis and its signs. Classification of types of crisis. Diagnosis and assessment of possible consequences of the crisis.

Topic 2 Approaches, methods and models in diagnosing the financial condition of the enterprise in crisis management

Content of express diagnostics of the crisis. Modern approaches to diagnosing the crisis state of enterprises

Stages of crisis diagnostics. Assessment methods: analysis of financial statements: Analysis of indicators and criteria

Topic 3 Economic cycles in financial diagnostics

Analysis of waves and phases of business activity. Typology of the crisis state of economic systems. risks at the mega-level and their manifestation in lower-order systems.

Topic 4 Economic mechanism of enterprise crisis management

Enterprise crisis: economic content, causes and factors that determine it Classification of crises for the purpose of ordering by common features. The mechanism of crisis unfolding. Scheme of analysing external causes of the crisis Signs and causes of the crisis of industrial enterprises

Topic 5 Diagnostics of the financial condition in the anti-crisis strategy of an enterprise

The essence and content of anti-crisis strategy. Models of anti-crisis strategies of an industrial firm

Analysis of anti-crisis strategies of an enterprise. Advantages and disadvantages of differentiation strategies, cost leadership and others in relation to anti-crisis management of an industrial firm. Study of the state of the external environment of the enterprise and its favourability for overcoming the crisis

Topic 6 Diagnostics of the enterprise survival potential

Enterprise survival potential: essence and methodological aspects of assessment. Normalisation of the state of the economic system, restoration of the enterprise's competitiveness and ensuring effective management characterize the construction of the BCG matrix 5 SWOT analysis. McKinsey matrix. SPASE matrix (Strategic Position and Action Evaluation)

Topic 7 Theoretical basis for the formation of an anti-crisis programme of the enterprise

Anti-crisis programme: programme, goals, objectives. General characteristics of the anti-crisis tools of the enterprise. Structural and logical diagram of the process of forming an anti-crisis programme. Analysis of the screening standard. External management plan. Business plan for financial recovery

Topic 8 Diagnostics of enterprise survival

Diagnosis of crisis threats. Analysis of the causes of the crisis in the enterprise. Problems of recognizing pre-crisis situations. Factors of crisis management with diversification of management technologies.

Topic 9 Application of special methods of restoring solvency

Diagnostics of the financial condition using special methodological support. Identification of reserves for restoring solvency belonging to the group of hidden ones. The method of external comparative analysis. Expert method (method of empirical research)

Topic 10 Financial and economic aspects of preparation and implementation of individual anti-crisis measures of the enterprise

Classification of goals of implementation of individual anti-crisis measures of the enterprise. Operational restructuring. Restructuring of assets. Restructuring of the company's debts. Programme based on action plans developed using the methodology of building a goal tree.

Topic 11 Reorganization of an enterprise in the system of measures of the crisis management programme

Types of restructuring. Restructuring of production. Restructuring of assets. Financial restructuring. Corporate restructuring (reorganisation). Conceptual approach to financial restructuring in crisis management. Non-detailed goal tree.

Topic 12 Financial rehabilitation of an enterprise: economic content and procedure

External and internal causes of rehabilitation. Economic content and procedure of financial rehabilitation of an enterprise. Model of financial rehabilitation of an enterprise. Economic content and procedure of financial rehabilitation of the enterprise

Topic 13 Rules of financing

Classification of forms of financing of enterprises The golden rule of financing. The golden rule of balance. The rule of vertical capital structure. Financial leverage. Sanation with the attraction of new financial capital

Topic 14 Diagnostics of the financial condition of the crisis planning system at the enterprise

Diagnostics of the financial condition using the indicators of labor reserves of a crisis enterprise. The system of anti-crisis personnel management. Method of functional and cost analysis. Efficiency of labour resources use. Indicators of staff fluctuation.

Topic 15: Diagnostics of the crisis planning system at the enterprise

Sources of internal information data Crisis planning system at the enterprise Reengineering of business processes. Computer technologies and business organization technologies

Topic 16 Controlling - its essence and importance in diagnosing the financial condition in crisis management

Essence, tasks, functions and methods of controlling. Early warning and response system (EWS). The model of crisis controlling

Topics of the workshops

Topic 1: Introduction to the specialty. General concepts of financial condition diagnostics in crisis management

Diagnostics as a tool for ensuring the effective functioning and development of an enterprise in a competitive environment

Working out the lecture material of the essence of the concept of 'crisis' and its definition. Assessment of possible consequences of the crisis.

Topic 2. Approaches, methods and models in diagnosing the financial condition of the enterprise in crisis management

Approaches to diagnosing the state of the enterprise in crisis management

Study of lecture material on diagnosing the emergence and development of a crisis. Analysis of modern approaches to diagnosing the crisis state of enterprises. Methods of assessment: Analysis of indicators

Topic 3. Economic cycles in financial diagnostics

Determination of components of the production potential of the enterprise Analysis of economic cycles in financial diagnostics

Assessment of threats of bankruptcy. Normalisation of the state of the economic system, restoration of the enterprise's competitiveness. Ensuring effective management

Working out the lecture material on the general assessment of the financial condition of the enterprise. Analysis of financial statements: Estimated indicators, autonomy ratio, coverage ratio, return on equity, net working capital, receivables turnover period. Study of the business cycle phases

Topic 4. Economic mechanism of enterprise crisis management

Models for diagnosing the state of crisis management
Internal structure of the anti-crisis programme. Screening standard. Analysis of possible consequences of the crisis. Research of the causes of the crisis in enterprises

Topic 5. Diagnostics of the financial condition in the anti-crisis strategy of an enterprise

Diagnostics of the emergence and development of the crisis.
Management of the development of the anti-crisis programme of the enterprise. Structural and logical scheme of the process of formation of the anti-crisis programme. Hypothetical scheme of decision-making on the content of the anti-crisis programme. Expert method (method of empirical research)

Topic 6. Diagnostics of the enterprise survival potential

Diagnostics of property, market price of the enterprise
Analysis of the general characteristics of methodological support for the diagnosis of crisis and threats.
Method of internal comparative analysis

Topic 7. Theoretical basis for the formation of an anti-crisis programme of the enterprise

Methods of analysis used in the diagnosis of the crisis state of the enterprise.
Financial analysis. Economic and mathematical modelling. SWOT-analysis. PEST-analysis. Analysis of profitability. Liquidity analysis. Analysis of solvency. Analysis of financial stability. Analysis of asset turnover. Analysis of expenses and income. Ratio analysis. Bankruptcy analysis (Altman, Springate and other models). Analysis of business activity
Comparative analysis. GAP analysis.

Topic 8: Diagnostics of enterprise survival

Diagnostics of the company using the balance sheet and income statement
Analysis of the structure of assets and liabilities. Assessment of balance sheet liquidity. Analysis of equity and borrowed capital. Assessment of financial stability. Analysis of profitability and profitability.
Estimation of net profit. Analysis of the dynamics of income and expenses. Assessment of the structure and dynamics of expenses. Identification of financial reserves. Assessment of asset utilisation efficiency

Topic 9 Application of special methods of restoring solvency

Identification of reserves for restoring solvency belonging to the group of hidden ones. The method of external comparative analysis. Expert method (method of empirical research)

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Operational restructuring. Restructuring of assets. Restructuring of the company's debts. Programme based on action plans developed using the methodology of building a goal tree.

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Model of financial rehabilitation of an enterprise. Economic content and procedure of financial rehabilitation of the enterprise

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Topics of the laboratory classes

Laboratory work is not provided within the discipline.

Self-study

The course involves an individual task, namely a report. The student receives the report from the list of methodological recommendations for the discipline. The result of independent work is the selection and disclosure of a research topic, which is drawn up in a written report. Students are also recommended additional materials (videos, articles) for independent study and analysis

Course materials and recommended reading

Davydiuk T.V. Accounting, Audit and Taxation: Theory and Practice: a textbook for students majoring in 071 'Accounting and Taxation' (Section 6) P.251-289 team of authors under the editorship of Prof.

Davydiuk T.V. - Kharkiv: NTU 'KhPI', 2021. - 607 p.

2. Financial and economic principles of survival of a crisis enterprise in the system of social responsibility. Bulletin of the National Technical University 'Kharkiv Polytechnic Institute' (Economic Sciences) - Kh: B. (2022). - P.-44-47 DOI: <https://doi.org/10.20998/2519-4461.2022.2.44>

3. Yurieva I.A., Falchenko O.O. Implementation of crisis management elements using the blockchain platform Bulletin of the National Technical University 'Kharkiv Polytechnic Institute' (Economic Sciences) - Kh.

4. Yurieva I.A. Application of advanced information and communication technologies at modern enterprises Bulletin of the National Technical University 'Kharkiv Polytechnic Institute' (Economic Sciences) - Kh. : NTU 'KhPI', 2021 - № 3 (20). - P.40 - 43 Bibliogr.: 9 titles - ISSN . 2519-4461- <http://journals.uran.ua/index.php/2519-4461>

5. Yurieva I.A. Optimisation of the management apparatus in the system of social and labour relations Bulletin of the National Technical University 'Kharkiv Polytechnic Institute' (Economic Sciences) - Kh.

6. Tatoryntseva Y.L., Yurieva I.A. Social responsibility: risk accounting in the digitalisation of finance / Bulletin of the National Technical University 'Kharkiv Polytechnic Institute' (Economic Sciences) - Kh: <https://doi.org/10.20998/2519-4461.2023.4.84>

7. Yurieva I.A. Application of due diligence in diagnosing the financial condition of an enterprise in crisis management and economic security Bulletin of the National Technical University 'Kharkiv Polytechnic Institute' (Economic Sciences) - Kh.

8. Digital support of the organisation and methodology of tax audits as a factor of financial security / Bulletin of the National Technical University 'Kharkiv Polytechnic Institute' (Economic Sciences) - Kharkiv: NTU 'KhPI', 2023. - № 5 (2023). - P. 28-31.

9. Yurieva I.A. Theoretical aspect of accounting and analytical support of enterprise potential management. Results of the scientific conference. Kherson State Agrarian and Economic University - Proceedings of the All-Ukrainian Scientific and Practical Internet Conference 'Accounting and Analytical Support for the Management of Enterprise Business Processes' 24 -25 November 2021 - Kherson: Book publishing house of FOP Vyshemyrskyi V.S., 2021. 434 p 2519-4461 -Category: B. DOI: [HTTPS://DOI.ORG/10.20998/2519-4461.2020.4.3](https://doi.org/10.20998/2519-4461.2020.4.3)

10. Yurieva I.A. Directions of accounting and analysis in the context of digitalisation Scientific readings of Professor Hryhorii Kireitsev (on the occasion of his 90th birthday). Collection of abstracts of the All-Ukrainian Scientific and Practical Online Conference (Kyiv, 22 February 2022) / Edited by L.V. Hutsalenko Kyiv: NULES of Ukraine, 2022, pp. 324-327 407 p.

11. Yurieva I.A. Research of the directions of financial and economic security XXXI International Scientific and Practical Conference 'Information Technologies: Science, Engineering, Technology, Education, Health. MicroCAD 2023' May 2023, Kharkiv P.818
12. Yurieva I.A. Anti-crisis management at hotel and restaurant business enterprises Proceedings of the International Scientific and Practical Conference 'Modern Trends in the Development of the Hospitality Industry', 26-27 November 2020, Lviv State University of Physical Culture named after Ivan Bobersky, 2020.- 416 p.; website of the Lviv State University of Physical Culture named after Ivan Bobersky (on the platform based on Open Journal Systems (OJS)) <http://sportsscience.ldufk.edu.ua/>
13. Financial crisis as a component of the study of the theoretical foundations of enterprise crisis management XII International Scientific and Practical Conference 'European Vector of Economic Modernisation: Creativity, Transparency and Sustainable Development' (Kharkiv, 27-28 May 2020): KNUBA - 2020 . www.econ2016.krasalex.com.

Assessment and grading

Criteria for assessment of student performance, and the final score structure

100% of the final grade consists of the results of a test (40%) and the current assessment (60%).
Written test (2 questions on theory + problem solving) and oral presentation. Current assessment: 2 online quizzes and a review assignment (20% each).

Grading scale

Total points	National	ECTS
90-100	Excellent	A
82-89	Good	B
75-81	Good	C
64-74	Satisfactory	D
60-63	Satisfactory	E
35-59	Unsatisfactory (requires additional learning)	FX
1-34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.
Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

Approval

Approved by

Date, signature

Head of the department
Oleksandr MANOYLENKO

Date, signature

Guarantor of the educational program
Tatiana DAVYDYUK