**Syllabus**
Course Program

# Financial Diagnostics in Anticrisis Management

**Specialty**

**Institute**
Institute of Education and Science in Economics, Management and International Business

**Specialization**

**Department**
Accounting and Finance (205)

**Educational program**

**Course type**
Optional

**Level of education**
Second (master's level)

**Form of study**
Full-time

**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.
More about the lecturer on the department's website

## General information

### Summary

The discipline  Financial Diagnostics in anticrisis management focuses on key aspects of identifying and analyzing problem areas in enterprise activities that can lead to crises situation, reveals a range of topics, from financial analysis and audit to the development of comprehensive crisis management strategies, from various current diagnostic tools, including financial analysis, SWOT analysis, as well as methods of forecasting and avoiding crises situations with an emphasis on practical and theoretical knowledge, which allows students to develop effective crisis management strategies on real business cases..

### Course objectives and goals

The main method of the discipline is to provide students with a comprehensive understanding of methods and approaches to diagnosing the enterprise, with a special emphasis on the identification and analysis of crisis phenomena and the development of strategies for effective anti-crisis management The goals are to understand the key aspects of the financial sector of an enterprise and their impact on a crisis situation, to establish various diagnostic methods for assessing the status of an enterprise, to develop a strategy for effective management and avoidance of crisis issues, critical analysis of financial data and the analysis of this information for the preparation of anti-crisis solutions.

### Format of classes

Lectures, practical work, independent work, consultations. Final control – differentiated grading.

### Competencies

Ability to abstract thinking, analysis and synthesis.
Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity).
Ability to communicate in a foreign language.
Ability to make decisions and act, adhering to the principle of inadmissibility of corruption and any other manifestations of dishonesty.
Use mathematical tools to study socio-economic processes, solve applied problems in the field of accounting, analysis, control, audit, taxation.
Conduct analysis of the economic activity of the enterprise and financial analysis in order to make management decisions.
Identify and assess the risks of failure to achieve the management goals of the business entity, its non-compliance with legislation and regulation of activities, unreliability of reporting, preservation and use of its resources.

### Learning outcomes

To form and analyze financial, management, tax and statistical reporting of enterprises and correctly interpret the information received for making management decisions.
To identify and assess the risks of economic activities of enterprises.
To be able to apply economic and mathematical methods in the chosen profession.
To possess general scientific and special methods of researching socio-economic phenomena and economic processes at the enterprise.
To possess and apply knowledge of the state and foreign language for the formation of business papers and communication in professional activities.
To analyze the development of accounting systems, models and methods at the national and international levels in order to substantiate the feasibility of their implementation at the enterprise.

### Student workload

The total volume of the course is 120 hours (6 ECTS credits): lectures – 32 hours, practical classes – 16 hours, self-study – 74 hours.

### Course prerequisites

The discipline is based on the academic disciplines of the field of knowledge D "Business, Administration and Law".

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

Lectures are conducted interactively using multimedia technologies, project and team work, peer-to-peer, gamification, cases, use of certain software. Practical classes use a project approach to learning, game methods, and focus on the application of information technologies in the study of diagnostics of the financial condition of an enterprise in anti-crisis management..

## Program of the course

### Academic classes

#### Lectures

| Topics of the lectures | Hours |
| --- | --- |
| **Topic 1. Introduction to the specialty.**<br>General concepts of financial condition diagnostics in anti-crisis management.<br>The essence of the concept of "crisis", its definition. Crisis and its signs. Classification of types of crisis. | 2 |
| **Topic 2. Approaches, methods and models in diagnosing the financial condition of an enterprise in anticrisis management.**<br>Content of express crisis diagnostics. Modern approaches to diagnosing the crisis state of enterprises.<br>Stages of crisis diagnostics. Assessment methods: analysis of financial statements, analysis of indicators and criteria. | 2 |
| **Topic 3. Economic cycles in financial diagnostics.**<br>Determination of components of the production potential of an enterprise. Analysis of economic cycles in financial diagnostics. | 2 |
| **Topic 4. Economic mechanism of anticrisis management of an enterprise.**<br>Crisis of an enterprise: economic content, causes and factors that determine it. Classification of crises for the purpose of ordering by general characteristics. Mechanism of crisis development. Scheme of analysis of external causes of crisis. | 2 |
| **Topic 5. Diagnostics of financial condition in the anticrisis strategy of the enterprise.**<br>The essence and content of the anti-crisis strategy. Models of anticrisis strategies of an industrial firm. Analysis of anti-crisis strategies of the enterprise. Advantages and disadvantages of differentiation strategies, cost leadership and others in relation to anticrisis management of an industrial firm. | 2 |
| **Topic 6.  Diagnostics of the survival potential of the enterprise.**<br>The survival potential of the enterprise: essence and methodological aspects of assessment. Normalization of the state of the economic system, restoration of the competitiveness of the enterprise and ensuring effective management characterize the construction of the BCG matrix 5 SWOT analysis. McKinsey matrix. SPASE matrix (Strategic Position and Action Evaluation). | 2 |
| **Topic 7. Theoretical foundations of the formation of the anticrisis program of the enterprise.**<br>Anticrisis program: program, goals, objectives. General characteristics of the anticrisis tools of the enterprise. Structural and logical diagram of the process of forming an anticrisis plan. Analysis of the screening standard. External management plan. | 2 |
| **Topic 8. Diagnostics of the survival of the enterprise.**<br>Diagnostics of the enterprise using the balance sheet and financial results report. Method of internal comparative analysis. | |
| **Topic 9. Application of special methods of restoring solvency.**<br>Diagnostics of the financial condition. Identification of reserves for restoring solvency belong to the group of hidden ones. | 2 |
| **Topic 10. Financial and economic aspects of the preparation and implementation of individual anticrisis measures of the enterprise.**<br>Operational restructuring. Asset restructuring. Restructuring of the enterprise's debts. | 2 |
| **Topic 11. Reorganization of the enterprise in the system of measures of the anticrisis management program.**<br>Asset restructuring. Financial restructuring. | 2 |
| **Topic 12. Financial rehabilitation of the enterprise: economic content and procedure for implementation.**<br>External and internal reasons for rehabilitation. Economic content and procedure for conducting financial rehabilitation of the enterprise. Model of financial rehabilitation of the enterprise. | 2 |

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| **Topic 13. Financing Rules**<br>Financial Leverage. Restructuring with the attraction of new financial capital. | 2 |
| **Topic 14. Diagnostics of the financial condition of the anti-crisis planning system at the enterprise.**<br>Diagnostics of the financial condition using indicators of labor researches of a crisis enterprise. Anticrisis personnel management system. Method of functional-cost analysis. Efficiency of use of labor resources. | 2 |
| **Topic 15. Diagnostics of the anticrisis planning system at the enterprise.**<br>Classification of forms of the financing of enterprises Golden rule of financing. Golden rule of balance. Rule of vertical capital structure. Financial leverage. Sanitation with attraction of new financial capital.<br>Sources of internal information data Anticrisis planning system at the enterprise Reengineering of business processes. | 2 |
| **Topic 16. Controlling - its essence and significance in the diagnostics of the financial condition in anticrisis management.**<br>Essence, tasks, functions and methods of controlling. | 2 |
| **Total hours** | **32** |

## Workshops

| Topics for workshops/seminars | Hours | Weighting coefficients *a* |
|---|---|---|
| **Topic 1. Introduction to the specialty. General concepts of financial condition diagnostics in anti-crisis management.**<br>Diagnostics as a tool for ensuring the effective functioning and development of an enterprise in a competitive environment.<br>Elaboration of lecture material on the essence of the concept of "crisis" and its definition. Assessment of possible consequences of the crisis. | 1 | 0,5 |
| **Topic 2. Approaches, methods and models in diagnosing the financial condition of an enterprise in anti-crisis management.**<br>Approaches to diagnosing the state of an enterprise in anticrisis management.<br>Elaboration of lecture material on diagnosing the emergence and development of a crisis. Analysis of modern approaches to diagnosing the crisis state of enterprises. | 1 | 1,5 |
| **Topic 3. Economic cycles in financial diagnostics.**<br>Determination of the components of the enterprise's production potential. Analysis of economic cycles in financial diagnostics.<br>Evaluation of threats of bankruptcy. Normalization of the state of the economic system, restoration of the enterprise's competitiveness.<br>Ensuring effective management.<br>Elaboration of lecture material on the general assessment of the financial condition of an enterprise. Analysis of financial statements: estimated indicators, autonomy ratio, coverage ratio, return on equity ratio, net working capital, receivables turnover period. Research of waves and phases of business activity. | 1 | 0,09 |
| **Topic 4. Economic mechanism of anti-crisis management of the enterprise.**<br>Models of diagnostics of the state of anticrisis management.<br>Internal structure of the anti-crisis program. Screening standard. Analysis of possible consequences of the crisis. Research of the causes of the crisis | 1 | 0,09 |

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| on enterprises. | | |
| **Topic 5. Diagnostics of the financial condition in the anticrisis strategy of the enterprise.**<br>Diagnostics of the onset and development of the crisis.<br>Management of the development of the anti-crisis program of the enterprise. Structural and logical scheme of the process of forming an anticrisis. Hypothetical scheme of decision-making regarding the content of the anti-crisis program. | 1 | 0,09 |
| **Topic 6. Diagnostics of the survival potential of the enterprise.**<br>Diagnostics of property, market price of the enterprise.<br>Analysis of the general characteristics of the methodological support for the diagnostics of the crisis state and threats. Method of internal comparative analysis. | 1 | 0,09 |
| **Topic 7. Theoretical foundations of the formation of an anticrisis program of the enterprise.**<br>Analysis methods used in the diagnosis of the anti-crisis state of the enterprise.<br>Financial analysis. Economic and mathematical modeling. SWOT analysis. PEST analysis. Profitability analysis. Liquidity analysis. Solvency analysis. Financial stability analysis. Asset turnover analysis. Analysis of costs and revenues. Ratio analysis. Bankruptcy analysis (Altman, Springate models and others). Analysis of business activity Comparative analysis. GAP analysis. | 1 | 0,09 |
| **Topic 8. Diagnostics of enterprise survival.**<br>Diagnostics of the enterprise using the balance sheet and financial results report.<br>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. Assessment of net profit. Analysis of the dynamics of income and expenses. Assessment of the structure and dynamics of expenses. Identification of financial reserves. | 1 | 0,09 |
| **Topic 9. Application of special methods of restoring solvency.**<br>Diagnostics of financial condition. Identification of reserves of restoring solvency belong to the group of hidden ones. Method of external comparative analysis. Expert method | 1 | 0,09 |
| **Topic 10. Financial and economic aspects of preparation and implementation of individual anticrisis measures of the enterprise.**<br>Operational restructuring. Restructuring of assets. Restructuring of debts of the enterprise. Program according to the plans of measures developed using the method of building a tree of goals. | 1 | 0,09 |
| **Topic 11. Reorganization of an enterprise in the system of measures of the crisis management programme.**<br>Types of restructuring. Restructuring of production. Restructuring of assets. Financial restructuring. Corporate restructuring (reorganization). Conceptual approach to financial restructuring in crisis management. Non-detailed goal tree. | 1 | 0,09 |
| **Topic 12. Financial rehabilitation of the enterprise: economic content and procedure for implementation**<br>Model of financial rehabilitation of the enterprise. Economic content and procedure for financial rehabilitation of the enterprise | 1 | 0,09 |

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| **Topic 13. Financing Rules**<br>The Golden Rule of Balance. The Rule of Vertical Capital Structure. Financial Leverage. Sanitation with the Attraction of New Financial Capital | 1 | 0,09 |
| **Topic 14. Diagnostics of the Financial Condition of the AntiCrisis Planning System at an Enterprise**<br>Diagnostics of the Financial Condition. Using Indicators of Labor Researches of a Crisis Enterprise. Method of Functional-Cost Analysis. | 1 | 0,09 |
| **Topic 15. Diagnostics of the anti-crisis planning system at the enterprise.**<br>Sources of internal information data Anticrisis planning system at the enterprise. Reengineering of business processes. | 1 | 0,09 |
| **Topic 16. Controlling - its essence and significance in the diagnostics of the financial condition in anticrisis management.**<br>Essence, tasks, functions and methods of controlling. Early warning and response system (EWRS). Anticrisis controlling model. | 1 | 0,09 |
| **Total hours** | **16** | $\sum_{i=1}^{n} a_{i=1,5}$ |

## Laboratory classes

Laboratory work is not provided within the discipline.

## Control works

| Topics for control works | Weighting coefficients $b$ |
|---|---|
| 1. Organizational support of anti-crisis management in activities measures in the financial activities of the enterprise. | 0,1 |
| 2. Assessment of the effectiveness of the application of anti-crisis management. | 0,1 |
| 3 Classification of indicators for assessing the financial condition of the enterprise. | 0,1 |
| 4 Analysis of the financial stability of the enterprise. Example. | 0,1 |
| 5. The essence of financial stability. Calculation of a practical example. | 0,1 |
| 6. Current financial stability of the enterprise. Indicators for assessing the financial stability of the enterprise. | 0,1 |
| 7. Analysis of the solvency of the enterprise. Example.<br>Indicators for assessing the financial stability of the enterprise. Practical example. | 0,1 |
| 8. Analysis of the liquidity of the enterprise. Example. | 0,1 |
| 9. Analysis of the cash flows of the enterprise. Practical example. | 0,1 |
| 10. Classification of cash flows. Practical example. | 0,1 |
| **Total** | $\sum_{i=1}^{m} b_i = 1{,}0$ |

## Self-study

Independent work includes independent study of theoretical material and completion of an individual task (control work).

## Work on theoretical materials

| Topics for self-study | Hours |
|---|---|
| **Topic 1/2** General concepts of diagnostics /Diagnostics and assessment of possible consequences of the crisis. | 5,0 |
| **Topic 3/4** Assessment methods /Analysis of indicators. | 5,0 |
| **Topic 5/6**<br>Risks at the mega-level and their manifestation in lower-order systems / assessment of management risks. | 5,0 |
| **Topic 7/8**<br>Signs and causes of the crisis state of industrial enterprises / Analysis methods used in the diagnosis of the anti-crisis state of the enterprise. | 5,0 |
| **Topic 9/10**<br>Study of the state of the external environment of the enterprise / Favorability of exit from the crisis situation. | 5,0 |
| **Topic 11/12**<br>Program according to the plans of measures that were developed / methodology for building a tree of goals. | 5,0 |
| **Topic 13/14**<br>Conceptual approach to financial restructuring in anti-crisis management / Financing rules. | 5,0 |
| **Topic 15/16**<br>System of anticrisis planning at the enterprise, reengineering of business processes / Computer technologies and technologies of business organization. | 5,0 |
| **Total hours** | **40** |

## Topics for individual assignments

The control work the execution of an individual report with an analysis of theoretical and practical issues using financial information, calculations and preparation of analytical documents in accordance with the purpose of the academic discipline. The applicant chooses a specific topic within the proposed topic in agreement with the teacher. Report volume: 15–20 pages of the main text (including calculations, tables and graphs). Report structure: theoretical part (30%), analytical and calculation part (60%), conclusions and recommendations (10%). The task is completed during the academic weeks and submitted for verification before the exam week.

Topics for individual assignments

1 Forecasting financial results and financial condition of an enterprise. Example.
2 Analysis of the business activity of an enterprise. Example.
3Analysis of the financial condition of insolvent enterprises and prevention of their bankruptcy.
4 Concepts, types, causes of enterprise bankruptcy.
5 Methods of diagnosing bankruptcy of a business entity.
6 Ways of financial recovery of business entities.
7 Strategic analysis of financial risk and ways of its reduction.
8 Economic essence of financial risks and their classification.
9 Methods of risk analysis.
10 Assessment and diversification of risks.
11 Ways of neutralizing financial risks.
12 General characteristics of crisis phenomena.
13 The essence of the concept of "crisis" and approaches to its definition.
Definition of the concept of "crisis".

14 Crisis and its signs. Classification of types of crisis. Possible consequences of the crisis.
15 Diagnosis of the onset and development of the crisis.
16 Modern approaches to diagnosing the crisis state of enterprises.
17 Content of express crisis diagnostics.
18 Stages of crisis diagnosis.
19 The essence and features of anti-crisis management in the branches of the national economy
20 National economy: definition, essence, types.
21 Anticrisis management of the branches of the national economy: essence, goals and objectives.
22 Functions of anti-crisis management.
23 The process of anti-crisis management. Technologies of anticrisis management of the branches of the national economy.

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| **Total hours** | **32** |

## Non-formal education

The applicant has the opportunity to re-enroll individual topics or courses by: completing professional courses or trainings, online education, professional internships, in a field that meets the educational goals of the discipline. To do this, it is necessary to provide the necessary documents in the form of certificates and other supporting documents.

**Recommended courses, trainings, internships**
1. Financial Accounting: Advanced Topics
https://prometheus.org.ua/prometheus-free/finance-investment-basics/?utm_source=chatgpt.com
(Possibility of re-enrollment Topic 2. Approaches, methods and models in diagnosing the financial condition of an enterprise in anti-crisis management of an enterprise - 0.15 credits).

## Literature, training materials, and information resources

### Main literature


1 GR(S)FR 1 "General requirements for financial reporting" : Order of the Ministry of Finance of Ukraine dated 03/31/1999 No. 87. URL: https://zakon.rada.gov.ua/laws/show/z0336-13#Text
2. Tax Code of Ukraine : Law of Ukraine dated 08/01/2021 No. 2755-VI. URL: https://zakon.rada.gov.ua/laws/show/2755-17.


### Additional materials


1. Lysenko Yu. I. Financial accounting: a modern course : textbook. Kyiv : Center for. Kyiv : Center for Educational Literature, 2022. 246 p.
2. Tomilin O.O., Tyutyunnyk Yu.M., Brazhnyk L.V., Drobotya Ya.A. Financial and economic dictionary : reference book / edited by prof. O. O. Tomilin. Poltava : PDAU, 2023. 108 p.
3. Finance : textbook. / edited by Dr. of Economics, prof. A. I. Krysovaty. Ternopil : Universytetska Dumka, 2024. 632 p.
4. Text of lectures on the discipline "Diagnostics of the financial state in anti-crisis management" for students of special 071 "Accounting and Taxation" and 072 "Finance, Banking, Insurance and Stock Market" / Compiled by: I. A. Yuryeva, M. O. Tkachenko; National Technical University "Kharkiv Polytechnic Institute". Kharkiv : NTU "KhPI", 2024. 153 p. URL: https://repository.kpi.kharkov.ua/handle/KhPI-Press/80719


## Grading system

The final grade for the educational component is determined by the responsible lecturer based on topics, types of classes, etc. in accordance with the syllabus and is an integral assessment of the results of all types of educational activities of the higher education applicant.

Current grades and successes of a higher education applicant are determined using the criteria and system for assessing the knowledge and skills of applicants, which is used in NTU "KhPI" by the regulation "On the criteria and system for assessing knowledge and skills and on the rating of higher education applicants" of NTU "KhPI".
The grade for the educational component is determined by the responsible lecturer for topics, types of classes, etc. in accordance with the syllabus and is an integral assessment of the results of all types of educational activities of a higher education applicant. Current control is carried out during practical classes, as well as control works. Final control is carried out according to the results of differentiated grading or as a result of accumulating grades on individual topics in the event that the applicant performs all types of current control measures. Under the conditions of the applicant's performance of the test work on the academic discipline at the test event, but in the absence of the results of the current control (practical classes), the applicant cannot be certified in the academic discipline until he liquidates his current debt. The estimated value in the quantitative form of the final assessment is determined by the formula:

$$O = \Sigma(K_i \times O_i) / \Sigma K_i$$

where $K_i$ – number of credits of the i-th type of classes; $O_i$ – quantitative assessment (points) of the i-th type of classes.
Distribution of credits by types of classes in the discipline

| Types of classes | Number of credits ($K_i$) |
|---|---|
| Practical work | 1,5 |
| Control work | 1,0 |
| Individual assignment | 1,2 |

Evaluation of each type of class ($O_i$) is carried out on a 100-point scale

### 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

Students 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

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| Approved by | 30.08.2025 | **Head of the department**<br>Oleksandr MANOILENKO |