

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**

Danube branch



SYLLABUS

of the academic discipline (selective)

***FUNDAMENTALS OF ANTI-CRISIS MANAGEMENT OF THE
ENTERPRISE***

Specialty **D3 Management**

Educational level: **First (bachelor's) level**

Educational program: **Management**

General information about the academic discipline

Name of the discipline	Fundamentals of anti-crisis management of the enterprise
Code and name of specialty	D3 "Management"
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours Lectures: 16 Seminars/practical classes : 14 Students' independent work : 60
Terms of study of the discipline	8 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Miroshnichenko Oleksiy Volodymyrovych	
Academic degree	PhD in Economics
Position	Associate Professor of the Department of Economics and Management
Areas of scientific research	Socio-cultural aspects of modern management; historical memory and national identity as resources of socially responsible business; HR management and language policy in organizations; methodology of scientific research in the context of digitalization and military challenges.
Links to the registers of identifiers for scientists	Google Scholar https://scholar.google.com/citations?user=f_m_u7EatP4C&hl=ru ORCID: https://orcid.org/0009-0002-4404-2766
Teacher's contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/miroshnichenko-portfolio-a.pdf

Discipline's description.

The course "Fundamentals of Anti-Crisis Management of Enterprise" is devoted to the study of mechanisms for preventing and overcoming crisis phenomena in the activities of business entities. The course forms a comprehensive vision of the management process in conditions of uncertainty and financial destabilization, covering theoretical aspects of crises, legal foundations of bankruptcy and practical tools for restoring solvency, rehabilitation plans and the formation of an anti-crisis strategy that ensures the viability of business in an aggressive market environment.

The subject of the discipline is the theoretical and methodological foundations and applied tools for managing the financial and economic activities of an enterprise in a state of crisis or the threat of bankruptcy.

The aim of the discipline is to form a system of competencies in higher education applicants for the identification of crisis phenomena at the early stages, the organization of preventive measures and the implementation of effective management decisions to bring the enterprise out of the crisis and ensure its sustainable development.

The objectives of the discipline are to master the methodology of environmental monitoring to identify crisis signals and acquire skills in financial and economic diagnostics of the state of the enterprise. The study of the course involves mastering bankruptcy and rehabilitation procedures, the development of business restructuring programs, as well as the formation of skills to apply operational and strategic mechanisms to stabilize activities and restore the competitive position of the organization.

As a result of studying the selective educational component "Fundamentals of anti-crisis management of the enterprise", applicants must:

Know:

- essence, types and causes of crisis phenomena at the enterprise;
- current legislation of Ukraine regulating bankruptcy and rehabilitation procedures;
- methods of quantitative and qualitative assessment of the probability of bankruptcy (discriminant models, coefficient analysis);
- instruments of financial stabilization and sources of financing of rehabilitation measures;
- specifics of personnel management and methods of overcoming conflicts in crisis situations.

Be able to:

- carry out express diagnostics of the financial condition and identify "weak signals" of the crisis;
- calculate and interpret indicators of the threat of bankruptcy;
- develop a plan for pre-trial rehabilitation and justify the choice of a rehabilitation strategy;
- to form a program for restructuring assets, liabilities and management systems;
- make operational management decisions in the face of time shortage and limited resources

Prerequisites for the discipline. Effective mastering of the discipline is possible if applicants for higher education have systematic knowledge and practical skills acquired during the study of normative and elective disciplines of the previous seven semesters. The basis for understanding the nature of crisis phenomena are the fundamental courses "Economic Theory", "Microeconomics" and "Macroeconomics". disciplines "Finance, Money and Credit", "Accounting and Audit" and "Business Analytics". Understanding of the object of anti-crisis management is provided by the courses "Management", "Economics of Enterprise" and "Theory of Organizations". In addition, the development of rehabilitation and restructuring plans requires knowledge formed by the disciplines "HR Management", "Operational Management" and "Investing".

Post-requisites for the discipline. The discipline is taught in the eighth, final semester of bachelor's training, so it performs the function of the final integrator of professional competencies and acts as a direct prerequisite for the successful implementation and defense of the bachelor's qualification work. Competencies in crisis management are closely related and complement the content of the normative discipline "Strategic Management of Enterprise", which is studied in parallel, forming a comprehensive vision of ensuring viability of the business.

Content of the discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	The essence and classification of crisis phenomena in the economy of enterprise	<p>Teaching methods:</p> <ul style="list-style-type: none"> - The educational process involves a combination of lectures (review, problem, visualization lectures) and practical classes in the form of seminars-discussions. - Interactive methods are widely used to form applied skills: case study, brainstorming, working in small groups, and performing analytical projects while working independently. <p>Assessment methods</p> <p>Assessment is carried out according to the cumulative system and includes:</p> <ul style="list-style-type: none"> - current control: oral questioning, express testing, solving situational problems and defense of individual tasks; - modular control: written modular control work (MCR) after the completion of content blocks; - Final control: (written work with theoretical and practical tasks).
Topic 2	Methodology for diagnosing the financial condition and the threat of bankruptcy	
Topic 3	State regulation of crisis situations and the institution of bankruptcy	
Topic 4	Mechanisms of financial stabilization and restoration of solvency	
Topic 5	Organizational and Production Management in Crisis	
Topic 6	Human Resources Management and Conflict Resolution in Crisis Situations	
Topic 7	Business rehabilitation and restructuring as methods of recovery	
Topic 8	Formation and implementation of the anti-crisis strategy of enterprise development	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

Material and technical support of the educational process involves the use of specialized classrooms and library funds. Multimedia equipment (projector, computer) is used to visualize the educational material during lectures and seminars. Practical tasks and in-depth study of individual topics are provided by access to the Internet through free Wi-Fi coverage.

Forms and methods of assessment.

The system of assessment of applicants' knowledge includes current and final (semester) control.

Current assessment is carried out systematically during practical and seminar classes in order to check the level of assimilation of theoretical foundations, the formation of

diagnostic and forecasting skills, as well as the ability to use specialized software for modeling and data analysis.

Forms of student participation in the educational process, which are subject to current control.

Students' participation in the educational process is realized through oral presentations, presentations of analytical research, reports on the results of case studies, as well as active involvement in professional discussions and brainstorming. The written component of the work includes the performance of control and test tasks, the preparation of analytical notes, abstracts and notes based on the materials of lectures and independent study.

Methods of ongoing assessment include: The methodological tools of control combine oral forms (surveys, interviews) and written types of work (reports, calculation tasks, building models). The assessment is also based on observing the activity of applicants in solving problem situations, checking the results of the presentation of individual projects, and conducting testing with open and closed types of tasks.

Grading system and requirements.

Table of distribution of points received by students*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6)	Seminar 5 (Topic 7)	Seminar 6 (Topic 8)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
Independent work	4	4	4	4	4	4			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

Assessment Criteria and Procedure

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution.

Modular Assessment. Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

When evaluating the unit test, the volume and correctness of the tasks are taken into account:

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;
- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;

- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.
- Failure to appear for the unit test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline "Fundamentals of Anti-Crisis Management of Enterprise" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all the required tasks and received a score of 60 points or higher receive a grade corresponding to the grade received, without additional testing.

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

Evaluation of Additional (Individual) Educational Activities

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

Assessment of independent work (Maximum — 4 points)

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

Scale for evaluating the performance of independent work (individual tasks)

Maximum possible	Execution level
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assessment of independent work (individual tasks)	Excellent	Good	Satisfactorily	Unsatisfactorily
4	4	3	1-2	0

Forms of assessment include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C	satisfactorily	
68 – 74	D		
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

Discipline's Policy

Successful mastering of the educational component "Fundamentals of Anti-Crisis Management of Enterprise" requires high self-discipline and a responsible attitude to the educational process from students. Prerequisites are regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality performance of all types of independent and control tasks provided for by the program. In case of missing classes or obtaining unsatisfactory results, the student is obliged to liquidate academic debt by working out the relevant topics.

An integral part of education is strict adherence to the norms of academic ethics and culture of behavior. The educational process is based on the principles of academic integrity, which involves the exclusive independent performance of all written works, reports and presentations. Any borrowings of thoughts or texts of other authors should be accompanied by correct references to primary sources. Within the course of the course, any manifestations of academic dishonesty are unacceptable, including plagiarism, self-plagiarism, fabrication and falsification of data, cheating, deception, bribery or biased evaluation.

Recommended sources of information

Basic literature:

1. Code of Ukraine on Bankruptcy Procedures: Law of Ukraine of 18.10.2018, No. 2597-VIII. URL: <https://zakon.rada.gov.ua/laws/show/2597-19#Text>
2. Civil Code of Ukraine of 16.01.2003, No 435-IV. URL: <https://zakon.rada.gov.ua/laws/show/435-15#Text>
3. Voitko S.V. Leadership and Anti-Crisis Management: Textbook / S.V. Voitko, A.A. Melnychenko; KPI. Igor Sikorsky. Kyiv: KPI. Igor Sikorsky, 2021. 194 p.
4. Davydenko N. M. Anti-crisis financial management and financial security of enterprises. manual / N.M. Davydenko, L.A. Oliynyk. Kyiv: CP "Komprint", 2022. 370 p.
5. Kovalev A. I. Anti-crisis management of business: study. Manual. / A.I. Kovalev, N.V. Kichuk, N.V. Zakharchenko, N.A. Klevtsevich, S.A. Gorbachenko. Odesa: ONEU, 2022. 182 p.
6. Kryvovyaziuk I.V. Anti-crisis management of enterprise: textbook. 3rd edition, supplemented. and reworked. Kyiv: Kondor, 2020. 396 p.
7. Management of crisis situations: textbook / Gobela V. V., Zhivko Z. B., Leskiv G. Z., Melnyk S. I. Lviv: Lviv State University of Internal Affairs, 2022. 228 p.

Additional literature:

1. Prib K. Anti-crisis strategies in the management of enterprises / K. Prib. Economics and society. 2024. №70. URL: <https://doi.org/10.32782/2524-0072/2024-70-116>
2. Prokopyshyn O.S. System of Anti-Crisis Management as a Basis for Preventing Crisis Phenomena at Enterprises / O. S. Prokopyshyn. Investments: Practice and Experience. 2021. № 9. C. 40–45. URL: <http://www.investplan.com.ua/?op=1&z=7437&i=5>
3. Sharanov R.S. Algorithm of anti-crisis management of enterprise. Central Ukrainian Scientific Bulletin. Economic Sciences. 2021. № 6(39), 288– 296. DOI: [https://doi.org/10.32515/2663-1636.2021.6\(39\).288-296](https://doi.org/10.32515/2663-1636.2021.6(39).288-296)
4. Anti-Crisis Management: Global Trends and National Peculiarities: Scientific monograph. Riga, Latvia: Baltija Publishing, 2022. 400 p. URL: <http://baltijapublishing.lv/omp/index.php/bp/catalog/book/311>
5. Anti-Crisis Management: State, Region, Enterprise. Collective monograph. – Riga, Latvia: “Publishing House “Baltija Publishing”, 2020. 264 p. URL: <http://repository.vsau.org/getfile.php/27999.pdf>
6. Larchenko, O. Conceptual framework for forming an enterprise anti-crisis management system. Tavriya Scientific Bulletin. Series: Economics. 2024. Vol. 20, pp. 241-248. DOI: <https://doi.org/10.32782/2708-0366/2024.20.29>
7. Gavkalova, N., Akimova, L., & Akimov, O. Anti-Crisis Management Mechanism in the Digital Age. Marketing and Management of Innovations. 2023. №14. P. 188-199. URL: <https://essuir.sumdu.edu.ua/server/api/core/bitstreams/66f7432b-4bd7-46b8-bb45-a8d1fcbd9490/content>
8. Mukhalchenko, M., Zhuravlova, I., Zhalinska, I., Saienko, V., & Ovander, N. Digital tools for anti-crisis management of enterprises: the Ukrainian case. Amazonia Investiga, . 2023. №12(64), P. 291-299. DOI: <https://doi.org/10.34069/AI/2023.64.04.30>

Information resources:

1. Official website of the Verkhovna Rada of Ukraine. URL: <http://www.rada.gov.ua>.
2. Official website of the Cabinet of Ministers of Ukraine. URL : <http://www.kmu.gov.ua>.
3. National Agency for the Prevention of Corruption. URL: <https://nazk.gov.ua/uk/>
4. Web portal of electronic services of the automated system "Bankruptcy and Insolvency". URL: <https://asbn.minjust.gov.ua/dashboard>
5. State Enterprise "Information Court Systems". URL: <https://ics.gov.ua/ics/>
6. National Library of Ukraine named after V.I. Vernadsky. URL: <http://www.nbuv.gov.ua/>.
7. Opendatabot. *Access to government data on citizens and businesses.* URL: <https://opendatabot.ua/>