

**Lviv Institute**  
**Private Joint Stock Company**  
**"Institution of higher education**  
**"Interregional Academy of Personnel Management"**  
(name of the training unit)

Department of Management, Economics and Tourism

Approved:  
Deputy Director for Teaching and  
Educational Work

\_\_\_\_\_  
(signature)  
Ph.D., Assoc. Prof. E.I. Parfenyuk  
(Full name)  
31.08.2021

Approved at a meeting of the Department of  
Management, Economics and Tourism  
(name of the department)

Protocol № 01/21/22 dated 31.08.2021  
Head of Department \_\_\_\_\_  
(signature)  
Ph.D., Assoc. Prof. L. Danilyuk  
(Full name)

***SYLLABUS OF THE COURSE***

**Crisis management**

specialties: 073 Management  
(code and name of the specialty)

educational level: the second (master's) level  
(name of educational level)

educational program: Economics and Business Administration  
(name of educational program)

specialization: \_\_\_\_\_  
(if available) (name of specialization)

Lviv 2021

**Developer (s) of the syllabus of the discipline:**

Lesya Hryhorivna Danyliuk, Candidate of Economic Sciences, Associate Professor, Head of the Department of Management, Economics and Tourism

**Teacher:**

Lesya Hryhorivna Danyliuk, Candidate of Economic Sciences, Associate Professor, Head of the Department of Management, Economics and Tourism

The syllabus was considered and approved at a meeting of the Department of Management, Economics and Tourism

Protocol dated 31.08.2021 № 01/21/22

Head of the Department \_\_\_\_\_ L.G. Danyliuk  
(signature)

The syllabus is agreed with the guarantor (head) of the educational program  
"Economics and Business Management"  
(name of educational program)

31.08. 2021

Head (guarantor) of the educational program \_\_\_\_\_  
(signature)

Syllabus checked

31.08.2021

Deputy Director of  
educational and methodical and educational work \_\_\_\_\_ E.I. Parfenyuk  
(signature)

**Prolonged:**

for 20 \_\_ / 20\_\_ a.y. \_\_\_\_\_ (signature) (\_\_\_\_\_) (full name), " \_\_\_\_ " \_\_\_\_ 20 \_\_, protocol № \_\_\_\_

for 20 \_\_ / 20\_\_ a.y. \_\_\_\_\_ (signature) (\_\_\_\_\_) (full name), " \_\_\_\_ " \_\_\_\_ 20 \_\_, protocol № \_\_\_\_

for 20 \_\_ / 20\_\_ a.y. \_\_\_\_\_ (signature) (\_\_\_\_\_) (full name), " \_\_\_\_ " \_\_\_\_ 20 \_\_, protocol № \_\_\_\_

for 20 \_\_ / 20\_\_ a.y. \_\_\_\_\_ (signature) (\_\_\_\_\_) (full name), " \_\_\_\_ " \_\_\_\_ 20 \_\_, protocol № \_\_\_\_

**PJSC HEI "Interregional Academy of Personnel Management"  
Lviv Institute  
Department of Management, Economics and Tourism**

<b>Subjects</b>	Crisis management
<b>Teacher (s)</b>	Lesya Hryhorivna Danyliuk
<b>Portfolio teacher (s)</b>	<i><a href="http://li-maup.edu.lviv.ua/kafedry/kafedra-menedzhmentu-orhanizatsiy/osobovyy-sklad/zaviduvach-kafedry-menedzhmentu-ekonomiky-ta-turyzmu-ken-dotsent-danylyuk-lesya-hryhorivna/">http://li-maup.edu.lviv.ua/kafedry/kafedra-menedzhmentu-orhanizatsiy/osobovyy-sklad/zaviduvach-kafedry-menedzhmentu-ekonomiky-ta-turyzmu-ken-dotsent-danylyuk-lesya-hryhorivna/</a></i>
<b>Contact phone</b>	+38 (067) -977-35-94
<b>E-mail:</b>	<i>lesya.danylyuk@gmail.com</i>
<b>Discipline page on the site</b>	<i><a href="http://li-maup.edu.lviv.ua/kafedry/kafedra-menedzhmentu-ekonomiky-ta-turyzmu/metodychne-zabezpechennya-navchalnykh-dystsyplin-opp-ekonomika-ta-upravlinnya-biznesom-2y-mahisterskyy-riven/vybirkovy/antykryzovyy-menedzhment/">http://li-maup.edu.lviv.ua/kafedry/kafedra-menedzhmentu-ekonomiky-ta-turyzmu/metodychne-zabezpechennya-navchalnykh-dystsyplin-opp-ekonomika-ta-upravlinnya-biznesom-2y-mahisterskyy-riven/vybirkovy/antykryzovyy-menedzhment/</a></i>
<b>Consultations</b>	<i>Monday, 2 p.m., 14.20-15.40, room 304</i>

**1. Short annotation to the discipline.** The discipline "Crisis Management" is designed to deepen the professional competencies of applicants for higher education in the specialty 073 Management. In the system of training managers knowledge, skills and abilities in the theory and practice of crisis management are of particular importance. The modern manager must have an idea of the reasons that may cause a crisis in the enterprise and the circumstances that may threaten its operation. Therefore, in market conditions, the leader must not only be able to act in adverse conditions and use financial and organizational tools to overcome the crisis in the enterprise, but also to take measures in advance to prevent crises.

**2. Purpose:** formation of students' competence in basic principles, basic categories, modern concepts, theoretical provisions and practical methods of crisis management; determination of the essence, place, role, main types and stages of development of crisis phenomena; disclosure of methodological approaches to the development of "rules of effective behavior" in a crisis; analysis of domestic and foreign experience in crisis prevention and overcoming.

**Objectives:** to teach to recognize crisis phenomena (symptoms, causes, nature, level and time of impact) and predict the consequences of crisis phenomena and their impact on the results of enterprises, institutions, organizations; identify opportunities to prevent and / or mitigate the crisis; to ensure the functioning of the enterprise in times of crisis (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), etc .; to acquire practical skills of managerial work and creation of effective and efficient interaction in the labor collective.

### 3. Course format: full-time (offline)

### 4. Program learning outcomes (integrated, professional competencies):

Table 1

Competence	The degree of formation of competence	Evaluation
Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation in the uncertainty of conditions and requirements	Fully. Corresponds to the purpose of the course	Final (credit)
Ability to conduct research at the appropriate level.	Fully. Corresponds to the purpose of the course	Current (participation in debates, discussion groups), boundary (assessment of individual and group tasks-cases), final (credit)
Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).	Partly. Together with other educational components of the educational program	Current (practical lesson in the form of discussion or debate on the proposed topics), boundary (modular control), final (credit)
Skills in the use of information and communication technologies.	Partly. Together with other educational components of the educational program	Current (practical lesson in the form of discussion or debate on the proposed topics), boundary (assessment of individual and group tasks-cases), final (credit)
The ability to motivate people and move towards a common goal.	Fully. Corresponds to the purpose of the course	Current (preparation of analytical materials, participation in discussions or debates on proposed topics), milestone (assessment of situational and calculation tasks), final (credit)
Ability to generate new ideas (creativity).	Fully. Corresponds to the purpose of the course	Current (practical lesson in the form of discussion or debate on the proposed topics), boundary (assessment of situational and calculation tasks), final (credit)
Ability to abstract thinking, analysis and synthesis.	Partly. Together with other educational components	Current (preparation of analytical materials, participation in discussions or debates on proposed topics), milestone (calculation work, presentation of reports, messages, individual and group projects), final (credit)
Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards.	Fully. Corresponds to the purpose of the course	Current (practical lesson in the form of discussion or debate on the proposed topics), boundary (assessment of situational and calculation tasks), final (credit)

Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans.	Fully. Corresponds to the purpose of the course	Current (participation in debates, discussion groups), boundary (assessment of situational and calculation tasks), final (offset)
Ability for self-development, lifelong learning and effective self-management.	Fully. Corresponds to the purpose of the course	Current (preparation of analytical materials, participation in discussions or debates on the proposed topics), milestone (modular control), final (credit)
Ability to effectively use and develop the organization's resources.	Fully. Corresponds to the purpose of the course	Current (practical lesson in the form of discussion or debate on the proposed topics), boundary (assessment of situational and calculation tasks), final (credit)
Ability to create and organize effective communications in the management process.	Fully. Corresponds to the purpose of the course	Current (practical lesson in the form of discussion or debate on the proposed topics), boundary (assessment of situational and calculation tasks), final (credit)
Ability to form leadership qualities and demonstrate them in the process of managing people.	Fully. Corresponds to the purpose of the course	Current (preparation of analytical materials, participation in discussions or debates on the proposed topics), milestone (assessment of the implementation of situational and calculation tasks in small groups), final (credit)
Ability to develop projects, manage them, show initiative and entrepreneurship.	Fully. Corresponds to the purpose of the course	Current preparation of analytical materials, participation in discussions or debates on proposed topics), milestone (assessment of situational and calculation tasks), final (credit)
Ability to use psychological technology to work with staff.	Partly. Together with other educational components of the educational program	Current (practical lesson in the form of discussion or debate on the proposed topics), boundary (assessment of situational and calculation tasks), final (credit)
Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.	Fully. Corresponds to the purpose of the course	Current (practical lesson in the form of discussion or debate on the proposed topics), boundary (assessment of situational and calculation tasks), final (credit)
Ability to manage the organization and its development.	Fully. Corresponds to the purpose of the course	Current (preparation of analytical materials, participation in discussions or debates on proposed topics), milestone (assessment of situational and calculation tasks), final (credit)

**5. Course duration.** 120 hours (4 ECTS credits), of which: 34 hours of classroom work; 86 hours - independent work, credit – 2 hours (conducted at the last seminar).

**6. Discipline status:** *selective*

**7. Prerequisites:** The course "Crisis Management" is directly related to the disciplines: "Project Management", "Strategic Management", "Information Technology in Management", as well as educational components of bachelor's programs sufficient for the perception of the categorical apparatus and understanding of crisis management tools .

**8. Hardware and software / equipment** - a multimedia projector and a computer for classroom classes, access of applicants to the Internet.

**9. Course policy:**

- Provides teamwork.
- The climate in the audience is friendly, creative, open to constructive self-irony.
- Execution of tasks in due time.
- Working off missed classes is possible during self-training and teacher consultations.
- Adherence to academic integrity.
- Presentations and reports must be author's and original.

**10. Course content:** The course consists of two content modules. Each module, in turn, consists of lecture and practical parts:

- Content module 1 "Theoretical foundations of crisis management" (lecture topics 1-5, practical topics 1, 2, 3);
- Content module 2 " Methodological and practical aspects of crisis management " (lecture topics 6-10, seminar topics 4, 5, 6, 7).

**11. Forms and methods of teaching.**

The main types of educational classroom classes are **lectures, practical classes, consultations.**

When conducting *lectures and practical classes* , a combination of such forms and methods of teaching is provided as:

*Lecture-conversation* provides direct contact of the teacher with the audience and allows you to draw your attention to the most important issues of the lecture, to determine in the process of dialogue the peculiarities of the perception of educational material. You have the opportunity to reflect on the questions, make a self-assessment of the level of their training, learn to formulate conclusions and generalizations.

*Lecture-visualization* includes a visual form of presentation of lecture material by technical means of teaching. Reading such a lecture is reduced to a detailed or brief comment by the teacher of the visual materials being viewed.

*Explanation.* Interpretation of concepts, phenomena, principles, terms, etc., mainly when teaching new material.

*Briefing.* Providing an algorithm for performing the task.

*Dialogue.* With the help of questions the teacher will motivate applicants for higher education to reproduce the acquired knowledge, the formation of independent conclusions and generalizations based on the acquired material.

*Educational discussion, debate.* This is a discussion of an important issue, an exchange of views between graduates and / or teachers, aimed not only at acquiring new knowledge, but also at creating an emotionally rich atmosphere that would contribute to a deep penetration into the truth.

*Illustration.* Use presentations, videos, and other media content to support material that is being explained, discussed, or tasks being performed.

*Independent observation (training, research).* This is a direct independent perception of the phenomena of reality in the learning process.

*Written and oral tests.* Independent concentration and reproduction of acquired knowledge and skills in a limited time and sources of information.

*Casey.* Search for a problematic situation of the real activity of the enterprise, due to which there is a negative effect, and justification of its original solution, based on known facts or the need for additional information.

*Analysis.* Its essence is to study objects or phenomena by individual features and relationships, in the division into elements, understanding the relationships between them.

*Synthesis.* Is an imaginary or practical combination of elements or properties of the object isolated during the analysis into a single whole.

*Comparison.* With its help establish common and distinctive features of objects and phenomena.

*Generalization.* This method involves the transition from the singular to the general, from less general to more general by abstracting from the specific and identifying the inherent phenomena of general features (properties, relations, etc.) in understanding concepts, judgments, theories.

*Concretization.* It helps to move from direct impressions to understanding the essence of what is being studied: the results of concretization appear in the form of examples, schemes, models, etc.

You work with information at home, in particular using the Internet ( *see recommended literature* ), perform oral and written assignments during classes, give reports and presentations prepared both as a group and individually, model behavior in specific professional situations.

The course program includes the following projects:

- Speech on the topic of an **individual task** ( *topics and assessment criteria, see: Working curriculum of the discipline, paragraph 7.2* ).
- Speech-informing on the topics of practical classes.

**12.** Assessment of knowledge is carried out in accordance with the "Regulations on the assessment of academic achievement of higher education students in PJSC" IAPM University "( <https://drive.google.com/file/d/1ENRncPY-dU2qLke7awVKn1OdfG88Hg8D/view> ).

#### Achievement assessment system

Type of student activity	Maximum number of points per unit	Module 1		Module 2	
		number of units	maximum number of points	number of units	maximum number of points
Attending lectures	1	5	5	5	5
Attending practical classes	1	3	3	4	4
Work on a practical lesson	10	3	30	4	40
Performing tasks for independent work	5	1	5	1	5
Execution of modular work	25	1	25	1	25
Execution of INDZ	30	-	-	-	-
Together			68		79
Maximum number of points: 147					
147: 100 = 1.47 The student scored X points; Calculation: X: 1.47 = total number of points.					

### 13. Tasks for independent work and criteria for its evaluation.

During the study of the course 2 independent works are performed (tasks for independent work see: Working curriculum of the discipline, item 7.2.) .

#### Evaluation criteria:

- content - 4 points
- compliance with the topic and design requirements - 1 point.

The maximum number of points for independent work is 5 points.

### 14. Forms of current, boundary (modular) control and evaluation criteria.

Current control takes place during the study of the discipline in practical classes in the form of: oral and written testing, round tables, solving situational problems, participation in business games, seminars with individual work. During the current control, the following components are evaluated:

- completeness of the answer (taking into account the independently processed material) - 3 points;
- analysis of different points of view, sources of literature, approaches to studying the problem (question), - 5 points;
- free possession of information, answers to additional questions - 2 points.

#### The maximum number of points is 10 points.

Boundary (modular) control occurs at the end of the study of blocks of content modules and is carried out in the form of testing. During the module control the following components are evaluated:

- completeness of the topic, analysis of various concepts, approaches, ideas - 15 points
- quality of information - 5 points
- independence and creativity - 5 points

#### The maximum number of points is 25 points.

### 15. Forms of semester control and assessment criteria:

*Test.* Applicants for higher education submit completed calculation tasks-case. The content of tasks and methodological recommendations for conducting and assessing the test, see *Working curriculum of the discipline* .

**16. Indicative list of questions for the semester complex control** (see: *Working curriculum of the discipline, item 7.5*).

### 17. Scale of conformity of assessments

The sum of points for all types of educational activities	ECTS assessment	Score on a national scale	
		for exam, course project (work), practice	for offset
90 - 100	<b>AND</b>	perfectly	credited
82-89	<b>IN</b>	fine	
75-81	<b>WITH</b>		
68-74	<b>D</b>		
60-67	<b>IS</b>	satisfactorily	not credited with the possibility of re-assembly
35-59	<b>FX</b>	unsatisfactory with the possibility of reassembly	
1-34	<b>F</b>	unsatisfactory with mandatory re-study of the discipline	not enrolled with mandatory re-study of the discipline

### 18. Recommended sources (literature):

#### *Basic*

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

2. Борзенко В. І. Антикризове управління: навчальний посібник / В. І. Борзенко – Х.: Видавництво Іванченка. І С., 2016. 232 с.
3. Кульчій І. О. Антикризове управління: навчальний посібник / І. О. Кульчій. – Полтава: ПолтНТУ, 2016. 120 с.
4. Лігоненко, Л. О. Антикризове управління підприємством: підручник. К. : Київ. нац. торг.-екон. ун-т, 2015. 824 с.
5. Скібіцька Л. Антикризоровий менеджмент: навч. посібн. К.: ЦУЛ, 2014. 584 с.

***Additional :***

6. Антикризове управління економічною безпекою в умовах викликів фінансово-економічної глобалізації (державний і регіональний виміри): монографія / М.А. Хвесик, А.В. Степаненко, О.М. Ральчук, Й.М. Дорош. Донецьк: Юго-Восток, 2010. 324 с.
7. Антикризове управління на вітчизняних та закордонних підприємствах: теорія, діагностика кризового стану, соціально-економічні аспекти управління: монографія / О.І. Линник, Р.Ф. Смоловик, І.А. Юр'єва. – Харків: НТУ «ХПІ», 2013. 543 с.
8. Василенко В. О. Антикризове управління підприємством : навч. посібн. 2-ге вид. виправл. і доп. / В. О. Василенко. Київ : Центр навчальної літератури, 2005. 504 с.
9. Васильєва Т. А. Держава, підприємства та банки в системі антикризового управління: монографія. / Т. А. Васильєва. – Суми: Вид. «Ярославна», 2013. 488 с.
10. Гомонай-Стрижко М. В. Антикризове управління підприємством: конспект лекцій / М. В. Гомонай-Стрижко, В. В. Якімцов. – Львів, 2013. 108. с.
11. Забродська Г. І. Формування людського фактора антикризового управління підприємствами роздрібною торгівлі: автореф. дис. на здобуття наук. ступеня канд. екон. наук: спец. 08.00.04 "Економіка і управління підприємствами (за видами економічної діяльності)" Х. : ХДУХТ, 2011. 20 с.
12. Захаренко Н. С. Антикризове управління підприємством на основі класифікації криз та факторів їх виявлення Вісн. Приазов. держ. техн. ун-ту. Сер. Екон. науки. 2010. Вип. 20. С. 60-62.
13. Каліна Л. М. Антикризоровий менеджмент : навч. посіб. Бердян. ун-т менедж. і бізнесу. Донецьк : Юго-Восток, 2008. 295 с.
14. Карпенко О. А. Антикризоровий менеджмент [Електронний ресурс] : конспект лекцій Відкритий міжнародний університет розвитку людини „Україна”, Інститут Економіки і Менеджменту. Кафедра менеджменту зовнішньоекономічної діяльності. К. : 2010. 29 с.
15. Комарницький І.Ф. Антикризове управління підприємством: теорія та практика: навч. посіб. / І.Ф. Комарницький, Ю.О. Терлецька. – Чернівці: ЧНУ, 2010. 243 с.
16. Кривов'язюк І.В. Антикризове управління підприємством: навч. посіб. / І.В. Кривов'язюк. – К.: Кондор, 2012. 366 с.
17. Коваленко, В.В., Суганяка М.В., Фучеджи В. І. К Антикризове фінансове управління в системі суб'єктів економічної діяльності: методи та інструменти оцінювання [Текст]: монографія / В.В. Коваленко, М.В. Суганяка, В. І. Фучеджи. Одеса:, 2013. 381 с.
18. Мазнев Г. Є. Антикризове управління як сфера бізнес-адміністрування / Науковий вісник Ужгородського національного університету. Серія: Міжнародні економічні відносини та світове господарство. 2016. Вип. 10(2). С. 13-17.
19. Поважний О. С. Антикризове управління економічною безпекою: монографія. Донец. держ. ун-т упр. Донецьк: ВІК, 2010. 309 с.

20. ТОВАЖНЯНСЬКИЙ В. Л. Антикризовий механізм сталого розвитку підприємства : монографія за ред. д-ра екон. наук, проф. П. Г. Перерви та д-ра техн. наук, проф. Л. Л. ТОВАЖНЯНСЬКОГО. - Х. : Віровець А. П. : Апостроф, 2012. 703 с.

21. ТЮРІНА Н. М. Антикризове управління: навч. посіб. / Н. М. Тюріна, Н. С. Краватка, І. В. Грабовська. – К.: Центр учбової літератури, 2012. 448 с.

22. Чернявський А. Д. Антикризове управління підприємством: навч. посіб. Київ: МАУП, 2006. 256 с.

***Electronic resources :***

1. Державний комітет України з питань регуляторної політики та підприємництва: <http://www.dkrp.gov.ua/control/uk/index>.
2. Державна комісія з цінних паперів та фондового ринку: <http://www.ssmsc.gov.ua>.
3. Державний служба статистики України. – Режим доступу : <http://www.ukrstat.gov.ua/>.
4. Міжнародний центр перспективних досліджень. – Режим доступу: [www.icps.kiev.ua](http://www.icps.kiev.ua).
5. Міністерство економічного розвитку і торгівлі України. – Режим доступу: [www.me.gov.ua](http://www.me.gov.ua).
6. Національна бібліотека України імені В.І. Вернадського. – Режим доступу: [www.nbuv.gov.ua](http://www.nbuv.gov.ua).
7. Національний банк України. – Режим доступу: [www.bank.gov.ua](http://www.bank.gov.ua).
8. Центр соціально-економічних досліджень. – Режим доступу: [www.caseukraine.com.ua](http://www.caseukraine.com.ua).

**V. EDUCATIONAL AND METHODOICAL MAP OF THE DISCIPLINE " CRISIS MANAGEMENT "**

**Total:** 120 hours, of which 20 hours. - lectures, 14 hours - practical classes, independent work - 86 hours, modular control - 4 hours.

Number of points per semester	<b>147 points</b>									
Modules	Content module I					Content module II				
Module name	Theoretical bases of crisis management (68)					Methodological and practical aspects of crisis management (79)				
Lectures	1 (1 point)	2 (1 point)	3 (1 point)	4 (1 point)	5 (1 point)	6 (1 point)	7 (1 point)	8 (1 point)	9 (1 point)	10 (1 point)
Lecture topics	The essence and features of crisis management	The essence of crisis phenomena, the typology of the cause of their occurrence	Crisis phenomena in the economy of production systems	Economic mechanism of crisis of the production system	Enterprise risk management	Diagnosis of the crisis and the threat of bankruptcy	Bankruptcy as a legal mechanism for regulating the activities of the enterprise	Financial rehabilitation of insolvent enterprises	Restructuring strategy in the process of crisis management	Features of personnel management in crisis situations.
Practical training	1 (10 points)		2 (10 points)		3 (10 points)	4 (10 points)	5 (10 points)	6 (10 points)	7 (10 points)	
Topics practical classes	The essence of crisis phenomena, typology, causes of their occurrence		Economic mechanism of crisis of the production system		Enterprise risk management	Diagnosis of the crisis and the threat of bankruptcy	Bankruptcy as a legal mechanism for regulating the activities of the enterprise	Financial rehabilitation of insolvent enterprises	Restructuring strategy and features of personnel management in crisis situations	
Independent work	1 (5 points)					2 (5 points)				
Current control	modular control work №1 (25 points)					modular control work №2 (25 points)				
INDZ	1 (30 points)									
Final control	Estimated coefficient: 1.47									