



Syllabus Course Program



CRISIS MANAGEMENT

Specialty

073 - Management

Institute

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

Educational program

Management Organizations and Administration

Department

Management (204)

Level of education

Master's level

Course type

Selective (Profile training))

Semester

2

Language of instruction

English

Lecturers and course developers

**Dmytro Gorovyi**

dmytro.gorovyi@khpi.edu.ua

Doctor of Economics, Professor, Director of the Educational and Scientific Institute of International Education NTU "KhPI"

The experience of scientific and pedagogical work is more than 20 years. He is the author of more than 100 and educational works, including 10 textbooks and teaching aids, 6 monographs and more than 80 scientific articles. Leading lecturer in the disciplines: "Marketing (English)", "Enterprise Economics (English)", "Enterprise Capital (English and Ukrainian)", "Crisis Management (English)".

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

General information

Summary

The course is focused at mastering the principles and methods of crisis management, implementation the basic functions of management to prevent and eliminate the consequences of crisis.

Course objectives and goals

This course on crisis management offers students the basics in identifying, preventing, and controlling crisis situations. Students will learn analytical and practical foundations to anticipate potential crises and develop methods of avoiding or minimizing damage. Students will understand the impact of crises on the community, on the organization, and on its stakeholders. Students will demonstrate methods of diagnosing and resolving crisis situations.

Format of classes

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

Competencies

GC6. Ability to generate new ideas (creativity);
GC7. Ability to think abstractly, analyze and synthesize.

SC2. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development;
SC4. Ability to effectively use and develop the organization's resources;
SC9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation;
SC10. Ability to manage the organization and its development;
SC1.1. Ability to select and use methods and tools for crisis management of organizations.
SC1.2. Ability to develop and apply criteria for of client-oriented management, outsourcing management and organizational performance management.)

Learning outcomes

LO01. To critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.
LO02. Identify problems in the organization and justify methods of solving them.
LO03. Design effective management systems for organizations.
LO 13. To be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit).
LO1.1. Demonstrate skills in solving problems related to crisis management in the organization.
LO1.2. Identify and apply criteria for of customer-oriented management, outsourcing management and organizational performance management.
LO1.3. Demonstrate management decision-making skills on the basis of on the basis of corporate social responsibility..

Student workload

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

Course prerequisites

To complete successfully the course, you must have knowledge and practical skills in the following courses: Economics of the Company, Marketing, and Finance.

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

Interactive lectures with presentations, discussions, workshops, teamwork, case-based learning, student-peer feedback, problem-based learning, case-based learning, student-peer feedback, individual and teamwork.

Program of the course

Topics of the lectures

Topic 1. Crisis phenomena in economy

Crisis Reasons in Economy. Substantial signs of crisis. Types of crises. Economic crisis. From economic to financial crisis.

Topic 2. The financial crisis and its impact on the formation of the anti-crisis financial management system

Levels of Financial Crisis. Financial Crisis at Macro Level. Role of Central Banks in Financial Crisis Management. Global financial crisis. Causal relationships between types of crises. Types of micro financial crises. Causes of the micro financial crisis.

Topic 3. Economic emergences and financial and economic crises

The peculiarities of management of economic activity in emergencies. Circumstances of economic emergencies. Scheme of emergency economic growths. Comparison of change of hryvnia / US dollar with information events in Ukraine. The vulnerability to the onset of events. Risks of the external environment. Risks of the internal environment. How risk management can turn a crisis into an opportunity.

Topic 4. Anti-crisis management at the company

The main goals of crisis management. The scheme of enterprise capital movement. Source of attraction company's own funds and their characteristics. Source of borrowed funds attraction and their characteristics.

Topic 5. Bankruptcy diagnosis and other methods of financial diagnostics

Bankruptcy. Types of Bankruptcies. Generalization of models of comprehensive assessment of the financial condition of enterprises. Assessing the Probability of Bankruptcy. Altman's Two-factor Model (E. Altman's two-factor bankruptcy probability assessment model). Altman's Z-Score Model Formula (A five-factor model for estimating the probability of bankruptcy based on E. Altman's Z-score). Roman Lys Model for assessing financial status. Beaver Model. Taffler's Model. A generalized model developed on the basis of a discriminant function (Tereshchenko model). Rating index of Matviychuk A. forecasting model of bankruptcy. Zmijewski's Score. Conan and Holder's Model. Fulmer H Factor / Score. Gordon Springate's Model. The method of rating assessment of the financial condition (rating number).

Topic 6. Restructuring and financial sanitation of companies

Reasons for Restructuring. What are the benefits of restructuring. Types of Restructuring. Forms of Restructuring. Mergers & Acquisitions. Divestment and Spin-Offs. Differences between Merger and Acquisition. Different modes of Corporate Restructuring. Strategic Alliance. Joint Ventures. Reorganization.

Topics of the workshops

Topic 1. Crisis classification

Topic 2. Legislative support of stabilization processes at the macroeconomic, sectoral and regional levels

Topic 3. Types of emergencies. Force majeure and insurance of risks of economic emergencies

Topic 4. Capital and its place in the system of economic categories

Topic 5. Forecasting the crisis of the enterprise

Topic 6. Mergers, acquisitions, divisions, spin-offs: essence, implementation mechanisms, advantages and disadvantages

Topics of the laboratory classes

Laboratory classes within the course are not provided.

Self-study

The course involves completing an individual calculation assignment.

Course materials and recommended reading

Compulsory materials

1. Pursiainen, C. (2018). The Crisis Management Cycle. New York: Routledge.
2. Crandall, W. R., Parnell J. A., & Spillan J. E. (2014). Crisis Management: Leading in the New Strategy Landscape. Washington: Sage Publications inc.
3. Boin, A., Hart, P., Stern, E., & Sundelius, B. (2017). The Politics of Crisis Management. Cambridge: Cambridge University Press.
4. Gilpin D. R., & Murphy, P. J. (2018). Crisis Management in a Complex World. Oxford: Oxford University Press
5. Borghesi, A., Gaudenzi, B. (2012). Risk Management: How to Assess, Transfer and Communicate Critical Risks. Milan, New York: Springer
6. Fater, D. H. (2010) Essentials of Corporate and Capital Formation. John Wiley & Sons; 1st edition
7. Metrick, A., Yasuda, A. (2010) Venture Capital and the Finance of Innovation. John Wiley & Sons; 2nd edition
8. Sherman, A. J. (2012) Raising Capital: Get the Money You Need to Grow Your Business. AMACOM; 3rd edition
9. Ramirez, J. (2011) Handbook of Corporate Equity. Derivatives and Equity Capital Markets. John Wiley & Sons

Additional materials

10. Cohen, B. (2013) What Every Angel Investor Wants You to Know: An Insider Reveals How to Get Smart Funding for Your Billion Dollar Idea. McGraw-Hill Education; 1st edition
11. Ogier, T. (2004) The Real Cost of Capital: A Business Field Guide to Better Financial Decisions. Ft Pr; 1st edition

12. Van, Ho Tran (2002). Economic Crisis Management: Policy Practice, Outcomes and Prospects. Northampton: Edward Elgar Publishing inc.
13. Register, M., & Larkin J. (2005). Risk Issues and Crisis Management in Public Relations: A Casebook of Best Practice. London: Kogan Page
14. Guilhon, B., Montchaud, S. (2020) Venture Capital and the Financing of Innovation. ISTE Ltd
16. Phillips, Pul., Phillips, Pat., Paone, G., Hu, C. (2019) Value for Money. Scrivener Publishing; 1st edition

Assessment and grading

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

100% Final assessment as a result of Final test (40%) and Continuous assessment (60%).

40% Final test/

60% Continuous assessment:

- 25% practical assessment;
- 25% individual assignments (including problem sheets, reporting on fieldwork, and peer small group presentations)
- 10% mid-term control (2 online tests).

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
Olena PROKHORENKO

Date, signature

Guarantor of the educational program
Oksana MAKOVOZ