

NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES
OF UKRAINE

Department Production and Investment Management



«APPROVED»
Dean of the faculty
Ostapchuk A.D.
_____ 2022

“ENDORSED”
by department's meeting
Record № 9 dated on "27.06" 2022
Head of the department
_____ M.M. Dielini

”REWIEVED ”
Guarantor of the academic program

V.V. Lutsiak

Work program of the academic discipline

CRISIS MANAGEMENT

Specialty 073 «Management»
Academic program Management

Faculty Agrarian management

Developer: Alekseieva K., PhD (Public Administration), As.Professor

Kyiv – 2022

1. Academic discipline description

“Crisis Management”

Branch of knowledge, specialty, educational program, educational level		
Academic degree	Bachelor	
Specialty	073 “Management”	
Academic Program	Management	
Characteristics of the educational discipline		
Kind	Selective	
Total quantity of hours	210	
Quantity of ECTS credits	7	
Number of content modules	2	
Course project (work)		
Form of control	Exam	
Indices for full-time and part-time forms of study		
	Full-time study	Part-time study
Year of preparation	1	
Semester	1	
Lectures	15 hours	
Practical classes	15 hours.	
Labor classes		
Independent work	180 hours.	
Individual tasks		
Number of weekly hours for full-time study form: classroom - independent work of the student –	2 hours	

2. Purpose, tasks and competencies of the discipline

The *purpose of the discipline* is to determine the nature, place, role, main types of crisis phenomena and stages of crisis of the enterprise, to reveal methodological approaches to developing "rules of effective behavior in crisis", as well as to analyze some ways to prevent and overcome crises in foreign and domestic organizations. that function successfully in different conditions.

The task of studying the discipline is theoretical and practical training of students to understand the nature, methodology and techniques of crisis management in terms of recognizing crisis phenomena (symptoms, cause, nature, level and time of impact); forecasting the consequences of the development of crisis phenomena and their impact on the results of the enterprise; identifying ways to prevent and / or mitigate the crisis; ensuring the functioning of the enterprise in crises (especially local, as well as systemic, strategic), stabilization of individual subsystems of the enterprise to overcome (mitigate) the manifestations of the systemic crisis of the enterprise as a whole to create opportunities for its further development or (if anti-crisis measures did not work) - liquidation (in different ways); liquidation of the consequences of the crisis and / or liquidation of the enterprise (in particular, under the bankruptcy procedure); development of the enterprise on a new basis, if the crisis has been overcome.

As a result of studying the discipline students should

Know: the causes of crises in the economy and in the management system; economic mechanism of crisis in the enterprise; methods of diagnosing crisis situations at the enterprise; the main signs of readiness of the enterprise, its managers and personnel to prevent, overcome or minimize the consequences of crisis phenomena; development of strategies and approaches to enterprise development taking into account potential crisis phenomena; modern methods and tools of crisis management;

Be able to: conduct rapid diagnostics of the enterprise in order to identify potential (latent) crisis situations and phenomena; to make the forecast of prospects of occurrence and development of crisis situations on the basis of the express analysis; to determine the main directions of prevention, overcoming and minimizing the consequences of crisis phenomena at the enterprise.

Acquisition of competencies:

General competencies (GQ):

3K 5. Knowledge and understanding of the subject area and understanding of professional activity.

Professional (special) competencies (PC):

CK 2. Ability to analyze the results of the organization, compare them to the factors of external and internal environment.

CK 3. The ability to determine the prospects for the development of the organization.

CK 4. Ability to identify functional areas of the organization and connections among them.

CK 7. Ability to choose and use modern management tools

CK 10. Ability to evaluate the work performed, provide them quality and motivate the staff of the organization

3. Program and structure of the discipline: full-time (part-time) form of study

Titles of content modules and topics	Quantity of hours												
	Day department						Part-time department						
	total	including					total	including					
		l	p	lab	indiv	indep		l	p	lab	ind	inde	
1	2	3	4	5	6	7	8	9	10	11	12	13	
Content module 1. Theoretical basics of crisis management													
Topic 1. The theoretical basis of anti-crisis management	29	2	2		25			-	-			-	
Topic 2. Crisis management methodology on macro level	29	2	2		25			-	-			-	
Topic 3. The concept of the Life Cycle (LC) of the enterprise in crisis management	29	2	2		25			-	-			-	
Topic 4. Influence of the external environment on the enterprise	29	2	2		25			-	-			-	
Total for module 1	116	8	8		100			-	-			-	
Content module 2. The content of the crisis management													
Topic 5. Strategy and tactics of crisis management	30	2	3		25			-	-			-	
Topic 6. Project approach in crisis management	30	3	2		25								
Topic 7. Innovations in anti-crisis management	34	2	2		30			-	-			-	
Total for module 2	94	7	7					-	-			-	
Total	210	15	15		180			-	-			-	
Corse work									-	-		-	

<i>Total</i>	210	15	15		180		-	-	-			-
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4. Topics of practical classes

№	Topic	Hours
1	Topic 1. The theoretical basis of anti-crisis management	2
2	Topic 2. Crisis management methodology on macro level	2
3	Topic 3. The concept of the Life Cycle (LC) of the enterprise in crisis management	2
4	Topic 4. Influence of the external environment on the enterprise	2
5	Topic 5. Production plan of the project	2
6	Topic 5. Strategy and tactics of crisis management	3
7	Topic 7. Innovations in anti-crisis management	2
Total:		15

5. Control questions, sets of tests to determine the level of knowledge acquisition by students

1. The main features, varieties and causes of the crisis of the enterprise.
5. Stages of the crisis process.
6. The main signs of crisis manifestation at the enterprise.
7. Variants of crisis phenomena.
8. Dynamics of manifestation of established varieties of crisis phenomena.
9. Mechanism of formation of a crisis situation at the enterprise.
10. Key features of the crisis situation of the business structure.
11. Methodology for determining and assessing the depth and extent of the crisis of the enterprise.
12. Indicator systems and non-formalized indicators of the crisis process at the firm.
13. Integral indicators for determining the economic crisis of the business structure.
14. Models of diagnostics of the economic crisis of the enterprise.
15. The main elements of the anti-crisis activities of the business structure.
16. Characteristics of elements of the system of crisis management enterprise.
17. The main stages of the crisis management process of the business entity.
18. The set of goals of the crisis management enterprise.
19. The main functions of the subjects of crisis management of the firm.
20. Stages of the design process of the crisis management system of enterprises.
21. The main methodical approaches to the formation of the system of crisis management of the enterprise.
22. Method of forming a set of special functions of the system based on the matrix approach.
23. Block-modular method of constructing a system of crisis management. The main stages of the development of management procedures at the enterprise.
24. Used methods of formalization of processes of crisis management of the enterprise.
25. The main strategies for the implementation of the crisis management system.
26. Preparation for implementation of crisis management system in specific conditions of activity.
27. Control over implementation of work on the implementation of the anti-crisis management system project.
28. Organization of implementation of crisis measures.
29. The essence and types of crisis monitoring.
30. Basic procedures for crisis monitoring.
31. The essence and typology of conflicts in the labor collective of the enterprise.
32. Model of the conflict process at the enterprise.
33. Methods and methods for overcoming conflicts.
34. The main directions of evaluation of the effectiveness of the crisis management system of enterprises.

Example of a ticket for the exam

National Unaversity of Life and Environmental Sciences of Ukraine			
EL «Master»	Faculty of Agrarian Management Production and Investment Management Department	EXAMINING TICKET 1 from the discipline "Crisis management"	Approved Head of department

	2022 – 2023 ed. year	(English language discipline)	(signature) Dielini M.M. <hr/> 2022 y.
<i>Exam question</i> <i>(10 grades maximum)</i>			
1. The essence of the crisis			
2. Comparative characteristics of the traditional and crises management.			

Test

1. The techniques of crisis management include
 - a) a number of consequent steps from the understanding of the influence of the crisis on the firm to preventing, alleviating, and overcoming the different types of crisis
 - b) a number of inevitable steps from the understanding of the influence of the crisis on the firm to preventing, alleviating, and overcoming the different types of crisis
 - c) nothing mentioned
2. Crisis management consists of different aspects including:
 - a) Methods used to respond to both the reality and perception of crisis.
 - b) Establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanisms.
 - c) Communication that occurs within the response phase of emergency-management scenarios
 - d) Everything mentioned
3. Crisis manager should be able:
 - a) To form a team
 - b) To organize a system of transforming and saving information
 - c) To delegate
 - d) To postpone the problems if they can be solved later
 - e) Everything mentioned
4. Crisis management is the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders
 - a) true
 - b) false
5. The study of crisis management originated with the large-volumes of industrial and environmental disasters
 - a) in the 1980s
 - b) in the 1990s
 - c) in the first decade of the 21st century

6. Crises are in the processes of functioning themselves: there are contradictions between the level of technique and the personnel qualifications

- a) true
- b) false

7. By definition, crises are large-scale, unexpected, serious, negative developments. They are likely to create instant chaos, regardless of how well your company is managed under normal business conditions.

- a) true
- b) false

8. A crisis is an event which has the potential to fundamentally change an organization. It is a concrete threat to the well-being, credibility, reputation, and possibly even the existence, of a business.

- a) true
- b) false

9. Crisis management is

- a) in forecasting and escaping crises
- b) in softening the crises
- c) in eliminating the negative consequences of the crises and even transforming them into positive changes.
- e) Everything mentioned

10. Ideal life cycle includes all the stages of the real life cycle plus the stage of emerging idea: idea, discussing of the idea, implementing of the idea

- a) true
- b) false

_____ **Алексеева К.А.**

6. Methods of studying

To activate the process of teaching students in the study of discipline, the following educational technologies and tools are used:

-The lectures clear with clearly structured material; the students focus on problematic issues; Specific examples of practical application of the obtained knowledge are given; turn to the foreign experience of solving certain problems; Students are encouraged to critically perceive new material instead of passive note-taking; visual materials, diagrams, tables, models, graphs are used; the technical means of teaching are used: a multimedia projector, slides, etc.;

-At practical lessons are introduced various educational technologies: discussion of problems, discussions; solution of situational exercises; solution of problem issues; brain storm; case methods; presentations; analysis of a specific situation; work in small groups; role playing and business games;

banks of visual accompaniment; written control of knowledge; Individual and group polls; cross-checking of tasks with the following argumentation of the submitted evaluation, etc.

Obligatory elements for activating students' educational work are the clear control of attending classes by students, encouraging learning activity, and fair differentiation of grades.

9. Forms of control

Modules and rating system of organization of education and control of knowledge in discipline was developed to accelerate auditorium and self-educational work within intersession period through concretization of the amount of educational materials, its differentiation according to complexity and importance, to stimulate systematic work of students during the semester, to raise the level of their practical work.

Sharing the discipline on modules and their general content

Educational discipline is studied by masters of the Faculty of Agrarian Management during the semester.

Discipline is divided on 2 modules, which comprise lectures' material, practical work in proper theme. The level of students' knowledge and understanding of proper modules will be estimated according to results of students' participation in seminars, performing of practical works as well as control works. The final control is a pretest.

Semester calculated rating is 100 points. According to recommended correlation the rating in educational work is 70 points, in attestation – 30 points.

Participation in seminars, performing each practical work can be estimated differentially according to the level of their complexity. Penalties will be used for missed lectures, practical work and seminars.

Determination of students' rating and estimation of his knowledge

The main mark for the semester can be calculated according to general rating $R_{\text{ДИС}}$, which comprise the sum of educational rating ($R_{\text{НП}}$) and attestation (pretest) ($R_{\text{ЗАЛ}}$). The system of penalties ($R_{\text{ШТФ}}$) can be used during determination of the educational students' rating, in particular for each missed lectures or practical work or seminar – minus 2,1 points (up to 5 % from $R_{\text{НП}}$). The student can receive additional amount of points ($R_{\text{ДР}}$) for performance of unplanned work (production of educational books etc): general amount of points can not exceed 10,0 (10% from maximal amount of points for the discipline).

If the students' rating below then 35 points (50% from $R_{\text{НП}}$), he is not allowed to do attestation and obliged to maintain his rating until the beginning of exam or pretest session. Students, who have received 35,7 – 59,0 points during the semester (51% from $R_{\text{НП}}$ - 59% from $R_{\text{ДИС}}$), allowed to pass pretest. Other students will receive note “passed” into the proper cell of exam and pretest book. Pretest can be recognized as “passed” if student has received on the pretest such amount of points, which in total with $R_{\text{НП}}$ will be at list 60,0 (60% from $R_{\text{ДИС}}$).

The procedure of implementation

Module and rating system of education and control of education and control of students' knowledge will be implemented into the educational process.

Before beginning of the studying of the discipline students have to be familiarize with mentioned Provision, quantitative indicators of each work estimation and discipline at all, terms of

control of knowledge of separate modules. Lecturer should inform students concerning their rating regularly during the semester.

Results of knowledge control should be noted in the proper sheet.

Rating estimation of modules

Term of education, weeks	Number of modules	Duration of educational process, hours	Credits ECTS	Rating mark of module, points		
				min	max	fact
1-8	1	36	1	0 6	0 10	1
9-16	2	54	1,5	0 6	0 10	1,5
Total 16	2	90	2,5	0 6	0 10	2,5

$$R_{\text{дис}} = R_{\text{нр}} = 0,3R_{\text{ат}}$$

$$R_{\text{нр}} = (0,7 (R_{13\text{м}} \times 1 + R_{23\text{м}} \times 1)) : 2 + R_{\text{др}} - R_{\text{штр}}$$

General rating mark in discipline

Given Mark (National System)	Mark (ECTS)	Rating in discipline, points
Excellent	A	90-100
Good	B	82-89
	C	75-81
Satisfactory	D	66-74
	E	60-65
Not-Satisfactory	FX	35-59
	F	01-34

9. Methodical providing

This work program of academic discipline, a summary of lectures, plans of seminars and practical classes, tasks for independent work, express control, tasks for final control.

10. Recommended literature

Main:

1. Антикризове управління: навчальний посібник / Б.Г. Шелегеда, О.М. Шарнопольська, М.В. Румянцев. - ТОВ «ВРА «Епіцентр», 2013. – 252 с.

2. Белай С. В. Державні механізми протидії кризовим явищам соціально-економічного характеру: теорія, методологія, практика : монографія / С.В. Белай. – Х. : Вид-во НАНГУ, 2015. – 349 с.
3. Василенко В. О. Антикризове управління підприємством: навч. посібник [для студ. вищ. навч. закл.] / В. О. Василенко. – К.: ЦУЛ. – 2013. – 504 с.
4. Кульчій І.О., к. держ. упр., доц. кафедри держ. управління і права. К 90 Антикризове управління: навчальний посібник. – Полтава: ПолтНТУ, 2016. – 120 с.
5. Скібіцька Л. І. Антикризівий менеджмент [текст] : навч. посіб. / Л. І. Скі-біцька, В. В. Матвєєв, В. І. Щелкунов, С. М. Подреза. – К. : «Центр учбової літератури», 2014. – 584 с.

Additional:

6. Антикризисное управление 2-е изд., доп. и перераб. / Под ред. проф. Э.М. Короткова. – М.: ИНФРА-М, 2010. – 620 с.
7. "Антикризове управління". Навчальний посібник під ред. Короткова Е.М., – М.: "ИНФРА-М", 2002, с. 432.
8. Баумгартен Л.В. Стратегический менеджмент в туризме: Практикум. – М.: Аспект Пресс, 2006. – 176 с.
9. Бирюкова О., Бочкова Л. Приемы антикризисного менеджмента PDF Учебное пособие. — М.: 10. Дашков и Ко, 2008 — 430 с. — ISBN 978-5-91131-691-4.
11. Бланк І.О., Гуляєва Н.М. Інвестиційний менеджмент: Підручник / А.А. Мазаракі (заг.ред.). – К., 2003. – 397 с.
12. Родіонова Н.В. "Антикризовий менеджмент". – М.: "ЮНІТІ", 2002. – с. 223.
13. Dawn R. Gilpin; Priscilla J. Murphy Crisis Management in a Complex World. Oxford University Press, 2008.
14. Michael J., Fagel Crisis Management and Emergency Planning: Preparing for Today's Challenges. – CRC Press, 2013. - 550 Pages

LINKS:

1. <http://www.management.com.ua/> – Інтернет портал для управлінців
2. <http://www.strategy.com.ua/> – Журнал «& Стратегії»
3. <http://webinary.com.ua> – Портал вебінарів
4. <http://sociolog.in.ua> – Портал гуманітарних наук
5. <http://land.siteedit.su> – Книги для студентів
6. Господарський кодекс України (Відомості Верховної Ради України (ВВР), 2003, №18, №19–20, №21–22, ст.144). Зміни 2012 року [Електронний ресурс]. – Режим доступу: <http://zakon2.rada.gov.ua/laws/show/436-15>, вільний. – Загл. з екрана.
7. Державна служба статистики України [Електронний ресурс]. – Режим доступу: <http://www.ukrstat.gov.ua/>, вільний. – Загл. з екрана.
8. Національний банк України. [Електронний ресурс]. – Режим доступу: <http://www.bank.dov.ua>, вільний. – Загл. з екрана.
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10. Урядовий портал [Електронний ресурс]. – Режим доступу: <http://www.rada.gov.ua/6>, вільний. – Загл. з екрана.

