



## Syllabus Course Program



# CRISIS MANAGEMENT

### Specialty

073 - Management

### Institute

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

### Educational program

Business Administration

### Department

Management (204)

### Level of education

Master's level

### Course type

Mandatory, professional training)

### Semester

2

### Language of instruction

English

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## Lecturers and course developers



### Dmytro Gorovyi

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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);

SC 12. Ensure business sustainability in a global environment. Find ways to prevent crises or minimize their effects in the context of continued economic globalization.)

## 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.

LO16. To be able to develop a crisis strategy for the enterprise and chose the most effective ways to prevent a crisis or minimize its impact.

## 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, students 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

### 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. 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 4. Profit generation

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.

#### 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.

#### 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.

#### 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.

#### 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 assets. Types of intangible assets and their valuation. Brand and its role in the company's life.

#### Topic 10. Dividend Policy and investing in external objects

Types of dividend accrual. Money exchange.

#### 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).

#### 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.

#### Topic 13. People as the source of crisis.

Classification and staff structure. Determining the number of different categories of workers. Income and pay policies.

#### 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.

### Topics of the workshops

Topic 1. Crisis classification

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

Topic 3. Profit calculations of the company.

Topic 4. Formation of the authorized capital 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

### 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. Durst, S., & Henschel, T. (Eds.). (2022). Crisis management for small and medium-sized enterprises (SMEs): Strategies for external crises. Springer Nature.
  8. Ali, M. (Ed.). (2022). Future role of sustainable innovative technologies in crisis management. IGI Global.
  9. Rydén, P., Hossain, M. I., Kottika, E., & Škare, V. (2021). Social media storms: empowering leadership beyond crisis management. Routledge.
  10. Brecher, M., & Wilkenfeld, J. (2022). A study of crisis. University of Michigan Press.
  11. Guilhon, B., Montchaud, S. (2020) Venture Capital and the Financing of Innovation. ISTE Ltd
- Additional materials
12. 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 (40%) Exam and Continuous assessment (60%).
- 40% Exam/
- 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



Head of the department  
Olena PROKHORENKO

August 28, 2024

Guarantor of the educational  
program



Pavlo BRIN

August 28, 2024