

**НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ ВОДНОГО ГОСПОДАРСТВА ТА
ПРИРОДОКОРИСТУВАННЯ**
інститут економіки та менеджменту

Затверджено
Валерій СОРОКА
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СИЛАБУС

SYLABUS

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| Управління антикризовою діяльністю підприємства | | Management of anti-crisis activity of the enterprise | |
| Шифр за ОП | ПП-4 | Code in Degree Programme | |
| Освітній рівень: магістерський (другий) | | Level of Education: Master's (Second) | |
| Галузь знань: Управління та адміністрування | 07 | Field of knowledge Management and administration | |
| Спеціальність Підприємництво, торгівля та біржова діяльність | 076 | Field of Study Business, Trade and Exchange Activities | |
| Освітня програма: Економіка підприємства | | Degree Programme: Enterprise Economics | |

RIVNE – 2023

Syllabus of the educational discipline "Management of anti-crisis activity of the enterprise" for higher education holders of the "master's" degree who are studying under the educational and professional program " Enterprise Economics " specialty

076 "Entrepreneurship, trade and exchange activity". Rivne. NUWEE. 2023. 15 p.

Educational and professional program on the university website:
<https://nuwm.edu.ua/nnmi/kaf-rrvkk/osvitni-proghrami>

Syllabus authors:

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Syllabus approved at the department meeting
Protocol № 8 "17" February 2023

Head of department: Kushnir N.B., doctor habil., Professor

Head of the educational program,
PhD, Associate Professor Tetiana Kuznietsova

Approved by the Scientific and Methodological Council for Quality of Educational and Research Institute of Economics and Management
Protocol No of " " 2023

Head of the Scientific and Methodological Council for Quality of Educational and Research Institute of Economics and Management: Kovshun N.E., doctor habil., Professor

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| GENERAL INFORMATION | |
|----------------------------|---|
| Degree of higher education | master |
| Educational program | Enterprise Economics |
| Specialty | 076 Entrepreneurship, trade and exchange activity |
| Study year, semester | 1st year 2nd semester |
| Number of credits | 5 |
| Lectures: | 26 hours |
| Practical classes: | 26 hours |
| Independent work: | 98 hours |

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|----------------------|----------------------|
| Coursework: | no |
| Form of education | full-time, part-time |
| Final control form | test |
| Language of teaching | English |

INFORMATION ABOUT LECTURERS

LECTURER'S PROFILE



Valentyna Mykhaylivna Kostrychenko, PhD of Economic Sciences, Associate Professor of the Department of Enterprise Economics and International Business

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|-------------|--|
| Wikisite | URL: http://wiki.nuwm.edu.ua/index.php/ |
| ORCID | URL: https://orcid.org/0000-0003-4210-6105 |
| Communicate | URL: https:// v.m.kostrychenko@nuwm.edu.ua Tel. 0971768867 |

Current announcements on the discipline page in the MOODLE system



Yuliana Viktorivna Krasovska, PhD of Economic Sciences, Associate Professor of the Department of Enterprise Economics and International Business

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ABOUT THE COURSE

Summary of the course, including purpose and goals

This course is focused on the acquisition by students of higher education of complex theoretical knowledge and practical skills in the development of effective management solutions at various stages of the development of crisis processes at the enterprise.

The purpose of studving the discipline is the formation of a svstem of knowledge in the field of anti-crisis management of the enterprise, modern economic thinking in students and, based on the acquired systematized information, the provision of practical skills in the development of the anti-crisis program of the enterprise, taking into account the financial and

economic aspects of the justification of anti-crisis decisions.

The goals of studying the discipline: familiarization with the anti-crisis management system of the enterprise and the essence of preventive anti-crisis management; mastering the methodology of diagnosing the crisis state of the enterprise; mastering the technologies of implementing anti-crisis management solutions and the methodology of evaluating their effectiveness; obtaining the necessary knowledge regarding anti-crisis monitoring of the state of the enterprise; familiarization with the anti-crisis personnel management system; acquisition of skills in the application of practical tools of anti-crisis management of the enterprise; development of research abilities of students (masters) and formation of skills of independent development and adoption of anti-crisis management decisions.

The following teaching methods and technologies are used: presentations, discussions, mini-lectures, case studies, and others.

Link to the course on the Moodle learning platform

URL: <https://exam.nuwm.edu.ua/course/view.php?id=1372>

Competencies:
general

GC 1. Ability to adapt and act in a new situation.
GC 2. Ability to identify, pose and solve problems.
GC 5. Determination and persistence in relation to assigned tasks and assumed responsibilities.
GC 6. The ability to evaluate and ensure the quality of the work performed.

Special

SC 1. Ability to develop and implement a strategy for the development of business, trade and/or stock exchange structures.
SC 3. Ability to effectively manage the activities of economic entities in the field of entrepreneurship, trade and/or stock market activity.
SC 4. Ability to solve problematic issues and make management decisions in professional activities.
SC 9. The ability and willingness to manage (direct) trade, market and economic processes, as well as the processes of collecting, analysing and disseminating information about the company's activities.
SC 11. The ability and willingness to carry out, within the limits of one's professional activity within the scope of official duties, the control of the implementation of certain economic processes and their compliance with the mission, general strategy and tactics of enterprise management.
SC 12. The ability and willingness to develop systems of measures to ensure the proper level of commercial,

marketing, economic and technological activity of business entities and regulatory authorities.

Program learning outcomes

PO 01. Be able to adapt and show initiative and independence in situations that arise in professional activity.

PO 02. Identify and analyse the problems of business structures and other branches of the national economy, in particular in the water management complex, and develop measures to solve them.

PO 06. Be able to develop and implement measures to ensure the quality of the work performed and determine their effectiveness.

PO 09. Develop and make decisions aimed at ensuring the efficiency of business entities in the field of business, trade and/or stock exchange activities.

PO 10. To be able to solve problematic issues that arise in the activities of business, trade and/or stock exchange structures under conditions of uncertainty and risks.

PO 13. The ability to create modern software tools for diagnosing and effectively managing the enterprise.

PO 14. The ability to identify problems related to the development of the enterprise in order to increase its competitiveness.

PO 19. The ability to critically evaluate proposed options for management solutions to optimize the use of enterprise resources, increase the level of quality based on identified reserves and bottlenecks in the enterprise's activities.

List of social soft skills

Adaptability and flexibility in decision-making, non-stereotypical thinking skills, persistence, inquisitiveness, initiative, responsibility, creativity, analytical skills, forming one's own opinion, the ability to solve complex problems.

Structure of the discipline

As indicated in the table below

Assessment methods and structure of assessment

In order to achieve the goals and objectives of the course, students need to complete the tasks provided for in the plan of practical classes, independent work, and pass modular knowledge tests in a timely manner and with high quality.

The evaluation of completed tasks of students is carried out by means of practical inspection, survey and testing on course topics.

- For timely and high-quality performance of practical tasks and independent (individual) work, mastering the course, the student receives the following mandatory points:

- 20 points for work in practical classes, testing on individual course topics, development of cases;

- 30 points for completing tasks for independent (individual) work;

- 10 points for research work;

- 20 points – module 1;

- 20 points – module 2.

Total: 100 points.

Students can get additional points for: completing essays, developing presentations on individual course topics. Additional points may also be awarded to students for specific suggestions for improving the content of the education discipline.

Modular control will take place in the form of testing. The test has 25 questions of varying difficulty: level 1 – 22 questions of 0.5 points each (11 points), level 2 – 2 questions of 2 points each (4 points), level 3 – 1 question of 5 points each (5 points). Total - 20 points.

The discipline ends with a test, so the results of the module tests are counted as a final test.

Provisions on semester current and final control of educational achievements of students of higher education: <http://ep3.nuwm.edu.ua/15311/>

Link to the regulatory documents governing the conduct of current and final examinations of students' knowledge, the possibility of filing an appeal: https://nuwm.edu.ua/struktorni-pidrozdili_/navch-nauk-tsentr-nezaleznoho-otsiniuvannia-znan

The place of the academic discipline in the educational trajectory of the higher education student

The discipline "Management of the anti-crisis activity of the enterprise" is an integral part of the mandatory educational components of the professional training cycle of students of the specialty " Entrepreneurship, trade and exchange activity " under the educational program "Enterprise Economics".

To study this course, students need knowledge of such disciplines as: "Economics of the enterprise", "Enterprises business solutions substantiating and risk", "Management", "Finance, money and credit", "Marketing", "Management of business processes".

Knowledge and skills from the educational discipline "Management of anti-crisis activities of the enterprise" will help when studying the discipline "Project-based business development" and mastering the competencies necessary for the performance of a qualifying master's thesis.

Combining education and research

Students have the opportunity to additionally receive points for completing individual tasks of a research nature, and can also be involved in writing and publishing scientific articles on the subject of the course.

In the educational process, the scientific achievements of the course teachers, published in scientific works, are used

(https://ep3.nuwm.edu.ua/view/creators/==041A==043E==0441= =0442==0440==0438==0447= =0435==043D==043A= =043E=3A==0412=2E_==041C=2E=3A=3A.html

https://ep3.nuwm.edu.ua/view/creators/==041A==0440==0430==0441==043E= =0432==0441==044C==043A= =0430=3A==042E=2E_==0412= 2E=3A=3A.html).

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| Information resources and recommended literature | 1. Verkhovna Rada of Ukraine. URL: http://www.rada.kiev.ua/ |
| | 2. Government portal. URL: http://www.kmu.gov.ua/ |
| | 3. State Statistics Service of Ukraine. URL: http://www.ukrstat.gov.ua/ |
| | 4. National Library of Ukraine named after V.I. Vernadskyi. URL: http://www.nbuv.gov.ua/ |
| | 5. Library of Congress URL: https://www.loc.gov/ |

RULES AND REQUIREMENTS (POLICY)*

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| Deadlines and resubmission | <p>The tasks of the educational discipline must be completed within 14 days from the day of the lecture or practical session.</p> <p>Liquidation of academic debt is carried out in accordance with the "Procedure for Liquidation of Academic Debts at NUWEE" http://ep3.nuwm.edu.ua/4273/. According to this document, the student's right to re-study the discipline or re-study the course is implemented.</p> <p>Resubmission of modular controls is carried out in accordance with http://nuwm.edu.ua/_struktorni-pidrozdili/_navch-nauk-tsentr-nezalezhnho-otsiniuvannia-znan/dokumentj.</p> <p>Announcements regarding submission and resubmission deadlines are published on the page of this discipline on the MOODLE platform according to the calendar: URL: https://exam.nuwm.edu.ua/course/view.php?id=1372.</p> |
| Rules of academic integrity | <p>For a cheating during a module control or a final control, the student loses the right to submit the material and incurs an academic debt.</p> <p>For cheating during the performance of certain tasks, the student's grade is reduced in accordance with the degree of violation of academic integrity.</p> <p>Documents related to academic integrity (about plagiarism, the procedure for submitting coursework, the student honor code, documents of the National Agency regarding integrity) are listed on the website's QUALITY OF EDUCATION page NUWEE: http://nuwm.edu.ua/_sp/akademichna-dobrochesnistj</p> <p>All NUWEE students, staff and faculty must be honest in their dealings, which applies and extends to conduct and actions related to academic work. Students must independently perform and submit for evaluation only the results of their own efforts and original work, which is regulated by the Student Honor Code at NUWEE https://nuwm.edu.ua/sp/akademichnadobrochesnistj</p> |

Principles of integrity in NUWEE and compliance with higher education quality assurance indicators are regulated by The National Agency for Higher Education Quality Assurance and the regulations of the NUWEE Education Quality Department.

Site of The National Agency for Higher Education Quality Assurance: <https://naqa.gov.ua/>

NUWEE Education Quality Department: <https://nuwm.edu.ua/struktturni-pidrozdili/vyo/dokumentu>

Requirements for attendance

Lectures and practical classes will take place in the classroom or online using the Google Meet platform according to the class schedule.

Consultations will be held in the classroom or online using the Google Meet platform by code at the time agreed with the students.

Candidates can use mobile phones and laptops during classes, but only for educational purposes in this discipline.

A student is not allowed to miss classes without valid reasons.

For objective reasons for missing classes, students can independently study the missed material on the MOODLE platform URL: <https://exam.nuwm.edu.ua/course/view.php?id=1372>

Non-formal and informal education

Also, students can independently master the material on Prometheus, Coursera, edEx, edEra, FutureLearn and other platforms to re-enrol the learning results. At the same time, it is important that the knowledge and skills formed during the completion of a certain online course or its parts have a connection with the expected educational results of this discipline (educational program) and are checked in the final assessment.

ADDITIONAL

Rules for obtaining feedback on the course *

Every semester, students are encouraged to complete an online survey about the quality of teaching and learning by the teacher of the course and about the quality of the educational process at NUWEE.

Based on the results of student surveys, teachers can improve the quality of learning and teaching in this and other disciplines.

The survey results are sent to students necessarily.

The order of the survey, the content of the questionnaires and the results of the student questionnaires for previous years and semesters are uploaded on the "QUALITY OF EDUCATION" page:

<http://nuwm.edu.ua/porjadok-opituvannja>

<http://nuwm.edu.ua/sp/anketuvannja>

<http://nuwm.edu.ua/sp/rezultati-opituvannja>

Updates *

At the initiative of the lecturer, the content of this

course will be updated annually, taking into account changes in the legislation of Ukraine in the field of entrepreneurship and its individual types, the appearance of modern technologies and the latest tools for finding opportunities for the development of entrepreneurial structures.

Students can also participate in the renewal of the discipline by submitting proposals to the teacher regarding the latest changes in the activities of enterprises in certain industries. For such an initiative, students can receive additional points.

Inclusive education

Documents and reference and informational materials related to the organization of the educational process for persons with disabilities are available at the link <http://nuwm.edu.ua/sp/dlja-osib-z-invalidnistju>

The lecturer and other students of this educational program will maximally contribute to the organization of education for persons with disabilities and special educational needs.

Practitioners, business representatives, specialists involved in teaching

The lecturer of the discipline has experience in consulting business structures, is a member of the group of support for the "Enterprise Economics" educational program, has experience in developing methodological support for the educational process of the Department of Enterprise Economics and International Business.

Internationalization

1. Eurostat – OECD Manual on Business Demography Statistics. Theme: Industry, Trade and Services. Collection: Methodologies and Working Papers. URL: http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-RA-07-010/EN/KS-RA-07-010-EN.PDF

2. Structural Business Statistics. Reference Metadata in Euro SDMX Metadata Structure (ESMS). URL: http://epp.eurostat.ec.europa.eu/cache/ITY_SDDS/en/sbs_esms.htm#stat_pres

3. OECD et al. SME Policy Index: Eastern Partner Countries 2020: Assessing the Implementation of the Small Business Act for Europe, SME Policy Index, European Union, Brussels/OECD Publishing, Paris, URL: <https://doi.org/10.1787/8b45614b-en>.

STRUCTURE OF THE COURSE

Lectures 26 h

Practical classes 26 h

Independent work 98 h

Lectures and practical classes

Topic 1. The essence and methodology of the study of enterprise crisis phenomena

Learning outcomes
PO 01, PO 02

Number of hours:
Lectures – 4
practical classes – 4

References:
1,2,4,5,9,13,15,16

Topic

The economic essence of the enterprise development crisis. Crisis as one of

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| description | <p>the phases of the enterprise's life cycle. Causes of crises occurring at the enterprise. Essential signs of a crisis at the enterprise level. Classification of crises. Factors of emergence and development of the enterprise development crisis.</p> <p>Division of the crisis process in time. Periodization of crisis phenomena: pre-crisis, crisis and post-crisis. Stages of the crisis process. Phases of crisis deployment at the enterprise level.</p> <p>Crisis phenomenon as the main element of the enterprise crisis. The essence of the crisis phenomenon. The main signs of a crisis manifestation. Varieties of crisis phenomena according to individual characteristics.</p> <p>The mechanism of the formation of a crisis situation at the enterprise. Interrelationship of crisis phenomena in the formation of a crisis situation. The peculiarity of the crisis situation. Causes of crisis situations at the enterprise.</p> <p>The crisis state of the enterprise. The essence of the crisis state of the enterprise. A systemic crisis. The relationship between the development of the crisis and the violation of the viability parameters of the enterprise.</p> |
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Topic 2. Anti-crisis regulation and anti-crisis management of enterprise activities

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| Learning outcomes PO 02 | Number of hours: Lectures – 2 practical classes – 2 | References: 2,4,5,6,8,11,14,15,16 |
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| Topic description | <p>State regulation of the crisis phenomena development in the enterprise. Anti-crisis procedure. Reorganization and liquidation procedures. Anti-crisis process. The concept of bankruptcy. The goals of the bankruptcy institute. Classification of types of bankruptcy of enterprises.</p> <p>Anti-bankruptcy system. The essence and subsystems of the anti-bankruptcy system. Anti-bankruptcy system at the state level. Anti-bankruptcy system at the enterprise level.</p> <p>Anti-crisis management of enterprise activities. The necessity and essence of anti-crisis management of the enterprise. Functions of anti-crisis management of the enterprise. Alternative concepts of anti-crisis management of the enterprise. The main tasks of anti-crisis management of the enterprise.</p> <p>Mechanism of anti-crisis management at the micro level. The main elements of the anti-crisis management system of the enterprise. Subsystems of the anti-crisis management mechanism of the enterprise. Measures for the exit of the enterprise from the crisis: tactical (operational) and strategic.</p> |
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Topic 3. Anti-crisis management system of the enterprise

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| Learning outcomes PO 06 | Number of hours: Lectures – 4 practical classes – 4 | References: 1,2,4,5,9,10,14,15 |
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| Topic description | <p>Peculiarities of anti-crisis management of the enterprise. Object and subjects of anti-crisis management of the enterprise. Process approach in anti-crisis management of the enterprise. Functional subsystems of crisis management.</p> <p>Situational approach to management in a crisis situation. The concept of a situational approach to management. Methodology of the situational approach. Practical application of the situational approach in the process of anti-crisis management.</p> <p>System of anti-crisis management of the enterprise. Elements of the crisis management system. The concept of the anti-crisis management system of the enterprise. The main relationships and relationships between the elements of the anti-crisis management system.</p> <p>The process of anti-crisis management. Conceptual model of the process of anti-crisis management of the enterprise. The main stages of the crisis</p> |
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management process. Dependence of the nature of anti-crisis measures on time and resource limitations of the anti-crisis process.

Crisis management strategies. Strategies characterizing the behaviour of the enterprise in crisis conditions: active, reactive, planned. Strategies of approach, non-interference, distancing. Strategies that do not involve additional resources; internal resources are involved; internal and borrowed resources are involved. Typical anti-crisis strategies of the enterprise: local reproduction, corporate integration, corporate innovation, local support.

Topic 4. Preparation of the enterprise for functioning in crisis conditions

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| Learning outcomes PO 09, PO 10 | Number of hours: Lectures – 2 practical classes – 2 | References: 1,2,3,4,5,8,9,10,11,12,15 |
| Topic description | <p>Preventive anti-crisis management of the enterprise. The essence, object and task of preventive crisis management.</p> <p>Creation of an anti-crisis team at the enterprise. Requirements for crisis management specialists. Principles of creating a single team. Goals of creating crisis task forces. Redistribution of enterprise management functions during a crisis situation.</p> <p>Stabilization anti-crisis management. The essence of stabilization (reactive) anti-crisis management. Algorithm for the development and implementation of management solutions for stabilization anti-crisis management.</p> | |

Topic 5. Diagnosis of the crisis state of the enterprise

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| Learning outcomes PO 02, PO 13 | Number of hours: Lectures – 4 practical classes – 4 | References: 2,4,8,9,10 |
| Topic description | <p>Diagnosis of the crisis. The essence and task of diagnosing the crisis of enterprise development. Stages of the process of diagnosing the crisis of enterprise development. Informational and methodical support for diagnostics of the crisis state and bankruptcy of the enterprise.</p> <p>Express diagnosis of the crisis financial state of the enterprise. The main stages of an express diagnosis of the company's financial condition. System of the most important indicators of the crisis state of the enterprise.</p> <p>Fundamental diagnosis of the crisis financial state of the enterprise. The main goals of the fundamental diagnostics of the crisis financial state. A system of factors determining crisis financial development. Methods of fundamental analysis.</p> <p>Scales of the crisis state of the enterprise. Mild crisis, deep crisis, catastrophe.</p> <p>Forecast of the development of the crisis state of the enterprise. The need to forecast the development of the crisis state of the enterprise. Methods of forecasting the development of problem situations. Forecasting the ability of the enterprise to neutralize the crisis.</p> | |

Topic 6. Technologies for the implementation of anti-crisis management solutions

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| Learning outcomes PO 14 | Number of hours: Lectures – 6 practical classes – 6 | References: 2,3,4,6,8,9,11,14 |
| Topic description | <p>Management decisions in crisis conditions. Factors affecting the quality of anti-crisis management decisions. Specific features of development and decision-making inherent in anti-crisis management.</p> <p>Anti-crisis program of the enterprise. The essence, goals and tasks of developing an anti-crisis program. Target parameters of the company's anti-</p> | |

crisis program. Anti-crisis tools of the enterprise.

Organization of implementation of anti-crisis measures. Financial and economic aspects of preparation and implementation of anti-crisis measures of the enterprise. The mechanism of internal financial stabilization of the enterprise. Mechanism of financial rehabilitation of the enterprise. Restructuring of company assets. Restructuring of company debts. Financial procedures of the bankruptcy process.

Effectiveness of anti-crisis management of the enterprise. Types of efficiency. The essence of the effect of anti-crisis influence. System of criteria for evaluating the effectiveness of anti-crisis management.

Topic 7. Anti-crisis monitoring of the enterprise state

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| Learning outcomes PO 14 | Number of hours: Lectures – 2 practical classes – 2 | References: 2,4,5,9,10,14,16 |
| Topic description | <p>The nature and types of monitoring. Concept of monitoring. Classification signs and types of monitoring.</p> <p>Stages of creating a system for monitoring the state of the enterprise. Object, goal, task of monitoring. Basic principles of monitoring. The essence and stages of creating a monitoring system.</p> <p>The main indicators for anti-crisis monitoring of the state of the enterprise. A group of objects of observation of the "crisis field" of the enterprise. A system of indicators for each of the "crisis field" objects: volumetric and structural.</p> <p>Early Warning and Response System (EWRS). The essence and tasks of EWRS. Stages of creation of EWRS. EWRS subsystems. The most important tools of EWRS.</p> | |

Topic 8. Personnel management of a crisis enterprise

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| Learning outcomes PO 19 | Number of hours: Lectures – 2 practical classes – 2 | References: 2,3,7,11,13,17,18,19,20 |
| Topic description | <p>Anti-crisis personnel management system. The essence and tasks of anti-crisis personnel management. Specific interests of individual groups of company personnel in crisis conditions. Principles of anti-crisis personnel management: general and specific.</p> <p>Personnel policy in the conditions of the crisis of the enterprise. Types of personnel policy in crisis conditions. Tasks of personnel management in crisis situations.</p> <p>The essence and main types of conflicts in a crisis enterprise. Industrial conflicts. Social (intra- and intergroup) and interpersonal conflicts. Causes of conflicts and their components. The procedure for resolving a conflict situation.</p> | |

REFERENCES

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The Lecturers

PhD, associate Professor

Valentyna Kostrychenko,

PhD, associate Professor

Yuliana Krasovska

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Юліана КРАСОВСЬКА



документ підписаний КЕП
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