



Syllabus Course Program



OP2.2 Marketing in anti-crisis management

Specialty

075 – Marketing

Institute

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

Educational program

Marketing

Department

Marketing (201)

Level of education

Master's level

Course type

Elective educational components, profiled package of disciplines 02 "Marketing Management"

Semester

2

Language of instruction

English

Lecturers and course developers

**Larka Ludmila**

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Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Marketing of NTU "KhPI"

Work experience – 20 years. Author and co-author of more than 100 scientific and methodical publications.

Courses: "Marketing research", "Marketing research in trade", "Marketing research in the international market", "Diagnostics of the marketing activity of the enterprise", "Management of the effectiveness of marketing activity", "Marketing in anti-crisis management"

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

General information

Summary

The course "Marketing in anti-crisis management" develops the knowledge and skills necessary to determine the intensity of crisis phenomena in the business environment of the enterprise and to determine marketing tools for stabilizing the state of the enterprise. During the training, applicants will learn the causes of crises, their symptoms and sets of marketing solutions in the anti-crisis management system

Course objectives and goals

The purpose of the discipline is to form knowledge about the specifics of using marketing tools in the anti-crisis management system

Format of classes

Lectures, workshops, consultations, self-study. Final control in the form of an exam

Competencies

GC1. Ability to make informed decisions

GC4. Ability to adapt and act in a new situation

SC6. The ability to choose and apply effective means of managing the marketing activities of a market entity at the level of an organization, division, group, network.

SC7. The ability to develop and analyze the marketing strategy of a market entity and ways of its implementation, taking into account cross-functional relationships.

SC8. The ability to form a market entity's marketing system and evaluate the effectiveness and efficiency of its functioning.

Learning outcomes

LO4. Be able to develop a strategy and tactics of marketing activity taking into account the cross-functional nature of its implementation.

LO9. Understand the essence and features of using marketing tools in the process of making marketing decisions.

LO12. Carry out diagnostics and strategic and operational marketing management for the development and implementation of marketing strategies, projects and programs.

LO13. Manage the marketing activities of the market entity, as well as its divisions, groups and networks, determine the criteria and indicators of its evaluation.

Student workload

The total volume of the course is 150 hours (5 ECTS credits): lectures - 32 hours, workshops - 32 hours, self-study - 86 hours

Course prerequisites

To successfully complete the course, you must have knowledge and practical skills in the following disciplines: "Strategic marketing", "Management of innovative development"

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

When conducting lectures, presentation materials and video materials are used. Conducting practical classes involves solving problems, cases, conducting business games. Current control is carried out in the form of testing

Program of the course

Topics of the lectures

Topic 1 Enterprise crises and tasks of anti-crisis management

Purpose, tasks and subject of the course. General concepts of crisis and crisis phenomena. Life cycle of the enterprise. Types of enterprise crises

Topic 2 Prerequisites and signs of crisis phenomena at the enterprise

Signs of the manifestation of crisis phenomena in the company's activities and the need to apply anti-crisis management. The process of developing a crisis situation. Preparation for the operation of the enterprise in crisis situations

Topic 3 Diagnostics of the crisis state of enterprises in modern economic conditions

Models for forecasting enterprise bankruptcy

Topic 4 The anti-crisis management system as a basis for preventing crisis phenomena at enterprises

Types of crisis management depending on the causes of the crisis. Anti-crisis management system and types of crisis managers. Key methods of work to prevent crisis phenomena at the enterprise

Topic 5 Impact of the crisis on the marketing activities of enterprises

Priority areas of marketing development during the crisis. Marketing measures relevant for enterprises operating in crisis conditions

Topic 6 Anti-crisis program of the enterprise and formation of the anti-crisis management system

The essence of the anti-crisis program of the enterprise. The process of forming the anti-crisis program of the enterprise

Topic 7 Goals and functions of marketing in anti-crisis management

Key marketing strategies in anti-crisis management. Use of marketing tools in the anti-crisis management system

Topic 8 Anti-crisis marketing as a component of strategic management

Marketing tasks depending on the state of demand and types of management. The essence of anti-crisis marketing strategy. Variants of anti-crisis marketing strategy

Topic 9 Production and marketing strategies of anti-crisis management

Classification of production strategies. Options for choosing a production strategy. Interrelationship of market and production strategies. Classification of strategies in anti-crisis management

Topic 10 Marketing tools in anti-crisis management

The place of marketing in the crisis management system. Crisis communications of the enterprise

Topic 11 Digital marketing as a tool for anti-crisis development of enterprises

Development of marketing at the enterprise in crisis conditions. Methods of interaction with the client that can be used in the process of anti-crisis development of the enterprise. Advantages and disadvantages of using different digital marketing methods during the crisis

Topics of the workshops

Topic 1. Study of the life cycle of the enterprise

Consideration of cases. Solving problems on the topic of analyzing the stages of the life cycle of an enterprise

Topic 2. Manifestations of crisis phenomena at the enterprise

Consideration of cases. Solving problems related to the identification of crisis phenomena in the marketing activities of the enterprise

Topic 3. Calculation of the probability of bankruptcy of the enterprise according to various models

Consideration of cases. Solving problems on the topic of determining the bankruptcy of an enterprise

Topic 4. Algorithm of anti-crisis solutions

Consideration of cases. Solving problems related to the development of solutions according to the concept of preventive, crisis and post-crisis marketing

Topic 5. Enterprise marketing complex in crisis conditions

Consideration of cases. Solving problems on the subject of the peculiarities of the marketing activity of the enterprise in crisis conditions

Topic 6. Development of an anti-crisis program of the enterprise

Consideration of cases. Solving problems related to the development of the company's anti-crisis program

Topic 7. Anti-crisis marketing strategies

Consideration of cases. Solving problems on the subject of planning anti-crisis marketing strategies

Topic 8. The LOFT system of strategic marketing to overcome the crisis

Consideration of cases. Solving problems on the subject of the peculiarities of the application of methodical tools for exiting the crisis

Topic 9. Justification of the enterprise's production strategy in crisis conditions

Consideration of cases. Solving problems on the topic of choosing the optimal strategy of the enterprise in crisis conditions

Topic 10. Study of functional subsystems of enterprise management in crisis conditions

Consideration of cases. Solving problems on the topic of ensuring a synergistic effect from the interaction of functional subsystems of enterprise management in crisis conditions

Topic 11. A scenario approach in planning the development of marketing at an enterprise in crisis conditions

Consideration of cases. Solving problems related to the implementation of the scenario approach in the anti-crisis marketing system

Topics of the laboratory classes

Laboratory work within the discipline is not provided

Self-study

An individual assignment from the course is writing a calculation assignment. The purpose of the calculation task is to diagnose the probability of bankruptcy of the enterprise and propose a set of marketing strategies in accordance with the obtained results. In order to fulfill the set goal, the following tasks must be completed: conduct an analysis of the company's financial condition; to determine the probability of bankruptcy of the enterprise according to the Altman model; conduct a diagnosis of the effectiveness of marketing activities; to offer a set of anti-crisis marketing strategies; to develop scenarios for the development of the enterprise in crisis conditions.

Applicants are also recommended additional materials (videos, articles) for independent study and analysis.

Course materials and recommended reading

Basic literature

1. Darst S., Henschel T. Crisis management for small and medium-sized enterprises. Springer. 2023. 260 p.
2. Coleman A. Crisis communication strategies: how to prepare in advance, respond effectively and recover in full. Kogan Page. 2020. 224 p.
3. Blount J. Selling in a crisis: 55 ways to stay motivated and increase sales in volatile times. Wiley. 2022. 256 p.
4. Segal E. Crisis ahead. Nicholas Brealey. 2020. 224 p.
5. Sengupta G. S., Bose P., Rajasekar D. Riding out of crisis a management perspective. Independently published. 2021. 145 p.

Additional literature

1. Deming W. E., Cahill K. E., Allan K. L. Out of the crisis. MIT Press. 2018. 448 p.
2. Nierman E. Crisis Averted: PR strategies to protect your reputation and the bottom line. Advantage Media Group. 2021. 175 p.
3. Kooor-Misra S. Crisis management: resilience and change. SAGE Publication, Inc. 2019. 264 p.
4. Island J. R. Your parachute: a simplified guide to business continuity and crisis management. Quesr Publishing. 2021. 206 p.
5. Anderson-Meli L., Koshy Sw. Public Relations crisis communication: a new model (Routledge Focus on business and management). Routledge. 2021. 96 p.

Assessment and grading

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

100% of the final grade consists of the results of the assessment in the form of an exam (40%), defense of the calculation task (30%), assessment of workshops (15%) and current control (15%).

Exam: written assignment (2 theory questions + problem solving) and oral presentation.

Current control: 2 online tests (15%)

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

28.08.2023

Head of the department
Diana RAIKO

28.08.2023

Guarantor of the educational
program
Oleksandra KOSENKO