

INFORMATION REFERENCE

Full name of the discipline	<i>Crisis management</i>
Type of discipline	<i>Selective</i>
Semester	<i>7</i>
Number of ECTS credits	<i>4</i>
Level of higher education	<i>first (bachelor's degree)</i>
Educational programme	<i>Entrepreneurship, trade and exchange activity</i>
Language of instruction, teaching	<i>Ukrainian</i>
ESI/faculty	<i>ESI of Economics and Management</i>
Department	<i>Entrepreneurship and business-administration</i>
Name of lecturer(s)	<i>Associate Professor, PhD in Economics Vitalina Konenko</i>
Contacts of lecturer(s)	<i>Vitalina.Konenko@gmail.com</i>

The purpose of the discipline: the objective is to develop students' competencies in understanding the fundamental principles, core categories, modern concepts, theoretical foundations, and practical methods of crisis management. This includes defining the essence, role, and main types and stages of crisis phenomena, analyzing experiences in crisis prevention and resolution, and developing practical tools for mitigating the threat of bankruptcy.

Interdisciplinary connections: «Planning and Control in Entrepreneurship», «Financial Analytics», «Business Projects in Entrepreneurship».

CONTENTS:

CONTENT MODULE 1. Theoretical Foundations of Crisis Management.

The concept of crisis in the system of enterprise functioning and development and the factors that cause its emergence. Features and typology of crises. Cyclicity of crisis phenomena in the economy at the current stage. Signs of crisis manifestations in enterprise activities. Development of a crisis situation and methods for its diagnosis and forecasting. Preparation for enterprise functioning in crisis situations. The concept of the enterprise life cycle, characteristics of its stages, and indicators. Financial condition indicators requiring special attention at different stages of the enterprise life cycle. The external environment of the enterprise and the parameters influencing the duration and configuration of the enterprise's life cycle. Analytical basis of state regulation of crisis phenomena. The role of the state in crisis management.

CONTENT MODULE 2. Methodological Foundations for Diagnosing the Crisis State of an Enterprise

The essence and purpose of enterprise crisis management. The concept of modern crisis management for enterprises. Methods for assessing the effectiveness of enterprise crisis management. Diagnostics as a tool for investigating the crisis state of an enterprise. Methodological foundations of diagnostics in crisis management activities. Models for diagnosing the economic state of an enterprise. Diagnostics in the system of crisis prevention and recovery management at the enterprise. Factors determining the effectiveness of crisis management. Factors of crisis management. Bankruptcy of an enterprise as an economic phenomenon. State policy on bankruptcy prevention.

CONTENT MODULE 3. Practical Tools for Preventing Bankruptcy Threats

Causes of sales crises in enterprises. Objectives and functions of marketing in crisis management. Ways to overcome production and technological crises in enterprises. Strategies for resolving organizational crises in enterprises. Methods for overcoming personnel management crises. Normative criteria system for assessing enterprise insolvency. Comprehensive approach to diagnosing enterprise insolvency. Methods for overcoming a financial crisis in an enterprise.

Individual Assignment (IA): The individual assignment involves systematizing, consolidating, and expanding theoretical and practical knowledge in the discipline, and applying it in scientific research. The program includes RGR as an integral part of the student's independent work. The RGR is considered completed when the student has fulfilled the assignment in its entirety and achieved the required result (15 hours).

The goal of the IA is to apply the students' knowledge in solving a specific professional task and develop the ability to independently work with educational and scientific literature. It also aims to strengthen theoretical knowledge and enhance practical skills in addressing economic and organizational issues.

Programme Learning Outcomes:

Justify entrepreneurial decisions, assess business risks, and implement crisis management in business structures.

Learning outcomes:

The ability to conduct rapid and in-depth diagnostics of an enterprise's financial condition to identify potential (hidden) and existing crisis situations and phenomena.

The ability to analyze the presence and severity of a crisis state in an enterprise.

The ability to determine the main directions for overcoming crisis phenomena in an enterprise.

The ability to select a crisis management strategy and key tools for exiting a

crisis state.

Teaching methods: Verbal, visual, practical (theoretical, analytical, computational), independent work; discussion, presentation, interactive teamwork.

Methods of control and the procedure for assessing learning outcomes

Current control methods:

- oral or written questioning;
- written control;
- checking independent work tasks and stages of RGR completion;
- testing in the virtual learning environment on the MOODLE platform, Office 365, Teams;
- problem-solving.

Module control methods: testing in the virtual learning environment on the MOODLE platform, Office 365, Teams.

Final semester control methods: written examination using MS Teams or the virtual learning environment MOODLE, Office 365, Teams. Exam questions include two theoretical questions and a practical task.

Material and technical and information support:

Methodological support:

1. Distance course for the discipline «*Crisis management*»
<https://dl.kname.edu.ua/course/view.php?id=3411>

Recommended literature and information resources:

1. Антикризова економічна політика: наукові засади формування та впровадження : навч.-метод. посіб. / за заг. ред. А. С. Павловська, О. А. Руденко. Черкаси : ЧДТУ, 2020. 151 с.
<https://er.chdtu.edu.ua/handle/ChSTU/2087>
2. Войтко С. В., Мельниченко А. А. Лідерство та антикризовий менеджмент: підручник.; КПП ім. Ігоря Сікорського. Київ : КПП ім. Ігоря Сікорського, 2021. 195 с. <https://ela.kpi.ua/items/6fdfaa44-afac-4d1d-a6b5-e84e15dfe0de>
3. Глущенко С.В., Івахненко С.В. Антикризове управління на підприємстві : фінансовоорганізаційні аспекти : навчальний посібник. Київ : НаУКМА, 2020. 92 с. <https://www.ukma.edu.ua/index.php/science/naukovi-vidannya/monohrafii-pidruchnyky/4548-hlushchenko-s-v-ivakhnenkov-s-v-antykryzove-upravlinnia-na-pidpriemstvi-finansovo-orhanizatsiini-aspekty-konspekt-lektsii-navch-posib-kyiv-naukma-2020-92-s>
4. Коненко В. В. Реалізація маркетингової стратегії Internet-торгівлі в умовах пандемії covid-2019. *Ефективна економіка*. 2022. № 2. – URL: <http://www.economy.nayka.com.ua/?op=1&z=10047>
5. Коненко В. В., Соколов Д. В. Стратегічне планування функціонування та розвитку підприємств. *Ефективна економіка*. 2021. № 5. – URL: <http://www.economy.nayka.com.ua/?op=1&z=8879>

6. Коненко В.В. Цифровий інструментарій антикризового управління бізнесом в період воєнного стану // *Ефективна економіка*. 2023. №1. – URL: <https://www.nayka.com.ua/index.php/ee/article/view/1018>
7. Підприємництво, торгівля та біржова діяльність : підручник / за заг. ред. О. В. Димченко; [О. В. Димченко, О. Д. Панова, В. В. Коненко та ін.]; Харків. нац. ун-т міськ. госп-ва ім. О. М. Бекетова. Харків : ХНУМГ ім. О. М. Бекетова, 2022. 432 с. URL: <https://eprints.kname.edu.ua/62084/>
8. Побережна З. М. Концептуальні засади адаптивного та антикризового управління бізнес-моделлю авіапідприємства. *Економіка та держава*. №11/2021 – URL: http://www.economy.in.ua/pdf/11_2021/18.pdf
9. Системне забезпечення економічної активності та сталого розвитку суб'єктів підприємницької діяльності: колективна монографія. / За заг. ред. Н. Б. Кашеної та Т. О. Ставерської. Харківський держ. ун-т харч. та торг. Х. 2020. 390 с. URL: https://repo.btu.kharkov.ua/bitstream/123456789/7503/1/%D0%9C%D0%9E%D0%9D%D0%9E%D0%93%D0%A0%D0%90%D0%A4%D0%98%D0%AF_2020_%D0%A1%D0%97%D0%95%D0%90%D0%A1%D0%A0%D0%9F.PDF
10. Смерічевський С.Ф. Антикризове управління підприємством : навчальний посібник. 3-тє видання, доповн. і переробл. Київ : Видавничий дім «Кондор», 2020. 396 с. URL: https://er.nau.edu.ua/bitstream/NAU/44917/1/%D0%90%D0%BD%D1%82%D0%B8%D0%BA%D1%80%D0%B8%D0%B7%D0%BE%D0%B2%D0%B5%20%D1%83%D0%BF%D1%80%D0%B0%D0%B2%D0%BB%D1%96%D0%BD%D0%BD%D1%8F_%D0%9A%D1%80%D0%B8%D0%B2%D0%BE%D0%B2%D1%8F%D0%B7%D1%8E%D0%BA.docx.pdf

Hardware, equipment, software products:

Distance learning platform Moodle, Office 365, Teams.