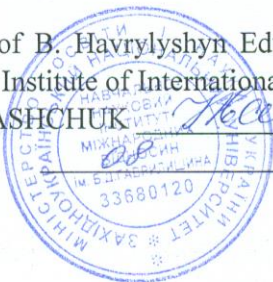


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
WEST UKRAINIAN NATIONAL UNIVERSITY

APPROVED

Director of B. Havrylyshyn Education and  
Research Institute of International Relations  
Iryna IVASHCHUK

« 31 » \_\_\_\_\_ 2023



APPROVED

Interim Vice-Rector  
for Academic Affairs and Research  
Viktor OSTROVERKHOV

« 31 » \_\_\_\_\_ 2023



**COURSE OUTLINE**  
**«Anti-Crisis Management in International Business»**

Degree of Higher Education – Master  
Field of Knowledge – 07 Administration Management  
Specialty – 073 Management  
Educational and Scientific Program – « International Management»

**Department of International Economic Relations**

| Form of study | Course | Semester | Lectures (hours) | Practical Classes (hours) | ISW (hours) | Training, CPIT (hours) | IWS (hours) | Total (hours) | Exam (per semester) |
|---------------|--------|----------|------------------|---------------------------|-------------|------------------------|-------------|---------------|---------------------|
| Full-time     | 2      | 3        | 39               | 39                        | 8           | 12                     | 82          | 180           | 3                   |

Ternopil – WUNU  
2023

The course outline is based on the educational and scientific program for the training of masters in the field of knowledge 07 "Management and Administration", 073 "Management", approved by the Academic Council of WUNU (Protocol № 9 from 15.06.2022p.).

The course outline was developed by PhD, senior lecturer Oleksandr Sokhatskyi.

The course outline has been approved at the meeting of the Department of International Economic Relations, Protocol № 1 from 29.08.2023 p

Head of the Department of International Economic Relations

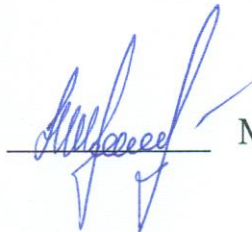
Doctor of Economic Sciences,  
professor



Roman ZVARYCH

Considered and approved by the Specialty Provision Group for Specialty 073 "International Management," Protocol No. 1 August 31, 2023.

Head of the Specialty Provision Group,  
Doctor of Economics, Professor



Mikhail SHKILNIAK

Guarantor of the educational program,  
PhD, Associate Professor



Tetiana DLUHOPOLSKA

## Structure of the Working Program of the Academic Discipline «Anti-Crisis Management in International Business»

### 1. Description of the Discipline «Anti-Crisis Management in International Business»

| The Discipline of " Anti-Crisis Management in International Business " | Field of Knowledge, Specialty, and Learning Outcomes             | Characteristics of the Academic Discipline   |
|--|--|--|
| Number of Credits ECTS – 6   | Field of Knowledge: 07<br>"Administration Management"            | Discipline Status: Mandatory<br>Language of Instruction:<br>English  |
| Number of Examination Modules: 4                                       | Specialty: 073 "Management"                                      | Year of Study: 5 Semester: 2   |
| Number of Content Modules: 2   | Degree of Higher Education:<br>Master's                          | Lectures: 39 hours<br>Practicals: 39 hours   |
| Total number of hours: 180 hours                                       | Educational and Scientific Program<br>"International Management" | Independent Study: 82 hours<br>Training, Practical Training,<br>and Individual Work in<br>Classrooms: 12 hours<br>Individual Work: 8 hours |
| Weekly Hours: 3rd Semester - 14 hours, including 6 classroom hours     |  | Type of Final Assessment:<br>Exam  |

### 2. Goal and Objectives of the Discipline "Anti-Crisis Management in International Business"

**2.1.** The goal of the academic discipline "Anti-Crisis Management in International Business" is to cultivate knowledge and skills in crisis management among future managers and executives. The main objectives of the academic discipline are:

1. Studying the fundamental concepts and categories of crisis management;
2. Providing an understanding of crisis management as a system for managing financial, material, and human resources, where individuals are subjects of management and self-management;
3. Ensuring the conditions for the viability of the enterprise as a microeconomic system;
4. Acquiring practical skills in managerial work and creating effective interaction within the workforce.

#### **2.2. Objectives of Studying the Discipline**

The academic discipline "Anti-Crisis Management in International Business" is taught in accordance with the fundamental theoretical and methodological principles established in the modern science of crisis management in the public sector. The main objectives of the academic discipline are:

- Developing skills in critically analyzing contemporary scientific concepts and theories of crisis management.
- Enhancing managerial competence through specialized training in the field of crisis management in public administration.

### **2.3. Naming and Description of Competencies Developed through Studying the Discipline:**

SC15. Ability to analyse and predict crisis phenomena in the international business environment and respond to their manifestations;

SC 16. Ability to set and solve problems to optimise business processes in international companies using crisis management tools.

### **2.4. Prerequisites for Studying the Discipline:**

“Strategic Management of Corporation”, “Information Technologies for Modeling and Forecasting in International Management”, “Management International Corporation”

### **2.5. Learning Outcomes:**

PLO 18. To apply optimal mechanisms of crisis management in international business;

PLO 19. To develop a comprehensive plan of anti-crisis measures, anticipate crises and make appropriate management decisions.

## **3. Educational Discipline Program "Anti-Crisis Management in International Business" Content Module 1.**

**1. Conceptual Foundations of Interstate and National Crisis Regulation in International Business.** Essential characteristics, goals, and principles of crisis management in international business. Concepts of interstate and national crisis regulation. Goals, tasks, and main directions of interstate and national crisis regulation.

**2. Crisis as a Lawful Component of the Cyclical Development of Socio-Economic Systems.** Global Economic Crises: Socio-Economic Preconditions and Causes of Emergence. Dual Function of Crisis, Destructive and Constructive Roles of Crisis. Crisis as a "Creative Destruction" Process. Negative and Positive Consequences of Global and Local Crises. Basics of Cyclical Development, Principles of Cyclicity. Long-Term (Kondratiev) Cycles, Medium-Term (Juglar) Cycles, and Short-Term (Kitchin) Cycles.

**3. Theoretical and Practical Aspects of Crisis Management by International Business Entities**

Features of crisis management when considering different scenarios (V, U, L), as well as considering the hysteresis model. Definition of exogenous and endogenous factors affecting international business entities in crisis situations. Analysis of crisis vulnerability of multinational corporations considering their ethno-, poly-, and geocentric orientations. Specifics of crisis management measures in countries where multinational corporations are based and present. The role of multinational corporations in the spread and transition of crises to host countries. Definition of countries hosting multinational corporations as crisis centers. Consideration of the "crisis trap" effect. Crisis management measures as a countermeasure to the spread of the "domino effect" in multinational corporations and transnational strategic alliances. National approaches to reducing manifestations of global financial imbalances. Study of crisis phenomena in the economy of Ukraine and its partners. Impact of crisis manifestations on the performance of international business entities

**4. Diagnosis of the financial and economic condition of insolvent companies, analysis of methods for forecasting bankruptcy of international business entities.**

The essence and purpose of diagnosing the financial condition, threats of insolvency, and probability of bankruptcy of an international business entity. Evaluation of liquidity, effectiveness of inventory utilization, cost coverage by sources of financing, assessment of financial stability of the international company, assessment of economic efficiency of operations.

**5. General Principles of Crisis Legal Regulation for Prevention and Implementation Procedures of Bankruptcy for International Business Entities** Concepts and types of legal procedures: pre-trial, judicial, out-of-court. Policies for preventing bankruptcy and restoring solvency of debtors in certain countries worldwide: Ukraine, the USA, European countries, Japan,

other partner countries. Prevention of bankruptcy at early stages of insolvency signs emergence in a company. Pre-trial reorganization of an international business entity. Reorganization and liquidation court procedures by the decision of the arbitration court. Arbitration procedures: observation, financial recovery, external management, bankruptcy proceedings, amicable agreement. Out-of-court liquidation procedures: amicable agreement, voluntary liquidation by owners.

## **Content Module 2**

**6 Financial Recovery Management of Insolvent International Business Entities.** Causes of deterioration in the financial condition of international business entities. Classification and analysis of reasons for insolvency of an international company. Stages and measures for possible stabilization of the financial condition of structural units. Debt and liabilities restructuring of the company. Restructuring of accounts receivable: collection, recovery, reduction. Measures to optimize the asset complex of an international business entity (in the home country, in the host country). Program of financial recovery for an international business entity.

**7 Bankruptcy as a Method of Crisis Management in International Business** The etymology of the term "bankrupt." The establishment of the bankruptcy institution worldwide and in Ukraine. Periodization of the stages of development of bankruptcy procedures and consequences of bankruptcy recognition and debtor's solvency restoration. The concept of the bankruptcy institution. Goals and functions of the bankruptcy institution. The concept of bankruptcy for international business entities. Types of bankruptcy, characteristics of typical conditions of companies heading towards bankruptcy. Analysis for the presence (absence) of signs of fraudulent bankruptcy. Analysis for detecting signs of intentional bankruptcy. Artificial bankruptcy for hostile takeovers. Grounds for a creditor (creditors) to file for bankruptcy. Purpose of filing. Uncontested claims of the debtor. Initiation of bankruptcy proceedings for international business entities. Comparative analysis of bankruptcy procedures in different countries worldwide (reasons for initiating proceedings, insolvency criteria, judicial authority, external management, specifics of sanitation procedures). Pre-arbitration settlement of commercial disputes. Asset disposal procedure. Liquidation procedure.

**8 Development of a Crisis Management Program and Crisis Strategy for an International Business Enterprise** The economic nature of a strategic crisis for participants in international economic activities. Investigation of factors contributing to a strategic crisis in international business. Crisis management transformation of strategies as a method for managing corporate strategic resilience. Crisis management program for an international business entity. Crisis management measures of preventive, operational, and strategic nature. Concept of crisis management strategies. Types of crisis management strategies: prevention strategy; preparedness strategy for potential crises; crisis response strategy; recovery strategy to return to a crisis-free state; parallel activity strategy; leapfrog strategy; pilot project strategy; bottleneck expansion strategy.

**9 Crisis Management of Personnel in International Business Entities** Management crisis in international business as the primary source of systemic crisis. The role of the company's leader, types of leadership in overcoming crises. Personnel management crisis in an international company as a consequence of a systemic crisis. Crisis management personnel policy in international business. Crisis management strategies for personnel. Cross-cultural aspects of personnel management in joint ventures, international consortia, and economic cooperation among TCA participants. Anti-stress training for personnel in international companies: experience of developed countries.

**10 Management of Organizational Changes in International Business Entities as a Means of Preventing and Overcoming Crisis Phenomena.** Management of Change as a Means of Overcoming the Crisis of an International Business Entity. Development Cycles of the Organization and Crisis Phenomena. The concept of developmental crisis as an inherent component of the life cycle of economic systems. Crisis as an instrument and source of development. Models of organizational development by L. Greiner (leadership crisis, autonomy crisis, control crisis, bureaucracy crisis, growth crisis), and I. Adizes (startup crisis, management crisis, corporate crisis). Anti-crisis restructuring of organization and management in JVs, MNCs, and companies participating in TCAs in conditions of uncertainty.

#### 4. Structure of the Credit for the Discipline "Anti-Crisis Management in International Business"

|   | The number of hours |           |            |                 |               |                      |
|---|---------------------|-----------|------------|-----------------|---------------|----------------------|
|   | Lectures            | Practical | Self-study | Individual work | Training CPIT | Control measures     |
| <b>Content module 1.</b>  |                     |           |            |                 |               |                      |
| 1. Conceptual Foundations of International Business Crisis Management: Inter-State and National Anti-Crisis Regulation                                      | 4                   | 4         | 8          | 2               | 6             | Current Survey, test |
| 2. Crisis as an Inherent Component of the Cyclical Development of Socio-Economic Systems  | 4                   | 4         | 10         |                 |               | Current Survey       |
| 3. Theoretical and Practical Aspects of Crisis Management by International Business Entities  | 4                   | 4         | 8          | 2               |               | Current Survey       |
| 4. Diagnosis of the Financial and Economic Condition of Insolvent Companies, Analysis of Bankruptcy Forecasting Methods for International Business Entities | 4                   | 4         | 8          |                 |               | Essay on the Topic   |
| 5. General Principles of Anticrisis Legal Regulation of Procedures for Preventing and Conducting Bankruptcy of International Business Entities"             | 4                   | 4         | 8          |                 |               | Current Survey, task |
| <b>Content module 2.</b>  |                     |           |            |                 |               |                      |
| 6. Management of Financial Recovery for Insolvent International Business Entities   | 4                   | 4         | 8          | 2               | 6             | Current Survey       |
| 7. Bankruptcy as a Method of Crisis Management in International Business  | 4                   | 4         | 8          |                 |               | Round Table          |
| 8. Development of an Anti-Crisis Program and Strategy for an International Business Enterprise  | 4                   | 4         | 8          | 2               |               | Current Survey       |

|  |           |           |           |          |           |                            |
|--|-----------|-----------|-----------|----------|-----------|----------------------------|
| 9. Personnel Management in Anti-Crisis International Business Entities   | 4         | 4         | 8         |          |           | Current Survey             |
| 10. Management of Organizational Changes in International Business Entities as a Means of Preventing and Overcoming Crisis Phenomena | 3         | 3         | 8         |          |           | Current Survey, case, task |
| <b>Разом:</b>  | <b>39</b> | <b>39</b> | <b>82</b> | <b>8</b> | <b>12</b> |                            |

## 5. THEMATIC OF PRACTICAL CLASSES

### Practical Session 1-2.

**Topic 1. Conceptual foundations of interstate and national crisis regulation in international business.**

**Objective: To study the main concepts of interstate and national crisis management regulation.**

**Questions for discussion:**

- What international organizations play a key role in interstate crisis regulation?
- What are the main principles and tools of interstate crisis regulation?
- Which international agreements and treaties regulate issues of crisis management in international business?
- Provide examples of successful and unsuccessful interstate crisis regulation.
- What are the prospects for the development of interstate crisis regulation?
- What international organizations play a key role in interstate crisis regulation?
- What are the main principles and tools of interstate crisis regulation?
- Which international agreements and treaties regulate issues of crisis management in international business?

### Practical sessions 3-4.

**Topic 2. Crisis as an Integral Component of the Cyclical Development of Socio-Economic Systems**

**Objective: To develop among higher education students an understanding of crises as a regularity in the cyclical development of economic systems.**

**Questions for discussion:**

- What is cyclical development?
- What are the phases of cyclical development?
- How does the crisis fit into cyclical development?
- What are the negative consequences of a crisis?
- What are the positive consequences of a crisis?
- How does a crisis affect different spheres of society?
- How does a crisis impact the economy?

### Practical sessions 5-6.

**Topic 3. Theoretical and Practical Aspects of Crisis Management by International Business Entities**

**Objective: To develop knowledge and skills in crisis management for international business enterprises.**

**Questions for discussion:**

- How can the goals and principles of crisis management be applied in international business?
- What strategies exist for crisis management?
- What factors influence the choice of crisis management strategy?

- How to develop a crisis management strategy for a specific enterprise?
- How has the COVID-19 pandemic affected crisis management?
- What new challenges for crisis management have arisen as a result of the COVID-19 pandemic?
- How can international business entities adapt their crisis management strategies to the new conditions?

#### **Practical sessions 7-8**

#### **Topic 4. Diagnosis of the financial-economic state of insolvent companies, analysis of methods for forecasting the bankruptcy of international business entities**

**Objective: To develop knowledge and competencies regarding the use of bankruptcy methodologies in international business.**

##### **Questions for discussion:**

- What financial statement indicators are used for diagnosing and predicting bankruptcy?
- How to calculate and interpret key indicators of financial stability, liquidity, and solvency?
- How to use vertical and horizontal analysis to assess the financial condition of a company?
- What financial statement indicators are used for diagnosing and predicting bankruptcy?
- How to calculate and interpret key indicators of financial stability, liquidity, and solvency?
- How to use vertical and horizontal analysis to assess the financial condition of a company?

#### **Practical sessions 9-10.**

#### **Topic 5. General principles of anti-crisis legal regulation of the procedure for prevention and conduct of bankruptcy procedures of international business entities**

**Objective: To study the basics of legal regulation regarding the procedures for preventing and conducting bankruptcy of international business entities.**

##### **Questions for discussion:**

- What international legal acts regulate the procedure for prevention and conduct of bankruptcy procedures?
- What are the peculiarities of national legal regulation of the procedure for prevention and conduct of bankruptcy procedures in Ukraine?
- How do international and national legal acts on anti-crisis regulation correlate?
- What international legal acts regulate the procedure for prevention and conduct of bankruptcy procedures?
- What are the peculiarities of national legal regulation of the procedure for prevention and conduct of bankruptcy procedures in Ukraine?
- How do international and national legal acts on anti-crisis regulation correlate?
- What international legal acts regulate the procedure for prevention and conduct of bankruptcy procedures?
- What are the peculiarities of national legal regulation of the procedure for prevention and conduct of bankruptcy procedures in Ukraine?
- How do international and national legal acts on anti-crisis regulation correlate?

#### **Practical sessions 11-12.**

#### **Topic 6. Financial recovery management of insolvent international business entities**

**Objective: To understand the methodology for managing the financial recovery of insolvent international business entities.**

##### **Questions for discussion:**

- What are the peculiarities of financial recovery of insolvent international business entities?
- What factors influence the process of financial recovery of international business entities?
- What risks are associated with the financial recovery of international business entities?
- What impact has the COVID-19 pandemic had on the process of financial recovery?
- What new challenges for financial recovery have arisen due to the pandemic?
- How to adapt the process of financial recovery to new conditions?
- What impact has the COVID-19 pandemic had on the process of financial recovery?
- What new challenges for financial recovery have arisen due to the pandemic?
- How to adapt the process of financial recovery to new conditions?



### **Practical sessions 13-14.**

#### **Topic 7. Bankruptcy as a method of crisis management in international business**

**Objective: To be able to apply the bankruptcy procedure as a method of managing insolvent international business entities.**

##### **Questions for discussion:**

- Concept of bankruptcy and its essential features in the context of international business.?
- Types and characteristics of bankruptcy procedures in different countries around the world?
  - Impact of bankruptcy on international companies and their counterparties? Advantages and disadvantages of using bankruptcy as a method of crisis management?
  - Strategies and tactics for conducting bankruptcy proceedings in an international context?
  - Role and responsibility of arbitration courts in resolving disputes related to bankruptcy?
  - International legal aspects of bankruptcy: conventions, agreements, laws?
  - Practice of applying bankruptcy procedures in well-known multinational companies?
  - Ethical aspects of bankruptcy in international business?
  - Prospects for development and harmonization of bankruptcy legislation on an international scale?

### **Practical session 15-16.**

**Topic 8. Development of an anti-crisis program and anti-crisis strategy of an international business entity**

**Objective: To be able to develop a crisis management program and strategy for a business entity involved in international business.**

##### **Questions for discussion:**

- What are the stages of developing an anti-crisis program and anti-crisis strategy?
- What methods and tools are used at each stage?
- What factors should be considered when developing an anti-crisis program and anti-crisis strategy?
  - What are the stages of developing an anti-crisis program and anti-crisis strategy?
  - What methods and tools are used at each stage?
  - What factors should be considered when developing an anti-crisis program and anti-crisis strategy?

### **Practical sessions 17-18.**

**Topic 9: Crisis management of personnel in international business entities • What methods and tools are used in crisis management of personnel?**

**Objective: To understand the methodologies of crisis management for the personnel of international business entities.**

##### **Questions for discussion:**

- What are the peculiarities of applying methods and tools of crisis management of personnel to international business entities?
  - How to choose a method or tool for crisis management of personnel for a specific situation?
    - What methods and tools are used in crisis management of personnel?
    - What are the peculiarities of applying methods and tools of crisis management of personnel to international business entities?
    - How to choose a method or tool for crisis management of personnel for a specific situation?

### **Practical sessions 19-20.**

**Topic 10: Management of organizational changes in international business entities as a means of preventing and overcoming crisis phenomena**

**Objective: To study the management of organizational changes in international business entities as a means of preventing and overcoming crises.**

##### **Questions for discussion:**

- What impact do digital technologies have on organizational changes?
- What new opportunities have arisen?
- What risks and challenges are associated with the use of digital technologies in managing organizational changes?
  - What are the current problems in managing organizational changes?
  - What are the ways to improve the management of organizational changes?
  - What role does the scientific community play in the development of theory and practice of managing organizational changes?

## **6. Defense of Course Project on the Discipline "Anti-Crisis Management in International Business"**

CPIT for the course "Anti-Crisis Management in International Business" is to be independently completed by each student based on a formulated list of practical situations and tasks. The assignment covers all the main topics of the discipline "Anti-Crisis Management in International Business". The objective of completing the assignment is to master the skills of analyzing the causes and possible consequences of international conflicts and predicting measures aimed at their prevention and resolution. Completing the assignment is one of the mandatory components of the course's credit module.

Tasks for the assignment: Conduct research on the following issues: The student must develop a crisis management plan for a hypothetical international company operating in a field sensitive to geopolitical changes and turbulences. Tasks include analyzing possible crisis scenarios, developing crisis management strategies, defining a communication plan, and assessing the effectiveness of crisis management measures.

Stages of Work:

1. Environment Analysis:
  - Assess the geopolitical factors that may affect the company's operations.
  - Identify possible crisis scenarios related to geopolitical and economic turbulences.
2. Strategy Development:
  - Develop crisis management strategies for each identified scenario.
  - Consider the economic, social, and political aspects of your strategies.
3. Communication Plan:
  - Create a communication plan for interaction with stakeholders during a crisis.
  - Specify key messages and communication channels.
4. Innovative Solutions:
  - Explore the possibilities of using innovative technologies and management methods to implement strategies.
5. Implementation and Testing:
  - Describe the process of implementing crisis management measures and mechanisms for testing the plan's effectiveness.
6. Evaluation and Improvement:
  - Define success criteria and metrics for assessing the effectiveness of the crisis management plan.
  - Suggest possible improvements and corrections after the first implementation.
7. Presentation Preparation:
  - Prepare a brief presentation (15-20 minutes) to showcase your crisis management plan.

## 7. Independent Work on the Discipline "Anti-Crisis Management in International Business"

|     | Themes   |
|-----|--|
| 1.  | What are the main causes of crises in international business?  |
| 2.  | What crisis management strategies can be effective for international companies?  |
| 3.  | How can diagnostic methods of financial condition help identify the risk of bankruptcy in international companies?                               |
| 4.  | Describe the process of developing a crisis management program for an international business entity.   |
| 5.  | What are the peculiarities of crisis legal regulation in an international context?   |
| 6.  | How can financial recovery management be applied to insolvent international companies?   |
| 7.  | What approaches to crisis personnel management can be used in international business?  |
| 8.  | Discuss the role of bankruptcy as a method of crisis management in international business.   |
| 9.  | What challenges and opportunities are associated with managing organizational changes to prevent and overcome crises in international companies? |
| 10. | What tools and techniques for bankruptcy forecasting are used in international business, and how can they be improved?                           |

## 8. Organization and Procedure for Conducting the Training

A training is a planned process of modifying attitudes, knowledge, or behavioral skills of the learner through acquiring educational experience in order to achieve effective performance in a specific activity or field. The purpose of conducting a training on the discipline "Anti-Crisis Management in International Business" is to create an informal, relaxed environment that opens up various options for development and problem-solving regarding the peculiarities, patterns, and trends of international conflicts based on the study of interactions between states and international organizations for their resolution.

1. **The introductory part** is conducted to familiarize students with the topic of the training session.
2. **The organizational part** involves creating a working atmosphere among the student group and establishing the rules for conducting the training session.
3. **The practical part** is implemented through completing tasks in groups of 3-5 students on specific problem issues related to the topic of the training session.
4. **Conclusion.** The results of the tasks completed in groups are discussed. Exchange of views on the topics addressed during the training session occurs.

## 9. Means of Assessment and Methods of Demonstrating Learning Outcomes

**The following means of assessment and methods of demonstrating learning outcomes are used in the study of the discipline "Anti-Crisis Management in International Business"**

- Continuous questioning;
- Modular testing and surveys for credit;
- Analytical reports, abstracts, essays;
- Computational tasks;
- Presentations of the results of tasks and research;
- Evaluation of the results of individual practical assignments;
- Student presentations and speeches at scientific events;
- Module work;
- Exam.

## 10. Assessment Criteria

The final grade (on a 100-point scale) for the discipline is determined as the weighted average, depending on the specific weight of each component of the course credit..

| Module 1  | Module 2  | Module 3   | Module 4  |
|---|---|--|---|
| 20%   | 20%   | 20%  | 40%   |
| 1. Testing during classes: 5 topics, 5 points each - max 25 points.<br>2. Written assignment - max 75 points. | 1. Testing (quizzes) during classes: 5 topics, 5 points each - max 25 points.<br>2. Written assignment - max 75 points. | 1. Preparation and defense of Individual Practical Assignment - max 60 points.<br>2. Participation in trainings - max 40 points. | 1. Test tasks (5 tests, 5 points each) - max 25 points.<br>2. Theoretical question - max 25 points.<br>3. Problem-solving task - 50 points. |

### Grading scale::

| According to the University's scale | According to the national scale | According to the scale ECTS                          |
|-------------------------------------|---------------------------------|--|
| 90-100                              | Excellent                       | A (Excellent)  |
| 85-89                               | Good                            | B (Very Good)  |
| 75-84                               |                                 | C (Good)   |
| 65-74                               | Satisfactory                    | D (Satisfactory)                                     |
| 60-64                               |                                 | E (Pass)   |
| 35-59                               | Unsatisfactory                  | FX (Unsatisfactory with the possibility of retaking) |
| 1-34                                |                                 | F (nsatisfactory with mandatory retake)              |

## 11. Tools, equipment, and software used in the educational discipline

| № | Title  | Topic number |
|---|--|--------------|
| 1 | Multimedia equipment for presenting presentations (multimedia projector, laptop) | 1-10         |
| 2 | Personal computers with internet connectivity                                    | 1-10         |
| 3 | Software (MS Word, MS Excel, PowerPoint)   | 1-10         |
| 4 | Input data for processing on a PC  | 1-10         |

## Recommended sources of information

1. Мостенська Т.Л., Юрій Е.О. Інструменти антикризового управління. Український журнал прикладної економіки. Том.4. 2019. №1. С.64-72.
2. Сталій розвиток – ХХІ століття: управління, технології, моделі. Дискусії 2018: колективна монографія. За ред. проф. Хлобистова Є.В. Київ, 2018. 668 с.
3. Чинники і тренди економічного зростання в Україні: колективна монографія. За ред. д-ра екон. наук М.І. Скрипниченка; НАН України, ДУ «ІЕт екон.та прогнозування НАН України». Київ, 2018. 386 с.
4. Антикризові стратегії публічного управління. Методичні вказівки до практичних занять, самостійної та індивідуальної роботи здобувачів освітнього ступеня магістра спеціальності 281 «Публічне управління та адміністрування» усіх форм навчання / Укладачі : Бутко М.П., Оліфіренко Л.Д. Чернігів: ЧНТУ, 2018. 62 с.
5. Антикризова економічна політика: наукові засади формування та впровадження : навчально-методичний посібник для здобувачів освітньонаукового ступеня доктора філософії зі спеціальності 051 Економіка усіх форм навчання [Електронний ресурс] / [упоряд. :А. С. Павловська, О. А. Руденко]; М-во освіти і науки України, Черкас. держ. технол. у-т. – Черкаси : ЧДТУ, 2020. – 151 с
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