

CRISIS MANAGEMENT

COURSE SYLLABUS

Code and name of specialty	073 – Management	Institute	Institute of Education and Science in Economics, Management and International Business
Program name	Management of organizations and Administration, Business Administration	Department	Management and taxation
Type of program	Educational and Professional	Language of instruction	English / Ukrainian

LECTURER

Kseniia Gorova, ksenya.gf@gmail.com



PhD in Economics, associate professor of the Management and taxation department (NTU “KhPI”)
 Authored and co-authored over 150 scientific publications. Courses: Basics of taxation, Risk management, Riskology, Personnel management and organizational behaving, Analysis of entrepreneurial activity

GENERAL DESCRIPTION OF THE COURSE

Summary	The course is focused at mastering the principles and methods of crisis management, implementation of basic functions of management to prevent and eliminate the consequences of crisis
Course objectives	The aim of the course is studying of basic concepts and categories of crisis management; giving an idea of anti-crisis activities as a system of financial, material and labor resources management, where a person is a subject of management and self-government; ensuring compliance with the conditions for the viability of the enterprise as a microeconomic system; acquisition of practical skills of managerial work and creation of effective and efficient interaction in the workforce.
Types of classes and control	Lectures, workshops, consultations. The course ends with a credit
Term	7

Student workload (credits) / Type of course	5 / Elective	Lectures (hours)	32	Workshops (hours)	32	Self-study (hours)	86
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Program competences	GC01. The ability to realize own rights and responsibilities as a member of society, understand the values of civil (democratic) society and the need for its sustainable development, rule of law, human and civil rights and freedoms in Ukraine. GC04. The ability to apply knowledge in practical situations. GC05. Knowledge and understanding the subject area and understanding the professional activity.
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SC02. The ability to analyze the results of organization activity, to compare them with the factors of the external and internal environment
 SC03. The ability to identify prospects of organization development
 SC12. The ability to analyze and structure the problems of an organization, to form reasonable decisions
 SC13. To understand the principles and rules of law and to use them in a professional activity.
 SC14. To understand the principles of psychology and use them in a professional activity

Learning outcomes	Teaching and learning methods	Forms of assessment (continuous assessment CAS, final assessment FAS)
LO1 To know the rights and duties as a member of society, be aware of the values of civil society, the rule of law, human and civil rights, and freedoms in Ukraine	Interactive lectures with presentations, discussions, workshops, teamwork, case method, method of feedback from students, problem-based learning	Written essays (CAS), practical assessment (CAS), online tests (CAS), oral presentation of the individual project (CAS), problem letters (CAS), credit (FAS)
LO4 To show skills of identification of problems and justification of management decisions	Interactive lectures with presentations, discussions, workshops, teamwork case method, research, project training	Written essays (CAS), practical assessment (CAS), small group presentations (CAS), online tests (CAS), credit (FAS)
LO5 To describe the content of the functional areas of the organization	Research method, practical classes, teamwork, case method, feedback method from students, individual tasks	Written essays (CAS), practical assessment (CAS), small group presentations (CAS), field research data collection and reporting (CAS), credit (FAS)
LO6 To show skills of search, collecting, and analysis of information, calculation of indicators to substantiate management decisions	Interactive lectures with presentations, discussions, practical classes, project training, teamwork	Written essays (CAS), small group presentations (CAS), online tests (CAS), credit (FAS)
LO9 To demonstrate skills of interaction, leadership, and teamwork	Interactive lectures with presentations, discussions, workshops, teamwork case method, research, project training	Written essays (CAS), small group presentations (CAS), online tests (CAS), credit (FAS)
LO10 To have the skills to substantiate effective tools for motivating the staff of the organization	Interactive lectures with presentations, discussions, workshops, teamwork case method, research, project training	Written essays (CAS), practical assessment (CAS), small group presentations (CAS), online tests (CAS), credit (FAS)
LO11 To demonstrate the skills of analyzing the situation and communicating in various areas of the organization's activities	Research method, practical classes, teamwork, case method, feedback method from students, individual tasks	Written essays (CAS), practical assessment (CAS), small group presentations (CAS), field research data collection and reporting (CAS), credit (FAS)
LO2.2 Demonstrate skills to justify management decisions using information technology and systems	Interactive lectures with presentations, discussions, workshops, teamwork, case method, method of feedback from students, problem-based learning	Written essays (CAS), practical assessment (CAS), online tests (CAS), oral presentation of the individual project (CAS), problem letters (CAS), credit (FAS)

ASSESSMENT AND GRADING

Range of points	core (points) for all types of learning activities	ECTS grading scale	The national grading scale	Allocation of grade points	100% Final assessment as a result of Final test (40%) and Continuous assessment
	90-100	A	excellent		

corresponding to grades	82-89	B	good		(60%). 40% Final test: credit 60% Continuous assessment: • 25% practical assessment • 25% individual essays • 10% mid-term control
	74-81	C			
	64-73	D	satisfactory		
	60-63	E			
	35-59	FX			
	0-34	F	Unsatisfactory (with mandatory repetition of the course)		

Course policy Students are expected to attend classes regularly, to get to class on time and stay for the duration of the class. In the case of absence, students will be required to submit all assignments to make up for the missed classes. Students are also expected to come to class having read all the required material and being ready to productively participate in the class discussions. Written assignments should be submitted before the specified deadlines.

COURSE STRUCTURE AND CONTENT

Lecture 1	Subject, methodology and tasks of crisis management	Workshop 1	The essence of crises and their impact on the activities of enterprises. Practical situation	S e l f - s t u d y	The concept of crisis in socio-economic development
Lecture 2	Characteristics of crisis phenomena in the economy	Workshop 2	Solving the situational problem of assessing external factors of the crisis		Cyclical and irregular crises
Lecture 3	Crisis classification	Workshop 3	Solving the situational problem of assessing the internal factors of the crisis		Reforms as a means of crisis management
Lecture 4	Economic theories of the emergence and spread of financial and economic crises	Workshop 4	Crisis phase assessment		Cycles of enterprise development and regularity of crises of microeconomic genesis
Lecture 5	The causes of the crisis in enterprises and forms of its manifestation	Workshop 5	Criteria and factors of the crisis		Theories of enterprise life cycle
Lecture 6	Manifestations of the crisis at the micro level	Workshop 6	Case study on the problems of forming a crisis management system at the enterprise		Exogenous factors of crises
Lecture 7	Legislation of crisis management in Ukraine and abroad	Workshop 7	Features of internal and external crisis management		Factors of crises of political, legal, regulatory nature
Lecture 8	Methodological and organizational bases of crisis management of the enterprise	Workshop 8	Monitoring and control in the crisis management system		The main features that characterize the crisis situation
Lecture 9	Bankruptcy diagnosis	Workshop 9	Organizational principles of crisis management		Legislative support of stabilization processes at the macroeconomic, sectoral and regional levels

Lecture 10	Financial rehabilitation of insolvent enterprises	Workshop 10	Formation of the optimal content of the project of financial recovery of the enterprise		Legal support for the rehabilitation of enterprises in court
Lecture 11	Restructuring strategy in the process of crisis management	Workshop 11	Internal sources of financial stabilization		Determining the solvency of the enterprise on the basis of balance sheet data
Lecture 12	Organizational and economic measures of crisis management of the enterprise	Workshop 12	Financial recovery with the involvement of resources of business owners		Experience of restructuring of industrial enterprises in Ukraine
Lecture 13	Methods for predicting the occurrence of crisis phenomena	Workshop 13	Forecasting the crisis of the enterprise		Reorganization of the enterprise
Lecture 14	Methods of crisis management	Workshop 14	Social anti-crisis measures		Mergers, acquisitions, divisions, spin-offs: essence, implementation mechanisms, advantages and disadvantages
Lecture 15	The role of strategic management in crisis management	Workshop 15	Disciplinary anti-crisis measures		Methods of credit policy and receivables management
Lecture 16	Crises in the system of public administration	Workshop 16	Determining the optimal structure of sources of financial recovery		Formation of an effective investment policy in crisis management

RECOMMENDED READING

C o m p u l s o r y	<p>1. Pursiainen, C. (2018). The Crisis Management Cycle. New York : Routledge. https://books.google.com.ua/books?id=t-xHDwAAQBAJ&printsec=frontcover&dq=crisis+management&hl=ru&sa=X&redir_esc=y#v=onepage&q=crisis%20management&f=false</p> <p>2. Van, Hoa Tran (2002). Economic Crisis Management: Policy, Practice, Outcomes and Prospects. Northampton : Edward Elgar Publishing inc. https://books.google.com.ua/books?id=A8X502mUVQkC&printsec=frontcover&dq=crisis+management&hl=ru&sa=X&redir_esc=y#v=onepage&q=crisis%20management&f=false</p> <p>3. Crandall, W. R., Parnell J. A., & Spillan J. E. (2014). Crisis Management: Leading in the New Strategy Landscape. Washington : Sage Publications inc. https://books.google.com.ua/books?id=1u5yAwAAQBAJ&printsec=fro</p>	R e c o m m e n d e d	<p>1. Kozmenko S., & Vasil'eva T. (2010). World financial crisis: causes, consequences, ways of overcoming. Sumy : Business perspectives (Бібліотека НТУ ХПІ)</p> <p>2. Regester, M., & Larkin J. (2005). Risk Issues and Crisis Management in Public Relations: A Casebook of Best Practice. London : Kogan Page. https://books.google.com.ua/books?id=MlIx4NVTz6EC&printsec=frontcover&dq=crisis+management&hl=ru&sa=X&redir_esc=y#v=onepage&q=crisis%20management&f=false</p> <p>3. Gilpin D. R., & Murphy, P. J. (2008). Crisis Management in a Complex World. Oxford : Oxford University Press. https://books.google.com.ua/books?id=1GViPr40I5cC&printsec=frontcover&dq=crisis+management&hl=ru&sa=X&redir_esc=y#v=onepage&q=crisis%20management&f=false</p> <p>4. Borghesi, A., Gaudenzi, B. (2012). Risk Management: How to Assess, Transfer and Communicate Critical Risks. Milan, New York : Springer. https://books.google.com.ua/books?id=tFbT7m72hHsC&printsec=frontcover&dq=Borghesi,+A.,+%E2%80%8E+Gaudenzi,+B.+(2012).+Risk+Management:+How+to+Assess,+Transfer+and+Communicate+Critical+Risks&hl=ru&sa=X&redir_esc=y#v=onepage&q=Borghesi%2C%20A.%2C%20%E2%80%8E</p>
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https://books.google.com.ua/books?id=P9dsDQAAQBAJ&printsec=frontcover&dq=crisis+management&hl=ru&sa=X&redir_esc=y#v=onepage&q=crisis%20management&f=false

4. Boin, A., Hart, P., Stern, E., & Sundelius, B. (2017). The Politics of Crisis Management. Cambridge : Cambridge University Press.

https://books.google.com.ua/books?id=P9dsDQAAQBAJ&printsec=frontcover&dq=crisis+management&hl=ru&sa=X&redir_esc=y#v=onepage&q=crisis%20management&f=false

20Gaudenzi%2C%20B.%20(2012).%20Risk%20Management%3A%20How%20to%20Assess%2C%20Transfer%20and%20Communicate%20Critical%20Risks&f=false

5. Chorafas, D.N. (1992). Treasure Operations and the Foreign Exchange Challenge : a Guide to Risk Management Strategies for the New World Markets . New York : John Wiley & Sons, Inc. (бібліотека НТУ ХПІ)

6. Charette, R. N. (1990). Applications Strategies for Risk Analysis . New York : McGraw-Hill-Intertext. (бібліотека НТУ ХПІ)

Academic integrity

Students are expected to adhere to the Code of Ethics of Academic Relations and Integrity of NTU “KhPI”.

The content of this syllabus is consistent with the Crisis Management course program.