Syllabus
Course Program

CRISIS MANAGEMENT

Specialty
D3 - Managementt

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

Specialization
- *(if applicable)*

Department
Management (204

Educational program
Business Administration

Course type
Mandatory

Level of education
Second (master's level)

Form of study
Full-time, part-time, distance learning

Semester
2

Language of instruction
English

Lecturers and course developers



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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

SC1. Ability to select and use management concepts, methods and tools, particularly in accordance with defined goals and international standards;
SC10. Ability to manage an organization and its development.

Learning outcomes

LO 1. Critically examine, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.
LO 2. To identify problems in the organisation and to justify methods of their solution.
LO 6. To have skills in decision-making, justification and implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.
LO 16. To be able to develop an anti-crisis strategy for an enterprise and choose the most effective ways to prevent a crisis or minimise its effects.

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: Business diagnostics, Strategic change management, Project management.

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

Academic classes

Lectures

Topics of the lectures	Hours
Topic 1. Crisis phenomena in economy Crisis Reasons in Economy. Substantial signs of crisis. Types of crises. Economic crisis. From economic to financial crisis	2
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	2
Topic 3. 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	2
Topic 4. Profit generation	2

Revenue distribution and the formation of the net profit in the company. Calculations of net profit from operating activities. The coefficients of contribution and the operational leverage: their purpose and the difference between them. The structure of the product price	
Topic 5. Attraction of own funds for the authorized capital of the company formation Differences between public and private joint-stock company. Joint-stock company management. The difference between a society with full responsibility and a public limited liability company. Private enterprise. The peculiarity of the formation of the statutory fund LLC	3
Topic 6. Company's tax policy The tax policy of the enterprise. Tax payments, which included to the price of the products. Tax payments, which included to the cost of production	2
Topic 7. Borrowing funds attraction Differences between simple and complex accrued interest. Bank and customer relationship in lending with guarantee of a third party (the guarantor). Documents required obtaining a loan from a bank entity. Types of commercial loans and differences between them. Commercial loan in the form of consignment. Rent types and differences between them. Types of leasing and the differences between them.	3
Topic 8. Raising funds using securities and other sources of fundraising Types of securities and differences between them. The nominal and market value of securities and the differences between them. The difference between primary and secondary equity market. Cash loans from non-bank institutions. Arabian idjara loan scheme	2
Topic 9. Assets investment Working capital and its elements. Period of working capital circulation. Liquidity of working capital elements. Types of fixed assets. Fixed assets effectiveness valuation. Moral and physical wear and tear. Depreciation of fixed assts. Types of intangible assets and their valuation. Brand and its role in the company's life	3
Topic 10. Dividend Policy and investing in external objects Types of dividend accrual. Money exchange	2
Topic 11. 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).	3
Topic 12. 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	2
Topic 13. People as the source of crisis. Classification and staff structure. Determining the number of different categories of workers. Income and pay policies	2
Topic 14. Company's efficiency assessment Concepts and types of efficiency. System of performance indicators. Efficiency factors. Discounting. Net present value. Internal rate of return. Payback period	2

Total hours	**32**

Workshops

If applicable

Topics for workshops/seminars	Hours	Weighting coefficients *a*
Topic 1. Global Financial Crises 1. Global financial crises and their causes 2. History of financial crises. 3. Features of the financial crisis. 4. Top 10 global financial crises.	1	0,075
Topic 2. Crisis Models 1. The essence of the company's anti-crisis management policy 2. Crisis Models and their difference. 3. Crisis Diagnosis in Anti-Crisis Management Process in a Company. 4. Main goal of crisis management. 5. Signal detection approach for crisis management.	1	0,075
Topic 3. Profit and Income 1. Commodity price structure. 2. Break-even analysis. 3. Profit generation. 4. Income distribution and the formation of the net profit in the company. 5. Profit-making from product sales (operating activities).	2	0,1
Topic 4. Formation of the Equity Fund of the Company 1. Organizational and legal forms of the companies. 2. The peculiarity of the formation of the equity capital of LLC. 3. Raising and withdrawing capital from the equity fund of LLC. 4. The peculiarity of the equity capital formation of JSC. 5. Features of stock (shares) trading. 6. Money receipt from the issue of stocks (shares).	1	0,075
Topic 5. Accrual of interest on borrowed funds 1. Borrowing funds attraction. 2. Bank loan. Interest schemes for loans. Annuity. 3. Commercial loan. 4. The advantages of leasing.	1	0,075
Topic 6. Par and market value of a security 1. Stock. 2. Bond. 3. Bill 4. Savings certificate 5. Treasury certificate.	1	0,075
Topic 7. Working capital turnover duration calculus 1. Working (current) assets. 2. Financial cycles of working capital. 3. Financing the enterprise assets. Current Asset Financing Models.	2	0,1
Topic 8. Depreciation calculus 1. The essence of fixed assets, their composition and structure. Fixed assets valuation. Depreciation of fixed assets 2. Key features of intangible assets. Types of Intangible Assets	2	0,1

Topic 9. Forecasting the crisis of the company 1. Analysis of bankruptcy. 2. factor model for assessing the probability. 3. method of rating assessment of financial conditio. 4. Evaluation using the financial strategy matrix. 5. Other methods of bankruptcy evaluation.	2	0,1
Topic 10. Mergers, acquisitions, divisions, spin-offs: essence, implementation mechanisms, advantages and disadvantages 1. General characteristics of the restructuring process of companies 2. Benefits of restructuring 3. Types of restructuring 4. Mergers & Acquisitions 5. Divestment and Spin-Offs	1	0,075
Topic 11. Staff productivity valuation **1.** Classification and staff structure 2. Staffing at the company 3. Calculations of the number of workers 4. Productivity 5. Income and pay policies	1	0,075
Topic 12. Efficiency valuation 1. Discounting indicators of efficiency. 2. Non-discounting indicators of efficiency.	1	0,075
Total hours	**16**	$\sum_{i=1}^{n} a_i = 1$

Laboratory classes

If applicable

Laboratory classes within the course are not provided

Control works

If applicable

Topics for control works	Weighting coefficients *b*
Quiz 1 Crisis models	0,2
Quiz 2 Profit and Income	0,2
Quiz 3 Liabilities	0,2
Quiz 4 Assets	0,2
Quiz 5 Efficiency	0,2
Total	$\sum_{i=1}^{m} b_i = 1$

Self-study

Self-study includes processing of materials provided in lectures (8h), independent study of specific issues (18 h), preparation for practical classes (8h), as well as completion of an individual assignments (32 h) and preparation for the final assessment (6 h).

Work on theoretical materials

Topics for self-study	Hours
The concept of crisis in socio-economic development	1
Internal sources of financial stabilization	1
Features of internal and external crisis management	1
Cycles of company's development and regularity of crises of microeconomic genesis	2
Monitoring and control in the crisis management system	1
Capital management mechanism of the company	2
The Board of shareholders. The company - registrar	1
Free economic zones. 'Royalty'	1
Leasing loan. Mortgage	2
'Sukkuk' and other Asian options to raise funds	1
Factors of crises in political, legal, regulatory nature	1
Inflation and its impact on investment in the company	1
ABC analysis of current assets. Depreciation of intangible assets	2
Extra - dividends. Payment of dividends in shares. Opportunistic cycle	1
Total hours	**18**

Topics for individual assignments

If applicable

An individual assignment must be fulfilled by the student due to its variant which is equal to his/ her number in the list of the group. It consists of 12 sections that are the same with workshops names. Each section consists of 3-5 tasks or cases.

Topics for individual assignments
Topic 1. Global Financial Crises
Topic 2. Crisis Models
Topic 3. Profit and Income
Topic 4. Formation of the Equity Fund of the Company
Topic 5. Accrual of interest on borrowed funds
Topic 6. Par and market value of a security
Topic 7. Working capital turnover duration calculus
Topic 8. Depreciation calculus
Topic 9. Forecasting the crisis of the company
Topic 10. Mergers, acquisitions, divisions, spin-offs: essence, implementation mechanisms, advantages and disadvantages

Topic 11. Staff productivity valuation	
Topic 12. Efficiency valuation	
Total hours	**32**

Non-formal education

Non-formal education includes professional courses/training, civic education, online education, professional internships, etc. The recognition of learning outcomes acquired in non-formal education applies to both mandatory and elective academic courses/educational components. The elements of non-formal education recommended in the syllabus can be recognized through a simplified procedure without additional validation of the results (without creation of a subject committee).

Recommended training courses, internships

1. Capital Markets & Securities Analyst (CMSA®) Certification https://corporatefinanceinstitute.com/certifications/capital-markets-securities-analyst-cmsa - obtaining a certificate allows partial recognition of the course. To receive a final score, an individual assignment is required
2. Certified Financial Management Professional (CFMP) https://ismfglobal.org/course/cfmp - obtaining a certificate allows partial recognition of the course. To receive a final score, an individual assignment is required
3. Certification in Working Capital Management www.udemy.com/course/certification-in-working-capital-management - obtaining a certificate allows partial recognition of the course. To receive a final score, an individual assignment is required

Literature, training materials, and information resources

A list of sources of information and materials formatted in accordance with the standards. It's possible to split the list into sections, e.g. Main literature and Additional materials, etc.

Main literature

1. Pursiainen, C. (2018). The Crisis Management Cycle. New York: Routledge.
2. Boin, A., Hart, P., Stern, E., & Sundelius, B. (2017). The Politics of Crisis Management. Cambridge: Cambridge University Press.
3. Gilpin D. R., & Murphy, P. J. (2018). Crisis Management in a Complex World. Oxford: Oxford University Press
4. Durst, S., & Henschel, T. (Eds.). (2022). Crisis management for small and medium-sized enterprises (SMEs): Strategies for external crises. Springer Nature.
5. Rydén, P., Hossain, M. I., Kottika, E., & Škare, V. (2021). Social media storms: empowering leadership beyond crisis management. Routledge.
6. Brecher, M., & Wilkenfeld, J. (2022). A study of crisis. University of Michigan Press.
7. Guilhon, B., Montchaud, S. (2020) Venture Capital and the Financing of Innovation. ISTE Ltd
Additional materials
8. Phillips, Pul., Phillips, Pat., Paone, G., Hu, C. (2019) Value for Money. Scrivener Publishing

Additional materials

1. Fater, D. H. (2010) Essentials of Corporate and Capital Formation. John Wiley & Sons; 1st edition
2. Crandall, W. R., Parnell J. A., & Spillan J. E. (2014). Crisis Management: Leading in the New Strategy Landscape. Washington: Sage Publications inc.
3. Borghesi, A., Gaudenzi, B. (2012). Risk Management: How to Assess, Transfer and Communicate Critical Risks. Milan, New York: Springer
4. Ali, M. (Ed.). (2022). Future role of sustainable innovative technologies in crisis management. IGI Global.

Information resources

1. State Statistics Service of Ukraine http://www.ukrstat.gov.ua
2. Agency for the Development of the Ukrainian Stock Market Infrastructure https://smida.gov.ua.

Grading system

The final grade for the educational component is determined by the lecturer and is based on topics, types of activities, etc., in accordance with the syllabus. It is an integrated assessment of the results of all types of student learning activities. The final grade should reflect all the grades for the different parts of the educational process, taking into account their weighting coefficients k:

Continuous assessment (during workshops, seminars, laboratory classes) k_1	Control works (if any), k_2	Individual assignment (if any), k_3	Final assessment (for courses with exams), k_4
0,4	0,3	0,2	0,1

The sum of the coefficients must be equal to one: $k_1 + k_2 + k_3 + k_4 = 1$. The weighting coefficients for the final assessment are decided by the course developer..
The final grade is calculated using the following formula:

$$G = C \cdot k_1 + K \cdot k_2 + I \cdot k_3 + E \cdot k_4$$

where: C – weighted average score for the continuous assessment
I – individual assignment grade
K – weighted average score for the continuous assessment
E – final assessment (exam) grade

$$C = \frac{C_1 \cdot a_1 + C_2 \cdot a_2 + \ldots + C_n \cdot a_n}{\sum_{i=1}^{n} a_i}$$

де: a_i - weighting coefficient for each workshop (seminar) or laboratory class.

$$K = \frac{K_1 \cdot b_1 + K_2 \cdot b_2 + \ldots + K_m \cdot b_m}{\sum_{i=1}^{m} b_i}$$

де: b_i - weighting coefficient for each control work.

The assessments for each component (C, K, I, etc.) are based on a 100-point scale in line with the provisions of the "Criteria and System for Assessing Knowledge and Skills, and Rating of Higher Education Students" of the National Technical University "Kharkiv Polytechnic Institute."

The final grade is finalized as the calculated value of G, rounded up to the nearest integer.

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

Approved by	30.08.2025		Head of the department Nataliia SHMATKO
	30.08.2025		Guarantor of the educational program Business Administration Pavlo BRIN