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Кафедра економіки підприємства і міжнародного бізнесу

**07/01-84М**

**МЕТОДИЧНІ ВКАЗІВКИ**

до практичних занять  
та самостійної роботи

*з навчальної дисципліни*

**«Антикризове управління соціальних систем»/  
«Crisis Management of Social Systems»**

*для здобувачів третього (освітньо-наукового) рівня вищої освіти  
спеціальності С1 Економіка та міжнародні економічні відносини (за  
спеціалізаціями) спеціалізації С1.01 Економіка  
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## Table of Contents

Introduction.....	3
1. Description of the Academic Disciplin.....	4
2. Structure of the Academic Discipline .....	5
3. Topics of Practical Classes.....	6
4. Assessment Methods .....	6
5. Practical Class Plans .....	8
6. Methodological guidelines for independent work.....	12
7. Requirements for the Preparation, Completion and Formatting of Independent Work Assignments.....	13
8. Recommended Literature.....	17

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## Introduction

Dear PhD Students! The academic discipline *Crisis Management of Social Systems*, which you are about to study, is an elective educational component of the doctoral (PhD) programme. The course is designed to deepen theoretical knowledge and develop practical and research-oriented skills in the field of crisis management, with a particular focus on social systems operating under conditions of uncertainty, instability, and external shocks.

**The aim** of the academic discipline is to form advanced knowledge of the theoretical and practical foundations of crisis management of social systems, as well as to develop the ability to analyze, design, and evaluate crisis management strategies and public policies at different systemic levels.

The objectives of the academic discipline are to:

- develop an understanding of theoretical concepts and practical approaches to the nature, role, and place of crisis management in social systems;

- identify and analyse crisis phenomena, threats, principles, indicators, and criteria of crisis development in social systems;

- examine the typology of crises and the mechanisms of their manifestation at micro-, meso-, and macro-levels;

- develop the ability to apply fundamental patterns of socio-economic development in combination with research and management tools in professional and scientific activities;

- develop skills in searching for, using, and interpreting information necessary for solving professional and research problems in the field of crisis management;

- analyse current challenges of crisis management of social systems in the context of institutional transformations, globalization, and large-scale shocks, including war and post-war recovery.

The discipline ensures the acquisition and development of the following program competencies:

- ability to think abstractly and critically, and to perform analysis and synthesis;

- ability to search for, process, and analyze information from various sources;

- ability to solve complex problems in social and economic systems based on a systemic scientific worldview, broad cultural awareness, and adherence to the principles of professional ethics and academic integrity;

- ability to orally and in writing present and discuss the results of scientific research;

- ability to justify management decisions regarding the effective development of business entities, to assess possible risks, environmental, economic and social consequences of decision-making..

As a result of studying the discipline, PhD students will acquire the

following program learning outcomes:

ability to develop and research fundamental and applied models of socio-economic processes and systems, effectively use them to obtain new knowledge and/or create innovative products in economics and related interdisciplinary areas.

ability to clearly present and discuss research results, theoretical concepts, and practical problems of economics with both specialists and non-specialists in the national and foreign languages, and to properly present research findings in academic publications in leading scientific journals;

ability to apply fundamental principles of microeconomics and macroeconomics in planning, organizing, and managing the activities of business entities and developing state economic policy on the basis of sustainable development.

### **1. Description of the Academic Disciplin**

Level of Higher Education	educational and scientific (third)
Educational programme	Economics
Field of Study	C Social Sciences, Journalism, Information and International Relations
Year of Study, Semester	1st-2nd year of study, semesters 1–3
Number of Credits	3 ECTS
Lectures (full-time/part-time):	16/2 hours
Practical Classes (full-time/part-time)	14/4 hours
Independent Study (full-time/part-time):	60/84 hours
Course Paper:	No
Form of Study	Full-time / Part-time
Final Assessment	Pass / Fail (Credit)

## 2. Structure of the Academic Discipline Full-time / Part-time Study

Titles of Content Modules and Topics	Hours				
	Total	including			
		L	P	IET	IW
MODULE 1. CURRENT CONTROL					
<b><i>Content Module 1. Theoretical and Methodological Foundations of Crisis Management of Social Systems</i></b>					
1. Social Systems and Crisis Phenomena. Nature, structure, and vulnerability of social systems under crisis conditions.	10	2/-	2/-	-	6/10
2. Concepts and Typology of Crises in Social Systems. Economic, financial, institutional, social, and hybrid crises.	10	2/1	2/1	-	6/8
3. Crisis Management: Essence, Principles, and Functions. Crisis management as a scientific and practical field.	10	2/-	2/1	-	6/9
4. Methodological Approaches to the Analysis of Crises. Systemic, institutional, behavioral, and interdisciplinary approaches.	10	2/1	2/-	-	6/9
Total CM1	40	8/2	8/2	-	24/36
<b><i>Content Module 2. Applied Crisis Management and Adaptive Governance of Social Systems</i></b>					
5. Crisis Diagnostics and Early Warning Systems. Indicators, monitoring tools, and scenario-based analysis.	12	2/-	2/1	-	8/11
6. Decision-Making and Adaptive Management under Uncertainty. Strategic responses, behavioral factors, and institutional constraints.	12	2/-	2/1	-	8/11
7. Anti-Crisis Management in Key Social Systems. Economy, education, public administration, and critical infrastructure.	12	2/-	-	-	10/12
8. War, Post-War Recovery, and Systemic Resilience of Social Systems. Crisis strategies in conditions of large-scale shocks and transformation.	14	2/-	2/-		10/14
Total CM 2	50	8/-	6/2	-	36/48
<b>Total</b>	<b>90</b>	<b>16/2</b>	<b>14/4</b>	<b>-</b>	<b>60/84</b>

### 3. Topics of Practical Classes

№	Topic Title	Hours	
		Full-time Study	Part-time Study
1	Social Systems and Crisis Phenomena	2	-
2	Concepts and Typology of Crises in Social Systems	2	1
3	Crisis Management: Essence, Principles, and Functions	2	-
4	Methodological Approaches to Crisis Analysis	2	1
5	Crisis Diagnostics and Early Warning Systems	2	1
6	Decision-Making and Adaptive Management under Uncertainty	2	1
7	War, Post-War Recovery, and Systemic Resilience of Social Systems	2	-
<b>Total:</b>		<b>14</b>	<b>4</b>

### 4. Assessment Methods

#### 4.1. Assessment Activities and Diagnostic Tools

Ongoing assessment of PHD students' knowledge in the academic discipline includes the following activities:

- selective oral questioning of PHD students on issues covered during practical classes;
- solving situational tasks;
- independently prepared review presentations and reports by PHD students on the topics of practical classes;
- written tests on the topics of the academic discipline (8–10 closed-form test questions with one correct answer);
- module assessment is conducted in the form of testing.

The test consists of 20 questions of different levels of complexity:

Level 1 – 20 questions worth 0.5 points each (10 points),

Level 2 – 5 questions worth 1 point each (5 points),

Level 3 – 1 task worth 5 points (5 points).

Total: 20 points.

The final assessment of knowledge is conducted on a pass/fail basis.

#### 4.2. Assessment Criteria

The main criteria characterizing the level of PHD student competence in assessing the results of ongoing and final assessment are:

- completeness and timeliness of completion of all types of learning activities provided by the syllabus of the academic discipline;
- depth and nature of knowledge of the course material as presented in the core and supplementary recommended literature;

- ability to analyze the studied phenomena in their interrelation and development;
- quality of answers to questions (clarity, conciseness, logical structure, consistency, etc.);
- ability to apply theoretical principles in solving practical tasks;
- ability to analyze the reliability of the obtained results.

Assessment of the results of ongoing work (tasks performed during practical classes and results of independent student work) is carried out as a percentage of the total points allocated for a task, rounded to the nearest whole number, according to the following criteria:

0% - the task is not completed;

40% - the task is partially completed and contains significant methodological or calculation errors;

60% - the task is completed in full but contains significant errors in calculations or methodology;

80% - the task is completed in full and on time but contains minor shortcomings (units of measurement, conclusions, formatting, etc.);

100% - the task is completed correctly, on time, and without any remarks.

#### **4.3. Distribution of Points Awarded to Students**

For timely and high-quality completion of tasks, a full-time PHD student receives the following mandatory points: 35 points for oral and written tasks completed during 7 practical classes; 15 points for completion and defence of an individual educational and research assignment; 10 points for completion of an analytical practical task; 20 points for Module Assessment No. 1; 20 points for Module Assessment No. 2. Total: 100 points.

For timely and high-quality completion of tasks, a part-time PHD student receives the following mandatory points: 20 points for oral and written tasks completed during 2 practical classes; 20 points for completion and defence (presentation) of an individual educational and research assignment; 20 points for completion and presentation of an analytical practical task; 40 points for the final assessment (pass/fail credit). Total: 100 points.

Learning outcomes are recorded using two grading scales (Table 1).

*Table 1*

**Grading Scales**

<b>Number of Points Obtained by the PHD student</b>	<b>Grade on the National Scale</b>
90-100	Passed
74-89	
60-73	
35-59	Not passed (with the right to retake)
1-34	Not passed (with mandatory course repetition)

## **5. Practical Class Plans**

### **Content Module 1. Theoretical and Methodological Foundations of Crisis Management of Social Systems**

#### **Practical Class 1**

#### **Topic: Social Systems and Crisis Phenomena**

Contact hours: 2 / – hours

##### ***Class Plan:***

1. Nature and structure of social systems.
2. Vulnerability of social systems under conditions of uncertainty and instability.
3. Types of crisis phenomena in social systems.
4. Internal and external crisis factors.
5. Consequences of crisis influence at micro-, meso-, and macro-levels.

##### ***Control Questions***

1. What is a social system and what are its key structural elements?
2. What factors determine the stability or vulnerability of social systems?
3. How are crises in social systems defined?
4. What are the main types of crisis phenomena in social systems?
5. What is the difference between internal and external crisis factors?
6. At which systemic levels can crisis effects be observed?
7. What indicators may signal crisis development in a social system?
8. What are typical consequences of crises for institutions and society?

##### ***Tasks for Independent Work***

1. Identify and describe examples of crisis situations in different types of social systems (education, economy, public administration, communities, etc.).
2. Provide a short analytical overview of academic research on crisis development in social systems.
3. Prepare a brief case study illustrating vulnerability and resilience factors of a selected social system.

#### **Practical Class 2**

#### **Topic: Concepts and Typology of Crises in Social Systems**

Contact hours: 2 / 1 hours

##### ***Class Plan:***

1. The concept of “crisis” in social and economic systems.
2. Typology of crises: economic, financial, social, institutional, informational, hybrid.
3. Sources and mechanisms of crisis development.
4. Crisis life cycle and phases of crisis dynamics.
5. Systemic, localized, and cascading crises in social systems.

### ***Control Questions***

1. What is a crisis in the context of social systems?
2. Which criteria are used to classify crises?
3. What are the main types of crises in social systems?
4. How do economic, financial, and social crises differ?
5. What are hybrid crises and when do they occur?
6. What are the key stages of the crisis life cycle?
7. What distinguishes systemic crises from local ones?
8. What are cascading crisis effects and how do they spread across systems?

### ***Tasks for Independent Work***

1. Prepare a short analytical note on one selected type of crisis (economic, social, financial, institutional, hybrid).
2. Identify historical or contemporary examples of crises and classify them according to typology.
3. Analyse the manifestation of crisis phases in a selected real case (initiation - escalation - peak - recovery).

### **Practical Class 3**

#### **Topic: Crisis Management: Essence, Principles, and Functions**

Contact hours: 2 / 1 hours

#### ***Class Plan:***

1. Crisis management as a scientific and practical field.
2. Objectives and functions of crisis management in social systems.
3. Principles of decision-making under uncertainty and risk.
4. Strategic and operational levels of crisis management.
5. Actors and institutional architecture of crisis management.

### ***Control Questions***

1. What is crisis management and what are its core tasks?
2. Which functions does crisis management perform in social systems?
3. What principles underlie crisis management decisions?
4. What is the difference between strategic and operational crisis management?
5. Who are the key stakeholders in crisis management processes?
6. What institutional constraints may influence crisis response?
7. How does crisis management differ in public and private sectors?
8. What competencies are important for crisis managers and decision-makers?

### ***Tasks for Independent Work***

1. Prepare a brief comparative overview of crisis management models in different countries or institutions.

2. Analyse one real-world crisis response case and identify its main strengths and weaknesses.
3. Develop a short outline of a crisis response plan for a selected social system (education, municipality, organization, community).

#### **Practical Class 4**

##### **Topic: Methodological Approaches to Crisis Analysis**

Contact hours: 2 / – hours

##### ***Class Plan:***

1. Systemic approach to crisis analysis.
2. Institutional and behavioural approaches.
3. Interdisciplinary methods in crisis research.
4. Indicators, metrics, and qualitative methods of crisis diagnostics.
5. Comparative and scenario-based methods of analysis.

##### ***Control Questions***

1. What is the essence of the systemic approach to crisis analysis?
2. How do institutional factors influence crisis development?
3. What behavioural aspects are important in crisis decision-making?
4. Which indicators may be used to diagnose crises?
5. What is the role of qualitative and quantitative research methods?
6. How does interdisciplinary analysis strengthen crisis research?
7. What are the advantages of scenario analysis?
8. In which cases is a mixed-methods approach most effective?

##### ***Tasks for Independent Work***

1. Select one methodological approach and apply it to analyse a real or hypothetical crisis situation.
2. Prepare a short review of academic publications using systemic or institutional crisis analysis.
3. Develop a simplified framework of indicators for early crisis diagnostics in a selected social system.

#### ***Content Module 2. Applied Crisis Management and Adaptive Governance of Social Systems***

#### **Practical Class 5**

##### **Topic: Crisis Diagnostics and Early Warning Systems**

Contact hours: 2 / 1 hours

##### ***Class Plan:***

1. Concepts of crisis diagnostics and early warning systems.
2. Indicators and metrics of crisis vulnerability and system resilience.
3. Monitoring tools and data sources for crisis detection.
4. Risk assessment, forecasting, and scenario modelling.
5. Application of early warning systems in social and economic systems.

### ***Control Questions***

1. What is crisis diagnostics and what tasks does it perform?
2. What indicators can be used to identify early signs of crisis?
3. What tools and data sources support crisis monitoring?
4. What is the role of forecasting and scenario analysis?
5. How do early warning systems function at different governance levels?
6. What are the limitations of diagnostic models?
7. How can uncertainty and data gaps affect crisis assessment?
8. What ethical risks may arise in crisis monitoring?

### ***Tasks for Independent Work***

1. Select a social system and identify potential early-warning indicators of crisis development.
2. Prepare a brief analytical report based on available statistical or qualitative data.
3. Develop a simplified crisis monitoring framework for a selected sector or institution.

### **Practical Class 6**

#### **Topic: Decision-Making and Adaptive Management under Uncertainty**

Contact hours: 2 / 1 hours

#### ***Class Plan:***

1. Decision-making in crisis conditions: rational, behavioural, and adaptive models.
2. Uncertainty, risk, and bounded rationality in crisis response.
3. Adaptive management and flexibility of strategic decisions.
4. Stakeholder interaction and coordination under crisis constraints.
5. Ethical responsibility and accountability in crisis decision-making.

### ***Control Questions***

1. What distinguishes decision-making in crisis situations from routine management?
2. What behavioural factors influence crisis decisions?
3. What is adaptive management and when is it most effective?
4. How does uncertainty affect managerial choices?
5. What is the role of institutional constraints in crisis response?
6. Why is coordination between stakeholders essential?
7. What ethical dilemmas can arise in crisis management?
8. What competencies are critical for leaders in crisis environments?

### ***Tasks for Independent Work***

1. Analyse a real case of crisis decision-making and identify behavioural and adaptive components.
2. Develop a short adaptive management strategy for a selected crisis scenario.

3. Prepare a reflection note on personal decision-making strategies under uncertainty

### **Practical Class 7**

#### **Topic: War, Post-War Recovery, and Systemic Resilience of Social Systems**

Contact hours: 2 / – hours

#### ***Class Plan:***

1. Large-scale shocks and transformational crises.
2. War as a complex systemic crisis: socio-economic and institutional effects.
3. Post-war recovery and rebuilding of social systems.
4. Resilience, adaptation, and sustainable development.
5. Crisis governance in conditions of reconstruction and long-term uncertainty.

#### ***Control Questions***

1. How do large-scale shocks transform social systems?
2. What are the key consequences of war for institutions and society?
3. What principles underlie post-war recovery policy?
4. How is systemic resilience formed?
5. What is the role of crisis governance in reconstruction?
6. How do local and national strategies interact in recovery processes?
7. What risks may arise in the post-war period?
8. What indicators may be used to assess resilience and recovery success?

#### ***Tasks for Independent Work***

1. Prepare an analytical mini-essay on crisis transformation under war conditions.
2. Analyse one real case of post-war recovery and identify key success factors.
3. Develop a conceptual framework for strengthening systemic resilience of a chosen social system.

### **6. Methodological Guidelines for Independent Work**

Independent work is a form of organization of the educational process that involves the performance of planned learning tasks by the PhD student under the methodological guidance of the instructor.

Two main types of independent work are distinguished:

- independent work under the supervision of the instructor;
- independent extracurricular work.

Independent work under the supervision of the instructor is carried out in the classroom. Its main forms include: written control work, business game, and situational (case-based) exercise.

Extracurricular independent work of PHD students includes the following types of activities:

*A. Compulsory activities:*

- independent study of theoretical (lecture) material and preparation for practical classes in the academic discipline;
- completion of home assignments on the topics of practical classes;
- completion of an individual educational and research assignment and/or analytical practical assignment;
- preparation for ongoing and final assessment activities.

*B. Optional (elective) activities:*

- writing an essay on a topic agreed upon with the instructor;
- presentation (oral report) based on the selected essay topic and/or individual research assignment.

*C. Motivational (stimulating) activities:*

- participation in scientific conferences related to the topics of the academic discipline;
- participation in PHD student research competitions related to the academic discipline.

## **7. Requirements for the Preparation, Completion and Formatting of Independent Work Assignments**

Independent work under the supervision of the instructor involves the preparation by the PhD student of an individual educational and research assignment – an analytical brief within the framework of their research topic or an analytical practical assignment.

### **7.1. Requirements for Completing the Individual Educational and Research Assignment.**

The result of independent work is a report containing the necessary analytical calculations. If completed at an appropriate level, it may be presented during a practical class for the purpose of familiarizing the entire group with the obtained results. In other cases, the work is defended only before the instructor.

When preparing the report, the following requirements must be observed:

- obligatory reference to authors and sources from which materials were borrowed;
- concise, logical and well-reasoned presentation of the content and results of the conducted research;
- avoidance of general statements, unsubstantiated conclusions and tautology;
- compliance of the presented material with the current legislation and regulatory framework of Ukraine.

*Content Requirements.* The analytical brief is presented in the form of independently processed literature sources on the proposed topic. The text

must be clearly structured. Completion of the assignment involves the disclosure of the content of the questions under study, including:

- explanation of key economic and financial categories,
- description of managerial processes,
- application of formula expressions,
- provision of comparative characteristics of different scholarly interpretations of the studied problematics.

Issues requiring methodological or methodological clarification should be supported by the PHD student's own examples, by analogy with the ones presented in textbooks and academic manuals on the relevant topics.

*Structural Requirements for the Analytical Document.* The analytical brief must include: title, table of contents, introduction, problem description, analysis of the current situation, conclusions on identified problems, recommendations and directions for improving the situation, appendices, bibliography, keywords.

The content of the work must correspond to the plan, which should reflect the essence of the topic, its internal structure and logic of the research. The introduction should include: relevance of the research and definition of the problem essence; aim and objectives of the research; research methodology; research limitations; a "road map" of the document, i.e. an explanation of how the document is structured.

When preparing the document, tables, charts and diagrams must be constructed correctly, as they ensure clarity and visibility of the presented material. They should logically complement the theoretical provisions and serve as a basis for corresponding conclusions. The text must not contain contradictions or unnecessary repetitions.

The bibliography must include the list of literature and other sources used in the preparation of the work.

*Formatting Requirements.* The work must be submitted in printed form. Standard formatting rules must be followed: margins: left, top and bottom – not less than 20 mm; right – not less than 10 mm; page numbering begins from the plan of the work; the title page is counted as the first page, but the page number is not printed on it. Headings of tables, charts and diagrams must reflect the essence of the illustrated material. Tables must indicate: units of measurement, object name, time period of the study.

Graphs and diagrams must include scale values. Tables and graphical materials should preferably have separate numbering. Numerical indicators should be rounded to two decimal places (mathematical rounding).

The list of references must be arranged in the following order: Laws of Ukraine, Decrees of the President of Ukraine, Resolutions and Decrees of the Government, regulatory documents of other public institutions (in chronological order), specialised economic literature and publications in periodicals (in alphabetical order by authors' surnames; collective monographs by title).

The recommended length of the analytical brief is up to 40,000 characters (font size 14, line spacing 1.5, justified alignment).

Materials that have not been independently processed (plagiarism) are not accepted and must be revised. The analytical brief must be written in an academic style; works submitted without proper editing will also be returned for revision.

The final submission deadline is one week before the beginning of the examination and assessment session, according to the academic calendar. Analytical briefs submitted after the deadline will not be reviewed.

*Presentation and Defence of the Work.* The final grade for independent work is awarded based on the results of the defence of the assignment, which requires the obligatory preparation of a presentation.

### **Proposed Topics for the Analytical Brief**

1. Structure and vulnerability of social systems under crisis conditions.
2. Crisis resilience of social and institutional systems: concepts and indicators.
3. Typology of crises in social systems: economic, social, institutional, hybrid.
4. Crisis dynamics and phases of crisis development in social systems.
5. Early warning indicators and crisis diagnostics in social systems.
6. Systemic risks and cascading crisis effects in interconnected systems.
7. Institutional failures and governance gaps as crisis drivers.
8. Behavioural factors and decision-making under uncertainty in crisis conditions.
9. Adaptive management and flexibility of crisis response strategies.
10. Risk assessment and scenario modelling in crisis governance.
11. Crisis management in the public administration system.
12. Crisis resilience of educational institutions and academic environments.
13. Crisis management in local governance and community systems.
14. Crisis governance and protection of critical infrastructure.
15. Social inequality, vulnerability groups, and crisis impact distribution.
16. Information environment, disinformation, and crisis escalation risks.
17. Ethical dilemmas and responsibility in crisis decision-making.
18. Stakeholder coordination and multi-level governance in crisis situations.
19. War as a complex systemic crisis: institutional and social consequences.
20. Post-war recovery, reconstruction, and systemic resilience of social systems.

## **7.2. Analytical Practical Assignment**

Task 1. Conduct an integral assessment of the level of crisis vulnerability of social systems in Ukraine over the last 10 years.

Task 2. Conduct an integral assessment of institutional resilience of the public administration system over the last 10 years.

Task 3. Conduct an integral assessment of the resilience of the education system under crisis conditions over the last 10 years.

Task 4. Conduct an integral assessment of crisis risks in the national economy over the last 10 years.

Task 5. Conduct an integral assessment of social stability and social protection sustainability under crisis conditions over the last 10 years.

Task 6. Conduct an integral assessment of crisis resilience of regional and local governance systems over the last 10 years.

Task 7. Conduct an integral assessment of adaptive capacity and decision-making flexibility of social systems over the last 10 years.

Task 8. Conduct an integral assessment of crisis vulnerability of critical infrastructure systems over the last 10 years.

Task 9. Conduct an integral assessment of information environment resilience and risks of crisis escalation over the last 10 years.

Task 10. Conduct an integral assessment of systemic resilience of Ukraine under conditions of war and post-war recovery over the last 10 years.

## **7.3. Requirements for Writing and Formatting an Essay**

An essay is a type of creative work of the PhD student, which consists in the free presentation of personal reflections on a selected topic. These reflections must be based on the studied course material and relevant conceptual and categorical apparatus.

Completion of the essay requires the use of publications by well-known domestic and foreign scholars, which analyze the essence, concepts and key categories related to the chosen topic. The PHD student must critically analyze academic publications (up to three articles in peer-reviewed journals) and formulate their own position regarding the selected problem.

The results of the analysis and the formulated conclusions must be submitted to the instructor in a timely manner.

Independently completed works are reviewed by the instructor and are subject to defence in the form of an interview. The recommended length of the essay is 2 pages.

## **7.4. Requirements for Preparing a Presentation of the Individual Research Assignment / Essay**

The presentation may take place during a practical class in the form of an oral presentation, or during an online consultation.

The presentation is an additional type of learning activity prepared in extracurricular time and is aimed at developing the PHD student's skills of presenting and communicating the results of their research.

**General Requirements and Presentation Procedure:**

1. Duration of the presentation – up to 5 minutes.
2. Questions from the audience and answers of the presenter – up to 3 minutes.
3. The results are summarized by the instructor.

**Evaluation Criteria and Grading Scale for the Presentation\***

<b>№</b>	<b>Criterion</b>	<b>Points</b>
<b>1</b>	Compliance with the assignment and depth of topic coverage	<b>0-1</b>
<b>2</b>	Presentation style, pace, quality of material delivery	<b>0-1</b>
<b>3</b>	Logic, clarity, coherence and integrity of the presentation	<b>0-1</b>
<b>4</b>	Argumentation and justification of statements	<b>0-1</b>
<b>5</b>	Answers to questions	<b>0-1</b>

\* The list of criteria and the scoring scale may be modified if necessary.

## **8. Recommended Literature**

**Core literature:**

1. Boin A., McConnell A., 't Hart P. The Politics of Crisis Management: Public Leadership Under Pressure. Cambridge : Cambridge University Press, 2005. 224 p.
2. Gottschalk P. Crisis Management. Oxford : Oxford University Press, 2015. 256 p.
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4. Mykhailova Ye. Crisis and Education: External and Internal Impacts. European Journal of Economics and Management. 2021. Vol. 7, Issue 4. Praha. P. 5-11.
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2. Mykhailova Ye., Savina N. Features of Anti-Crisis Management in Terms of Information Externalities. Вісник Національного університету водного господарства та природокористування. 2022. № 2(98). С. 168-177.
3. Mykhailova Ye. V., Savina N. B., Radovenchuk P. V. The Adaptive Management as a Tool of Resilient Economic Development of Educational

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4. IGI Global (Ed.) Crisis Management: Concepts, Methodologies, Tools, and Applications. Hershey, PA : IGI Global, 2017. 1941 p.

**Alternative Learning Resources:**

Coursera: Macroeconomics: Foundations and Insights; Development Economics

**Information Resources**

1. Official website of the National Bank of Ukraine URL:  
<https://bank.gov.ua>
2. Official website of the Ministry of Finance of Ukraine URL:  
<https://minfin.gov.ua>
3. Official website of the State Tax Service of Ukraine URL:  
<https://sts.gov.ua>
4. Official website of the Pension Fund of Ukraine URL:  
<https://pfu.gov.ua>
5. Official website of the Social Insurance Fund of Ukraine URL:  
<https://fsuu.gov.ua>
6. Official website of the State Employment Service of Ukraine URL:  
<https://dcz.gov.ua>