

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"

Заступник керівника
(проєктор науково-педагогічної роботи)



В. Афанасьєв

АНТИКРИЗОВИЙ МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни

Галузь знань	Усі
Спеціальність	Усі
Освітній рівень	перший (бакалаврський)
Освітня програма	Усі

Вид дисципліни
Мова викладання, навчання та оцінювання

вибіркова
англійська

Завідувач кафедри менеджменту та бізнесу

Т. І. Лепейко

Харків
ХНЕУ ім. С. Кузнеця
2018

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

CRISIS MANAGEMENT

syllabus of the educational discipline

Field of knowledge	all
Specialty	all
Educational level	first (bachelor)
Educational program	all

Discipline type	selective
Teaching, learning and assessment language	English

**Kharkiv
Simon Kuznets KhNUE
2018**

APPROVED

at a meeting of Management and Business Department

Minutes № 1 dated 27.08.2018

Compiler:

Myronova Olga Mykolayivna, PhD in Economics, Associated Professor of Management and Business Department

**Letter of renewal and re-approval
of the syllabus of the educational discipline**

Academic year	Date of the meeting of the department - the developer of syllabus	№ of minutes	Signature Head of Department

1. Introduction

In the system of manager's training, knowledge, skills and abilities in the theory and practice of crisis management are particularly important. A modern manager must have an idea of the reasons which may lead to a crisis at an enterprise, and circumstances that may be threatening its operation. The vast majority of bankruptcies are connected with unsatisfactory leadership. Therefore, in a market environment, the manager should not only be able to operate in adverse conditions and use financial and organizational tools aimed at overcoming the crisis situation at an enterprise, but also to take measures in advance to prevent crises.

Effective functioning of the bankruptcy mechanism requires the work of professional crisis managers (arbitration managers). At the same time, managers of enterprises and companies should also be aware of the types of procedures applicable to debtors and the bankruptcy mechanism.

Crisis management is a management in which the prediction of crisis danger, analysis of its symptoms, measures to reduce the negative effects of the crisis and the use of its factors for the subsequent sustainable development of the organization are put under the pressure of planned or random factors.

Implementation of the crisis management system at an enterprise aims at timely diagnosis of crisis phenomena and the use of appropriate internal mechanisms of financial stabilization. The highest efficiency of the system is achieved when implementing measures aimed at preventing crisis phenomena in a timely manner, improving the economy of the enterprise, and increasing its financial sustainability. The system of crisis management is interrelated and interacts with the theory and practice of strategic management, innovation and investment management, marketing, theory of motivation, production management.

Purpose of the discipline: formation of a system of special knowledge and practical skills for future managers of the development and implementation of crisis management measures.

Course	3	
Semester	5	
Quantity of credits ECTS	5	
Classroom training sessions	Lectures	32
	Practical lessons	32
Independent training		86
Final control	pass	

Structural and logical scheme of studying the discipline:

The previous disciplines	The following disciplines
Social responsibility	Business-planning
Management	
Conflictology	

Competence and learning outcomes of the discipline:

Competence	Learning outcomes
Ability to understand the nature and causes of the crisis in the activities of enterprises	knowledge of the main categories of anti-crisis management
Ability to be able to apply knowledge of the legal basis of the crisis management enterprise	knowledge of Ukrainian and foreign legislation on regulation of crisis activities of organizations
Ability to have methods of diagnosing the economic condition of the company and assess the prospects of its insolvency	knowledge of assessing methods the solvency of an enterprise; multi-factor models for estimating the probability of potential bankruptcy
Ability to be able to choose and apply appropriate mechanisms and technologies for crisis management	knowledge of crisis management technologies and basics of business planning for crisis activities
Ability to be able to develop and use the strategy and tactics of crisis management enterprise	knowledge of crisis management strategies; the main statements of the crisis program
Ability to be able to apply different psychological methods of influencing personnel during crisis management at the enterprise	knowledge of methods of role behavior depending on the production situation; a methodology for diagnosing the readiness of personnel for changes in the crisis conditions

2. Syllabus of the educational discipline

Content module 1. The essence and nature of the crisis management tools implementation (the ability to analyze, evaluate and forecast the enterprise activity in a crisis)

Theme 1. Fundamentals of crisis management

Concept, the main factors and signs of crisis phenomena in the economy of the enterprise. The concept of the crisis in socio-economic development and the causes of its occurrence. Types of economic crises and their dynamics. The essence and regularities of crisis phenomena.

The life cycle of the enterprise and the need for crisis management. Approaches to enterprise cycle definition. Five-step cycle of enterprise development. Opportunities and probability of crisis situations at different stages of enterprise development.

The essence of crisis management. Opportunity, necessity and problems of crisis management. Signs and features of crisis management.

Manager in crisis management. Specialist in crisis management. Professional knowledge, skills and abilities that a crisis manager should have.

The concept of bankruptcy. Classification of bankruptcy factors. The essence of bankruptcy. The main causes of bankruptcy of domestic and foreign enterprises. External factors of bankruptcy.

Theme 2. Legal bases of crisis management

State regulation of crisis phenomena. Normative-legislative activity, financial regulation, provision of production activity of enterprises in the country, redistribution of income.

Ukraine's legislation on bankruptcy. Law of Ukraine "On restoring the debtor's

solvency or recognizing it as a bankrupt". State body for bankruptcy. Proceedings in bankruptcy cases. Provision of monetary claims of creditors. Moratorium on satisfaction of creditors' claims. The concept of solvency and its varieties. Types of bankruptcy.

Pre-trial procedures for settling issues concerning debts. Procedures for pre-trial settlement of disputes between creditors and debtors.

Litigation debt settlement. Procedure for recognizing the debtor bankrupt. Special rules – bankruptcy procedures. Types of reorganization procedures and their conduct. Sanitation. Consequences of recognition of the debtor bankrupt. Liquidation procedure. Priority of satisfaction of claims of creditors. The settlement agreement. Features of bankruptcy of certain categories of subjects of entrepreneurial activity. Differences in legislation on bankruptcy of foreign countries.

Theme 3. Diagnostics of the enterprise economic condition and assessment of the insolvency prospects

Analysis of financial condition. Solvency diagnostics. A comprehensive approach to the diagnosis of enterprise insolvency. Internal analysis of financial indicators of the enterprise.

Signs and types of insolvency. Insolvency: nature, types, causes. Analysis of financial indicators of the enterprise. Risk and profit relationship. Determination of insolvency of the enterprise.

Methods of forecasting potential bankruptcy. Basic methods for calculating the possible threat of bankruptcy. Altman's Z-model. Analysis of financial flows. Informal criteria used to predict the probability of potential bankruptcy.

Content module 2. Practical application of crisis management tools (ability to develop and implement a program of crisis measures)

Theme 4. Mechanism and technology of crisis management

Technological scheme of the control process in a crisis. Development of management solutions in crisis management. Types of crisis management, depending on the stage of the crisis situation.

The algorithm of financial rehabilitation. Determining the ways of financial rehabilitation. Optimizing the financial structure of the company. Factor analysis of losses.

Business planning of financial rehabilitation of the enterprise. Structure, content and features of the business plan for financial rehabilitation of the enterprise.

Effectiveness of crisis management. Evaluation of the results of the implementation of anti-crisis measures and ways to improve them.

Theme 5. Strategy and tactics of crisis management

The role of strategy in crisis management. Principles of crisis management. Factors influencing the occurrence of crisis situations, their manifestation and possible consequences. Development and implementation of anti-crisis strategy.

Strategic alternatives to overcome the crisis by domestic enterprises. Tactical (operational) and strategic measures of crisis management. Assessment of the degree of necessary changes in the strategy of the enterprise. Scheme of strategy and tactics of crisis management.

Organizational fundamentals of improvement of the enterprise. Ways of adaptation of the organizational structure of the enterprise to crisis conditions.

Enterprise restructuring. Main directions of restructuring. Restructuring conditions.

Reengineering The essence of the concept of "reengineering". The main stages of reengineering.

Theme 6. Human resources management in crisis situations

Diagnosis of stress tolerance in workers of enterprises. Types of stress. Constructive and destructive nature of crisis situations. Application of specific psychological methods depending on the behavior of the worker in crisis conditions.

Application of methods of role behavior depending on the production situation; use of speech poses, gestures, intonations.

Methodology of diagnostics of readiness of personnel for changes in crisis conditions. Analysis of socio-psychological climate in the team as one of the factors of successful crisis management. Analysis of the level of conflict in the team. Methods of psychological impact on personnel in crisis.

3. Procedure for assessment of learning outcomes

The system of evaluation of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, seminars, practical classes. Assessment of the developed competencies is carried out using a 100-point accumulation system. In accordance with the Provisional Regulations "On the Procedure for Assessing the Results of Students' Learning Based on the Accumulated Bulletin-Rating System" Simon Kuznets KhNEU, control measures include:

current control during the semester during lectures, practical lessons, and is estimated by the sum of the points scored (the maximum amount is 70 points; the minimum amount that allows the student to take the pass – 60 points);

final / semester control, conducted in the form of final control as a tests initiated by the teacher, taking into account the current control for the corresponding contents module aims at an integrated assessment of learning outcomes of the student after studying material from logically completed part of the course – content modules (maximum – 30 points).

The procedure for carrying out the **current assessment** of students' knowledge. Assessment of student's knowledge during seminars, practical classes and performance of individual tasks is carried out according to the following criteria:

understanding, degree of assimilation of the theory and methodology of the problems under consideration; the degree of assimilation of the actual material of the discipline; acquaintance with the recommended literature, as well as contemporary literature on the issues; the ability to combine theory with practice when considering production situations, solving tasks, performing calculations in the process of performing individual tasks and tasks submitted for consideration in an audience; logic, structure, style of presentation in written works and speeches in the classroom, the ability to justify their position, implement summarize and draw conclusions; arithmetic correctness of the implementation of an individual and complex settlement task; the ability to conduct a critical and independent assessment of certain problem issues; the ability to explain alternative views and the presence of their own point of view, position on a particular problem issue; application of analytical approaches; quality and clarity of reasoning; logic, structuring and validity of conclusions about the problem; independence of work; literacy of presentation; use of comparison methods, generalizations of concepts and phenomena; registration of work.

General criteria on which the evaluation of extracurricular students' independent work are: the depth and strength of the knowledge level of thinking, the ability to organize knowledge on certain topics, the ability to make informed decisions, possession categorical aid, skills and techniques of practical tasks, the ability to find relevant information carry out its systematization and processing, self-realization on practical and seminars.

A student should be considered certified if the sum of the points obtained on the basis of the final / semester control is equal to or exceeds 60.

The final score from the academic discipline is calculated taking into account the points obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are counted", "59 and less points are not counted", and entered in the "Record of success" of the academic discipline.

Distribution of points for weeks

Themes		Lectures	Practical lessons	Homework	Essay	Presentation	Express-test	Final test	Total
Content module 1	Theme 1	1 week	1	0,5	0,5				2
		2 week	1	0,5	0,5				2
	Theme 2	3 week	1	0,5	0,5				2
		4 week	1	0,5	0,5				2
	Theme 3	5 week	1	0,5	0,5			6	8
		6 week	1	0,5	0,5	5			7
		7 week	1	0,5	0,5				2
Content module 2	Theme 4	8 week	1	0,5	0,5				2
		9 week	1	0,5	0,5			15	17
		10 week	1	0,5	0,5				2
	Theme 5	11 week	1	0,5	0,5			6	8
		12 week	1	0,5	0,5				2
		13 week	1	0,5	0,5				2
	Theme 6	14 week	1	0,5	0,5	5			7
		15 week	1	0,5	0,5		10		12
		16 week	1	0,5	0,5			6	15
Total		16	8	8	10	10	18	30	100

The assessment scale: national and ECTS

The total score	The ECTS assessment scale	The national assessment scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

4. Recommended References

Main

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2. Банкрутство і санація підприємства: теорія і практика кризового управління / Т.С.Клебанова, О.М.Бондар, О.В.Мозенков та ін. / За ред. О.В.Мозенкова. – Харків: ВД “Інжек”, 2003. – 272 с.
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6. Пушкарь А.И., Тридед А.Н., Колос А.Л. Антикризисное управление: модели, стратегии, механизмы. Научное издание. – Харьков: ООО «Модель Вселенной», 2001. – 452с.
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Internet-resources

8. www.bankrut.com.ua – Форум з фінансового оздоровлення та банкрутства
9. www.skmu.org.ua – Спілка кризис-менеджерів України