

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL
SCIENCES OF UKRAINE**

Department of Production and Investment Management

CONFIRMED

Faculty of Agricultural Management

“05” June 2025

**PROGRAM OF THE COURSE
CRISIS MANAGEMENT**

| | |
|------------------|--|
| Field of Study | 07 Management and Administration |
| Specialty | <u>073 “Management”</u> |
| Academic Program | <u>“Management”</u> |
| Faculty | <u>Agricultural Management</u> |
| Developers: | <u>Alekseieva K.A., PhD (Public Administration), As. Professor of Production and Investment Management Department</u> |

Kyiv – 2025

Description of the course "Crisis management" is optional. The discipline is aimed at determining the essence, trends, and methods of crisis management; state regulation of crisis situations; study of the possibilities and necessity of anti-crisis management; key factors of anti-crisis management; study of development trends and practical possibilities of anti-crisis management, its functions and directions; features of using basic organizational management tools, study of the influence of various factors on ensuring the effectiveness of the management system. As a result of studying the educational component, higher education applicants will master the required competencies for forecasting, softening or escaping crisis.

| Field of Study, Specialty, Academic program, Academic degree | | |
|---|------------------|-----------|
| Academic degree | Bachelor | |
| Specialty | 073 “Management” | |
| Academic Program | Management | |
| Characteristics of the course | | |
| Type | Optional | |
| Total number of hours | 150 | |
| Number of ECTS credits | <u>5</u> | |
| Number of content modules | <u>2</u> | |
| Term paper/Project paper | - | |
| Form of assessment | Exam | |
| Indicators of the course for full-time and part-time forms of study | | |
| | Form of study | |
| | Full-time | Part-time |
| Year of study | 4 | - |
| Semester | 7 | - |
| Lecture classes | 15 hours. | -. |
| Seminars | 30 hours | - |
| Laboratory | - | - |
| Self-study | 105 hours. | - |
| Hours per week (full-time program) | 3 hours | - |

1. Purpose, competencies and program outcomes of the course

The purpose of studying the discipline is to research theoretical and practical aspects of anti-crisis management as one of the main types of management at domestic enterprises in modern conditions of economic development.

Acquisition of competencies:

integral competence (IC): the ability to solve complex specialized problems and practical problems that are characterized by complexity and uncertainty of conditions, in the field of management or in the process training involving the application of theories and methods social and behavioral sciences.

general competencies (GC): GC 11 Ability to adapt and act in a new situation

GC 12 Ability to generate new ideas (creativity)

GC 14 Ability to work in an international context.

special competencies (SC): SC 2

SC 3 Ability to determine the prospects for the development of the organization

SC 8 Ability to plan organizational activities and manage time.

SC 12 Ability to analyze and structure organizational problems, and formulate sound decisions.

Program learning outcomes (PLO):

PLO 6 Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

PLO 12 Assess the legal, social and economic consequences of the organization's operations.

PLO 26 Conduct research into the international business environment and determine the specifics of an enterprise's entry into foreign markets.

[illegible]

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|-------------|-----|----|----|--|--|-----|--|--|--|--|--|
| Total hours | 150 | 15 | 30 | | | 105 | | | | | |
|-------------|-----|----|----|--|--|-----|--|--|--|--|--|

3. Lecture topics

| N | Topics | Hours |
|-------|--|-------|
| 1 | Theoretical foundations of crisis management | 1 |
| 2 | Methodology of anti-crisis management at the macro level | 1 |
| 3 | Anti-crisis fiscal and monetary instruments for regulating the economy | 2 |
| 4 | The concept of the life cycle (LC) of an enterprise in the context of anti-crisis management | 2 |
| 5 | Anti-crisis management strategies at different stages of the enterprise life cycle | 2 |
| 6 | Strategy and tactics of crisis management | 2 |
| 7 | Marketing in anti-crisis management | 2 |
| 8 | Project approach in crisis management | 1 |
| 9 | Innovations in anti-crisis management | 1 |
| 10 | Human factor in crisis management | 1 |
| Total | | 15 |

4. Topics of seminar (practical, laboratory) classes

| N | Topics | Hours |
|-------|---|-------|
| 1 | The essence, necessity and types of controlling | 2 |
| 2 | Organization of controlling at the enterprise | 2 |
| 3 | Centers of responsibility as an object of controlling | 2 |
| 4 | Organization of managerial accounting in the system of controlling | 4 |
| 5 | System of planning and budgeting at the enterprise | 4 |
| 6 | Economic analysis in controlling | 4 |
| 7 | Methodical toolkit of operative controlling | 4 |
| 8 | Expert diagnostic of economic and financial state of the enterprise | 4 |
| 9 | Controlling of investment projects | 2 |
| 10 | Controlling in the system of decision making | 2 |
| Total | | 30 |

5. Self-study work topics

| N | Topics | Hours |
|-------|--|-------|
| 1 | Module 1. The essence of crisis management: writing an abstract on one of the offered topics | 50 |
| 2 | Module 2. Preparing a presentation on the researched topic. | 55 |
| Total | | 105 |

6. Methods and diagnostic tools for learning outcomes

- oral or written survey;
- interview;
- testing;
- defense of practical works, projects;

7. Methods of teaching:

- problem-based learning method;
- practice-oriented learning method;
- case method;

- project-based learning method;
- research-based learning method;
- discussion-based learning method;
- teamwork, brainstorming method
- gamified learning method.

8. Assessment of learning outcomes.

The knowledge of a higher education applicant is assessed on a 100-point scale and is converted into a national assessment in accordance with the current "Regulations on Examinations and Tests at the NUBiP of Ukraine"

8.1. Distribution of grades by types of educational activities

| Type of educational activity | Learning outcomes | Assessment |
|---|--|------------|
| Module 1. " Theoretical foundations of crisis management " | | |
| Lecture 1 | - | - |
| Practical work 1. Test 1 | PLO 6 Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions. | 10 |
| Lecture 2 | - | - |
| Practical work 2. Test 2 | PLO 12 Assess the legal, social and economic consequences of the organization's operations. | 10 |
| Lecture 3 | - | - |
| Practical work 3. | PLO 19 Demonstrate the ability to make independent decisions, develop a sufficient number of alternative options, choose optimal solutions and bear responsibility for their implementation. PLO 22 Create internal control, analyze business activities, conduct audits and implement management accounting. | 10 |
| Lecture 4 | | - |
| Practical work 4. Test 4 | PLO 19 Demonstrate the ability to make independent decisions, develop a sufficient number of alternative options, choose optimal solutions and bear responsibility for their implementation. PLO 22 Create internal control, analyze business activities, conduct audits and implement management accounting. | 10 |
| Lecture 5 | | - |
| Practical work 5. Test 5 | PLO 6 Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions. PLO 14 Identify the causes of stress, adapt yourself and team members to the stressful situation, and find ways to neutralize it | 10 |
| Self-study work 1. | PLO 6 Demonstrate skills in searching, | 20 |

| | | |
|--|--|------------|
| | <p>collecting and analyzing information, calculating indicators to justify management decisions.</p> <p>PLO 19 Demonstrate the ability to make independent decisions, develop a sufficient number of alternative options, choose optimal solutions and bear responsibility for their implementation.</p> <p>PLO 26 Conduct research into the international business environment and determine the specifics of an enterprise's entry into foreign markets.</p> | |
| Module work 1. | | 30 |
| Total for module 1 | | 100 |
| Module 2. "Content of crisis management " | | |
| Lecture 6 | | |
| Practical work 6. Test 6 | <p>PLO 19 Demonstrate the ability to make independent decisions, develop a sufficient number of alternative options, choose optimal solutions and bear responsibility for their implementation.</p> <p>PLO 26 Conduct research into the international business environment and determine the specifics of an enterprise's entry into foreign markets.</p> | 10 |
| Lecture 7 | | |
| Practical work 7. | PLO 6 Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions. | 10 |
| Lecture 8 | | |
| Practical work 8. | PLO 19 Demonstrate the ability to make independent decisions, develop a sufficient number of alternative options, choose optimal solutions and bear responsibility for their implementation. | 10 |
| Lecture 9 | | |
| Practical work 9. Test 9 | PLO 26 Conduct research into the international business environment and determine the specifics of an enterprise's entry into foreign markets. | 10 |
| Lecture 10 | | |
| Practical work 10. | PLO 15 Demonstrate the ability to act socially responsible and socially conscious based on ethical considerations (motives), respect for diversity and interculturality. | 10 |

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|-----------------------------|--|------------|
| Self-study work 2. | PLO 6 Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions. PLO 19 Demonstrate the ability to make independent decisions, develop a sufficient number of alternative options, choose optimal solutions and bear responsibility for their implementation. PLO 26 Conduct research into the international business environment and determine the specifics of an enterprise's entry into foreign markets. | 20 |
| Module work 2. | | 30 |
| Total for module 2 | | 100 |
| Educational work | (M1 + M2)/2*0,7 ≤ 70 | |
| Exam | | 30 |
| Total for the course | (Educational work + exam) ≤ 100 | |

8.2. Scale for assessing of knowledge of a higher education applicant

| Higher education applicant rating, grades | National grading system (exams/credits) |
|---|---|
| 90-100 | Excellent |
| 74-89 | Good |
| 60-73 | Satisfactory |
| 0-59 | Unsatisfactory |

8.3. Assessment Policy

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|---|---|
| Deadline and resubmission policy | Works submitted after the deadline without good reason will be given a lower grade. Modules can be retaken with the permission of the lecturer if there are good reasons (for example, sick leave). |
| Academic Integrity Policy | Cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays must have correct text references to the literature used |
| Attendance Policy | Attendance at classes is mandatory. For objective reasons (e.g. illness, international internship), studies may be conducted individually (online upon agreement with the dean of the faculty). |

9. Educational and methodological support:

- <https://elearn.nubip.edu.ua/course/view.php?id=4701> ;
- Алексеева К.А., Суханова А.В. Антикризовий менеджмент. Методичні вказівки для підготовки до практичних занять, виконання самостійної роботи та підготовки до екзамену з дисципліни «Антикризовий менеджмент» студентів спеціальності 073 «Менеджмент», освітньо-професійна програма «Управління інвестиційною діяльністю та міжнародними проектами» факультету аграрного менеджменту НУБіП України Київ: Вид. центр НУБіП, 2021. 170 с. URL: https://nubip.edu.ua/sites/default/files/u317/2021_mv_antikrizoviy_menedzhment_suhanova_alekseieva.pdf
- Shynkaruk L., Alekseeva K., Dielini M. Crisis management: study guide for the students of the specialty 073 “Management”. Kyiv. NULES, 2023. 318 p. URL:

10. Recommended sources of information

1. Алексеева К.А. Державна підтримка бізнесу в період криз та глобальних загроз. *Наукові перспективи (Naukovі perspektivi)*.3 (45). 2024. URL: [https://doi.org/10.52058/2708-7530-2024-3\(45\)](https://doi.org/10.52058/2708-7530-2024-3(45))
2. Алексеева К.А. Сутнісні засади державного регулювання економікою: кратологічний підхід. *Актуальні проблеми економіки № 2 (272)*. 2024. URL: https://eco-science.net/wp-content/uploads/2024/02/2.24._topic_Kateryna-A.-Alekseieva-91-95.pdf
3. Алексеева К.А., Слободяник А.М., Цоколь О.П. Обґрунтування інструментів зниження ризиків при здійсненні інвестицій в аграрному секторі. Вчені записки Таврійського національного університету ім. В.І. Вернадського. Серія: Економіка і управління. Том 32 (71). №3, 2021. с.32 – 37. URL: <http://dx.doi.org/10.32838/2523-4803/71-3-6>
4. Alekseeva, K., Ostapchuk, A., & Vdovenko, N. Activization of entrepreneurship in terms of changing institutional conditions: the agricultural priority (2023) *Modern Science*. P. 5-17. URL: <https://sried.eu/kateryna-alekseeva-anatolii-ostapchuk-nataliia-vdovenko-activization-of-enterepreneurship-in-terms-of-changing-institutional-conditions-the-agricultural-priority/>
5. Alekseeva, K.A., Reznik, N.P., Cherkasov, A.V. & Ostapchuk, A.D. (2023) Influence of the Digitalization on Human Development in the Process of Constructing a Welfare Economy. *Lecture Notes in Networks and Systems 495 LNNS*, pp. 885–898. DOI: https://doi.org/10.1007/978-3-031-08954-1_74/
6. Shynkaruk L., Dielini M., Alekseeva K., Artiukh T., Sukhanova A. Project management: study guide of the specialty 073 “Management”. Kyiv: NULES of Ukraine, 2022. 318 p. URL: <https://drive.google.com/file/d/14zCR3RNua6uPJz0tmCYZcDSluJILfPI0/view>
7. Shynkaruk, L., Alekseeva, K. & Tsokol, O. (2021) Directions of activation of investment activity of small and medium enterprises of the agricultural sector. *Bioeconomics and Agrarian Business*. DOI: 10.31548/bioeconomy2021.01.005. URL: <http://journals.nubip.edu.ua/index.php/Bioeconomy/article/view/15423>
8. Zbarsky V.K., Reznik N.P., Ostapchuk A.D., Alekseeva K.A., Kotliarov V.O. Institutional and Informational Prerequisites of Secure Development of Farms in the Agrarian Economy Model of Ukraine. *Studies in Systems, Decision and Control*, 2025. 546. P. 623–636. URL: <https://www.scopus.com/authid/detail.uri?authorId=57216253105>