

**НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ ВОДНОГО ГОСПОДАРСТВА ТА
ПРИРОДОКОРИСТУВАННЯ**

Навчально-науковий інститут економіки та менеджменту

07/01-100S

СИЛАБУС

SYLLABUS

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: Бізнес, адміністрування та право	D	Field of Knowledge: Business, administration and law	
Спеціальність Менеджмент	D3	Field of Study: Management	
Освітня програма: Економіка підприємства		Degree Programme: Enterprise Economics	

Rivne – 2025

Syllabus of the academic discipline «Management of anti-crisis activity of the enterprise» for master's degree students studying under the Degree Programme «Enterprise Economics» of the Field of Study D3 «Management». Rivne. NUWEE. 2025. 18 pages.

DP on the official university website:

<https://ep3.nuwm.edu.ua/33264/>

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The Syllabus was approved at the meeting of the Department of Enterprise Economics and International Business

Minutes No. 4 dated “12” November 2025

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Minutes No. 3 dated “18” November 2025

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Previous version of the Syllabus (indicate code): 06-01-110S

CURRICULUM of the academic discipline	
‘Management of anti-crisis activity of the enterprise’	
GENERAL INFORMATION	
Higher Education Degree	Master's Degree
Degree Programme	Enterprise Economics
Field of Study	D3 «Management»
Year of Study, Semester	1-й, 2-й semester / 1-й, 2-й semester
Number of Credits	5
Lectures:	24/6 hours
Practical Classes:	26/10 hours
Self-Study:	100/134 hours
Coursework:	-
Form of Study	Full-time / Correspondence
Form of Final Assessment	Credit
Language of Instruction	Ukrainian
INFORMATION ABOUT THE AUTHOR	
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INFORMATION ABOUT THE ACADEMIC DISCIPLINE	
Aims and Objectives	
<p>«Management of anti-crisis activity of the enterprise» is a compulsory academic discipline for the preparation of a Master of Entrepreneurship and Trade, and it is focused on enabling higher education seekers to acquire comprehensive theoretical knowledge and practical skills regarding the development and implementation of effective management decisions at various stages of crisis processes within an enterprise.</p>	
<p>The goal of studying the discipline is to facilitate the formation of professional competencies in the field of enterprise anti-crisis management based on the principles of sustainable development, ensuring practical skills in developing an anti-crisis program for the enterprise, taking into account the financial and economic aspects of substantiating anti-crisis decisions.</p>	
<p>The objectives of the discipline are:</p> <ul style="list-style-type: none"> • Familiarization with the anti-crisis management system of the enterprise and the essence of preventive anti-crisis management. • Mastering the methodology for diagnosing the enterprise's crisis state. • Acquisition of technologies for implementing anti-crisis management decisions and the methodology for evaluating their effectiveness. • Obtaining the necessary knowledge regarding the execution of anti-crisis monitoring of the enterprise's condition. • Familiarization with the system of anti-crisis personnel management. • Acquisition of skills in applying the practical toolkit of enterprise anti-crisis management. • Development of research capabilities and formation of skills for the independent development and adoption of anti-crisis management decisions. 	
<p>Link to the placement of the academic discipline on the Moodle learning platform, on the platform of educational programs and their educational components:</p>	
<p>https://exam.nuwm.edu.ua/course/view.php?id=1372 https://ep3.nuwm.edu.ua/33264/</p>	
Prerequisites for Study	
(Place of the educational component in the structural-logical scheme)	
<p>The prerequisites for studying this discipline are provided by the following academic courses: "Economic Diagnostics" and "Strategic Enterprise Management".</p>	
Competencies	

General Competencies (GC):

GC 1. Ability to adapt and act in a new situation.

GC 2. Ability to identify, state, and solve problems.

GC 5. Clarity (Definition) and perseverance regarding set tasks and undertaken obligations.

GC 6. Ability to assess and ensure the quality of performed work.

Special Competencies (SC)

SC 1. Ability to develop and implement a development strategy for entrepreneurial and trade structures.

SC 3. Ability to effectively manage the activities of economic entities in the field of entrepreneurship and trade.

SC 4. Ability to solve problematic issues and make management decisions in professional activities.

SC 9. Ability and readiness to manage (direct) trade, intermediary, market, and economic processes, as well as processes of collecting, analysing, and disseminating information regarding the enterprise's activity.

SC 11. Ability and readiness to monitor, within the scope of professional duties, the implementation of specific economic processes and their compliance with the mission, overall strategy, and tactics of enterprise management.

SC 12. Ability and readiness to develop systems of measures to ensure the proper level of commercial, marketing, economic, and ecological-technological activities of economic entities and regulatory bodies.

Program Learning Outcomes (PLO).

PLO 01. Adapt and show initiative and independence in situations that arise in professional activities.

PLO 02. Identify, analyse problems of entrepreneurship and trade, and develop measures for their solution.

PLO 06. Develop and implement measures to ensure the quality of work performed and determine their effectiveness.

PLO 09. Develop and make decisions aimed at ensuring the effectiveness of economic entities in the field of entrepreneurial and trade activities.

PLO 10. Solve problematic issues arising in the activities of entrepreneurial and trade structures under conditions of uncertainty and risks.

PLO 13. Ability to create modern software tools for diagnosing and effective management of an enterprise.

PLO 14. Ability to identify problems regarding enterprise development with the aim of increasing its competitiveness.

PLO 19. Ability to critically evaluate proposed variants of management decisions regarding the optimization of enterprise resource use and the increase of the quality level, based on identified reserves and bottlenecks in the enterprise's activity.

Structure and Content of the Educational Component

Lectures – 24/6 hours. Practical Classes – 26/10 hours. Self-study – 100/134 hours.

CONTENT MODULE 1. Theoretical Foundations of Enterprise Anti-crisis Management

Topic 1. The Essence and Methodology of Researching Enterprise Crisis Phenomena

PLO	PLO 01, PLO 02, PLO 10, PLO 14
<i>Subjects Discussed</i>	<p>The Economic Essence of Enterprise Development Crisis. Crisis as one of the phases of the enterprise life cycle. Causes of crises arising in an enterprise. Essential characteristics of a crisis at the enterprise level. Classification of crises. Factors of the emergence and unfolding of an enterprise development crisis.</p> <p>Segmentation of the Crisis Process over Time. Periodization of crisis phenomena: pre-crisis, crisis, and post-crisis. Stages of the crisis process. Phases of crisis unfolding at the enterprise level.</p> <p>Crisis Phenomenon as the main element of an enterprise crisis. The essence of the crisis phenomenon. Key signs of a crisis manifestation. Varieties of crisis phenomena based on specific characteristics.</p> <p>Mechanism of Crisis Situation Formation in an enterprise. Interrelation of crisis phenomena in the formation of a crisis situation. The particularity (feature) of the crisis situation. Causes of the appearance of crisis situations in an enterprise.</p> <p>The Crisis State of an Enterprise. The essence of the enterprise's crisis state. Systemic crisis. The relationship between crisis development and the violation of the enterprise's viability parameters.</p>
<i>Forms of Study</i>	<i>Lectures – 4/- hours; Practical Classes – 4/- hours; Self-study – 12/16 hours.</i>
<i>Required Learning Resources for Pre-class Preparation</i>	<p><i>Core: 1,2,3.</i></p> <p><i>Supplemental: 7,8,14,18,19,22,23.</i></p> <p><i>Internet Information Resources: 1,2,3,4,5,6.</i></p>
Topic 2. Anti-crisis Regulation and Anti-crisis Management of Enterprise Activity	
PLO	PLO 01, PLO 02, PLO 06, PLO 09, PLO 10, PLO 14, PLO 19

Subjects Discussed

State regulation of the problem of crisis phenomena development in enterprise activity. Anti-crisis procedure. Reorganization and liquidation procedures. Anti-crisis process. The concept of bankruptcy. Goals of the institution of bankruptcy. Classification of enterprise bankruptcy types.

System for Counteracting Bankruptcy. The essence and subsystems of the system for counteracting bankruptcy. The system for counteracting bankruptcy at the state level. The system for counteracting bankruptcy at the enterprise level.

Anti-crisis Management of Enterprise Activity. The necessity and essence of enterprise anti-crisis management. Functions of enterprise anti-crisis management. Alternative concepts of enterprise anti-crisis management. Main tasks of enterprise anti-crisis management.

Mechanism of Anti-crisis Management at the Micro Level. Key elements of the enterprise anti-crisis management system. Subsystems of the enterprise anti-crisis management mechanism. Measures for the enterprise to exit the crisis: tactical (operational) and strategic.

Forms of Study

Lectures – 2/2 hours; Practical Classes – 2/2 hours; Self-study – 12/16 hours.

Required Learning Resources for Pre-class Preparation

*Core: 1,2,3.
Supplemental: 4,5,7,8,14,18,19,21,22,23.
Internet Information Resources: 1,2,3,4,5,6.*

Topic 3. Enterprise Anti-crisis Management System

PLO

PLO 01, PLO 02, PLO 06, PLO 09, PLO 10, PLO 14, PLO 19

Subjects Discussed

Features of Enterprise Anti-crisis Management. Distinctive features of enterprise anti-crisis management. The object and subjects of enterprise anti-crisis management. The process approach in enterprise anti-crisis management. Functional subsystems of anti-crisis management.

Situational Approach to Management in a Crisis Situation. The concept of the situational approach to management. Situational approach methodology. Practical application of the situational approach in the anti-crisis management process.

Enterprise Anti-crisis Management System. Elements of the anti-crisis management system. The concept of the enterprise anti-crisis management system. Key interconnections and relationships between the elements of the anti-crisis management system.

Mechanism for Ensuring Sustainable Enterprise Development based on Anti-crisis Management Principles.

Anti-crisis Management Process. Conceptual model of the enterprise anti-crisis management process. Main stages of the anti-crisis management process. The dependence of the nature of anti-crisis measures on the time and resource constraints of the anti-crisis process.

Anti-crisis Management Strategies. Strategies characterizing enterprise behavior in a crisis: active, reactive, planned. Strategies of approach, non-intervention, distance (withdrawal). Strategies where additional resources are not involved; internal resources are involved; internal and borrowed resources are involved. Typical enterprise anti-crisis strategies: local reproductive, corporate integrative, corporate innovative, local supportive.

Forms of Study

Lectures – 2/- hours; Practical Classes – 2/- hours; Self-study – 12/16 hours.

Required Learning Resources for Pre-class Preparation

*Core: 1,2,3.
Supplemental: 4,5,7,8,12,14,17,18,19,21,22,23.
Internet Information Resources: 1,2,3,4,5,6.*

Topic 4. Preparing the Enterprise for Functioning in Crisis Conditions

PLO

PLO 02, PLO 06, PLO 09, PLO 10, PLO 14, PLO 19

Subjects Discussed

Features of Enterprise Anti-crisis Management. Distinctive features of enterprise anti-crisis management. The object and subjects of enterprise anti-crisis management. The process approach in enterprise anti-crisis management. Functional subsystems of anti-crisis management.

Situational Approach to Management in a Crisis Situation. The concept of the situational approach to management. Situational approach methodology. Practical application of the situational approach in the anti-crisis management process.

Enterprise Anti-crisis Management System. Elements of the anti-crisis management system. The concept of the enterprise anti-crisis management system. Key interconnections and relationships between the elements of the anti-crisis management system.

Anti-crisis Management Process. Conceptual model of the enterprise anti-crisis management process. Main stages of the anti-crisis management process. Dependence of the nature of anti-crisis measures on the time and resource constraints of the anti-crisis process.

Anti-crisis Management Strategies. Strategies characterizing enterprise behaviour in a crisis: active, reactive, planned. Strategies of approach, non-intervention, distance (withdrawal). Strategies where additional resources are not involved; internal resources are involved; internal and borrowed resources are involved. Typical enterprise anti-crisis strategies: local reproductive, corporate integrative, corporate innovative, local supportive..

Forms of Study

Lectures – 2/- hours; Practical Classes – 2/- hours; Self-study – 12/16 hours.

Required Learning Resources for Pre-class Preparation

*Core: 1,2,3.
Supplemental: 4,5,7,8,14,18,19,21,22,23.
Internet Information Resources: 1,2,3,4,5,6.*

CONTENT MODULE 2. Methodological Foundations and Practical Toolkit for Enterprise Anti-crisis Management

Topic 5. Diagnostics of the Enterprise's Crisis State

PLO

PLO 02, PLO 06, PLO 09, PLO 10, PLO 13, PLO 14

<i>Subjects Discussed</i>	<p>Crisis Diagnostics. The essence and objectives of diagnosing an enterprise's development crisis. Stages of the enterprise development crisis diagnosis process. Informational and methodological support for diagnosing the crisis state and bankruptcy of an enterprise.</p> <p>Express Diagnostics of the Enterprise's Critical Financial Condition. Key stages of performing express diagnostics of the enterprise's financial condition. The system of most important indicators of the enterprise's crisis state.</p> <p>Fundamental Diagnostics of the Enterprise's Critical Financial Condition. Main goals of fundamental diagnostics of the critical financial condition. System of factors determining critical financial development. Methods of fundamental analysis.</p> <p>Scale of the Enterprise's Crisis State. Mild crisis, deep crisis, catastrophe.</p> <p>Forecasting the Development of the Crisis State of an Enterprise. The necessity of forecasting the development of an enterprise's crisis state. Methods for forecasting the development of problematic situations. Forecasting the enterprise's ability to neutralize the crisis.</p>
<i>Forms of Study</i>	<i>Lectures – 4/2 hours; Practical Classes – 6/4 hours; Self-study – 14/18 hours.</i>
<i>Required Learning Resources for Pre-class Preparation</i>	<p><i>Core: 1,2,3.</i></p> <p><i>Supplemental: 5,7,8,12,14,15,16,18,19,20,22,23.</i></p> <p><i>Internet Information Resources: 1,2,3,4,5,6.</i></p>
Topic 6. Technologies for Implementing Anti-crisis Management Decisions	
PLO	PLO 01, PLO 02, PLO 06, PLO 09, PLO 10, PLO 13, PLO 14, PLO 19
<i>Subjects Discussed</i>	<p>Management Decisions in Crisis Conditions. Factors influencing the quality of anti-crisis management decisions. Specific features inherent in the development and adoption of decisions in anti-crisis management.</p> <p>Enterprise Anti-crisis Program. The essence, goals, and objectives of developing an anti-crisis program. Target parameters of the enterprise's anti-crisis program. Anti-crisis toolkit of the enterprise.</p> <p>Organization of Anti-crisis Measures Implementation. Financial and economic aspects of preparing and implementing enterprise anti-crisis measures. The mechanism of internal financial stabilization of the enterprise's activity. The mechanism of enterprise financial rehabilitation (sanitation). Restructuring of enterprise assets. Restructuring of enterprise debts. Financial procedures of the bankruptcy process.</p> <p>Effectiveness of Enterprise Anti-crisis Management. Types of effectiveness (efficiency). The essence of the effect of anti-crisis influence. System of criteria for evaluating the effectiveness of anti-crisis management.</p>

<i>Forms of Study</i>	<i>Lectures – 6/2 hours; Practical Classes – 6/2 hours; Self-study – 14/20 hours.</i>
<i>Required Learning Resources for Pre-class Preparation</i>	<i>Core: 1,2,3. Supplemental: 6,7,8,9,10,11,12,13,14,18,19,20,21,22,23. Internet Information Resources: 1,2,3,4,5,6.</i>
Topic 7. Anti-crisis Monitoring of the Enterprise's Condition	
PLO	PLO 01, PLO 02, PLO 10, PLO 13, PLO 14, PLO 19
<i>Subjects Discussed</i>	<p>Essence and Types of Monitoring. The concept of monitoring. Classification features and types of monitoring.</p> <p>Stages of creating an enterprise status monitoring system. The object, goal, and tasks of monitoring. Key principles of monitoring. The essence and stages of creating a monitoring system.</p> <p>Key indicators for anti-crisis monitoring of an enterprise's condition. Group of observation objects in the enterprise's "crisis field." System of indicators for each of the objects in the "crisis field": volumetric and structural.</p> <p>Early Warning and Response System (EWRS). The essence and objectives of EWRS. Stages of creating EWRS. Subsystems of EWRS. The most important tools of EWRS.</p>
<i>Forms of Study</i>	<i>Lectures – 2/- hours; Practical Classes – 2/2 hours; Self-study – 12/16 hours.</i>
<i>Required Learning Resources for Pre-class Preparation</i>	<i>Core: 1,2,3. Supplemental: 6,7,8,9,10,11,12,13,14,18,19,20,22,23. Internet Information Resources: 1,2,3,4,5,6.</i>
Topic 8. Personnel Management of a Crisis-Stricken Enterprise	
PLO	PLO 01, PLO 02, PLO 09, PLO 10, PLO 14
<i>Subjects Discussed</i>	<p>Anti-crisis Personnel Management System. The essence and objectives of anti-crisis personnel management. Specific interests of individual personnel groups within the enterprise during a crisis. Principles of anti-crisis personnel management: general and specific.</p> <p>Personnel Policy in the context of an enterprise crisis. 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-stricken enterprise. Production conflicts. Social (intra-group and inter-group) and interpersonal conflicts. Causes of conflicts and their components. The procedure for resolving a conflict situation."</p>
<i>Forms of Study</i>	<i>Lectures – 2/- hours; Practical Classes – 2/- hours; Self-study – 12/16 hours.</i>
<i>Required Learning Resources for Pre-class Preparation</i>	<i>Core: 1,2,3. Supplemental: 4,7,8,14,18,19,22,23. Internet Information Resources: 1,2,3,4,5,6.</i>
Forms of Educational Work. Teaching Methods and Technologies. Learning Tools	

<i>Types of Student Academic Work</i>	Study and apply economic terminology; correctly use various linguistic means in accordance with communication intentions; logically express thoughts for the successful resolution of problems and tasks in professional activities; perceive, reproduce, and create texts in an official business style, utilizing skills acquired during the execution of practical assignments. Operate with economic terminology, logically substantiate the results of completed works, and formulate conclusions. Studying lecture materials, independent study of materials related to the lecture topic.
<i>Teaching Methods and Technologies</i>	Teaching Methods: Verbal methods, practical methods; logical methods; methods of independent student work; informational-communicative, visual methods. Technologies: Information technologies, technologies of staged formation of mental actions; optimization of the educational process; individualization and motivation.
<i>Learning Tools</i>	Multimedia and projection tools, library resources/stock, information and communication systems; methodological support; computers.

Course Structure Information

Names of Content Modules and Topics	Total Hours									
	Full-time					Correspondence				
	Total	including				Total	including			
		l	p	lab.	s.s.		l	p	lab	s. s.
1	2	3	4	5	6	7	8	9	10	11
CONTENT MODULE 1. Theoretical Foundations of Enterprise Anti-crisis Management										
Topic 1. The Essence and Methodology of Researching Enterprise Crisis Phenomena	20	4	4	-	12	16	-	-	-	16
Topic 2. Anti-crisis Regulation and Anti-crisis Management of Enterprise Activity	16	2	2	-	12	20	2	2	-	16
Topic 3. Enterprise Anti-crisis Management System	16	2	2	-	12	16	-	-	-	16
Topic 4. Preparing the Enterprise for Functioning in Crisis Conditions	16	2	2	-	12	16	-	-	-	16
CM 1 Total	68	10	10	-	48	68	2	2	-	64
CONTENT MODULE 2. Methodological Foundations and Practical Toolkit for Enterprise Anti-crisis Management										
Topic 5. Diagnostics of the Enterprise's Crisis State	24	4	6	-	14	24	2	4	-	18
Topic 6. Technologies for Implementing Anti-crisis Management Decisions	26	6	6	-	14	24	2	2	-	20
Topic 7. Anti-crisis Monitoring of the Enterprise's Condition	16	2	2	-	12	18	-	2	-	16
Topic 8. Personnel Management of a Crisis-Stricken Enterprise	16	2	2	-	12	16	-	-	-	16
CM 2 Total	82	14	16	-	52	82	4	8	-	70
Total	150	24	26	-	100	150	6	10	-	134

Topics of Practical Classes

№ 3/п	Name of Topic	Total Hours	
		Full-time	Correspondence
1	The Essence and Methodology of Researching Enterprise Crisis Phenomena	4	-
2	Anti-crisis Regulation and Anti-crisis Management of Enterprise Activity	2	2
3	Enterprise Anti-crisis Management System	2	-
4	Preparing the Enterprise for Functioning in Crisis Conditions	2	-
5	Diagnostics of the Enterprise's Crisis State	6	4
6	Technologies for Implementing Anti-crisis Management Decisions	6	2
7	Anti-crisis Monitoring of the Enterprise's Condition	2	2
8	Personnel Management of a Crisis-Stricken Enterprise	2	-
Total		26	10

Grading Criteria

№ 3/п	Name of Topic	Total Hours
1	The Essence and Methodology of Researching Enterprise Crisis Phenomena	2
2	Anti-crisis Regulation and Anti-crisis Management of Enterprise Activity	2
3	Enterprise Anti-crisis Management System	2
4	Preparing the Enterprise for Functioning in Crisis Conditions	2
5	Diagnostics of the Enterprise's Crisis State	4
6	Technologies for Implementing Anti-crisis Management Decisions	4
7	Anti-crisis Monitoring of the Enterprise's Condition	2
8	Personnel Management of a Crisis-Stricken Enterprise	2
9	Individual Educational and Research Assignment	30
10	Scientific Research Work	10
Total		60

Self-study

Self-study (Independent Work) is the main means of mastering the educational material during time free from classroom academic sessions. The main types of self-study proposed to students are: 1. Studying the theoretical and methodological foundations of enterprise anti-crisis management. 2. Preparation for practical sessions, discussions, and work in small groups. 3. Completion of the individual educational and research assignment. 4. Working with recommended literature. 5. Student self-assessment of personal knowledge, and preparation for module controls (tests/exams).

Self-study / Individual Educational and Research Assignment

№	Topics for Self-study	Total Hours	
		Full-time	Correspondence
1	The Essence and Methodology of Researching Enterprise Crisis Phenomena	10	12
2	Anti-crisis Regulation and Anti-crisis Management of Enterprise Activity	8	12
3	Enterprise Anti-crisis Management System	8	12
4	Preparing the Enterprise for Functioning in Crisis Conditions	8	12
5	Diagnostics of the Enterprise's Crisis State	10	12
6	Technologies for Implementing Anti-crisis Management Decisions	10	12
7	Anti-crisis Monitoring of the Enterprise's Condition	8	12
8	Personnel Management of a Crisis-Stricken Enterprise	8	10
9	Individual Educational and Research Assignment	30	40
Total		100	134

The Individual Educational and Research Assignment is performed by students in the form of a calculation and analytical work (report), based on the data of a specific enterprise. The correct and complete fulfillment of the tasks of the individual educational and research assignment is graded with 30 points.

Forms and Methods of Teaching

Based on the principles of student-centered learning, the educational process introduces active rather than passive learning and a complete study and understanding of the discipline content. Particular attention is given to increasing the responsibility and engagement on the student's part. The instructor transmits knowledge – the student acquires competence during the learning process, which takes place through interaction between the student and the instructor; the student's characteristics and needs are always taken into account.

During the Learning Process:

- 1) Respect for and consideration of student diversity and their needs are demonstrated.*
- 2) A flexible use of various pedagogical methods is implemented.*
- 3) Regular assessment and correction of educational service delivery and pedagogical methods are conducted.*
- 4) A sense of autonomy is encouraged in the learner, with the provision of appropriate guidance and support from the instructor.*
- 5) Conditions are created that promote mutual respect in the "student – instructor" relationship.*

Interactive Teaching Methods: Answering questions and student opinion polls (or surveys). Situation analysis (or case studies). Discussions, debates, polemics. Brainstorming. Skills practice (or drills). Group work.

Active Teaching Methods: Direct participation of students in the execution of practical tasks and course work, sometimes without interaction among themselves. At the same time, interactive communication with the instructor is maintained.

Tools, Equipment, Software

- Technical teaching aids: Multimedia equipment, laptop.
- Software: MS Windows, Internet access.
- Software: Moodle Learning Management System (LMS).

Procedure for Assessing Program Learning Outcomes / Learning Results

To achieve the course goals and objectives, students are required to master the theoretical material and pass the modular knowledge assessments, as well as complete practical assignments and independent study on time.

The score distribution is as follows (determined by the Regulation on Semester Current and Final Control of Academic Achievements):

60 points – for the timely and high-quality completion of practical assignments and independent study, which constitutes the current component of their grade;

20 points – for the current modular assessment (MA1);

20 points – for the current modular assessment (MA2).

Total: 100 points.

The modular assessment includes test tasks of three difficulty levels: Sufficient Level (requires knowledge and understanding of the basic tenets of the course material) – questions with one correct answer out of five suggested options; Above Sufficient Level (presupposes complete mastery of the course material, command of the conceptual framework, orientation within the studied material, and conscious use of knowledge for problem-solving) – questions with two correct answers out of five suggested options;

High Level (presupposes deep and complete mastery of the course material content, in which the student can freely navigate, commands the conceptual framework, and possesses the ability to link theory with practice, solve practical tasks, and express and justify their judgments) – a practical problem/task.

The grading scale is provided on the course page on the Moodle learning platform:

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

Students may also be awarded additional points for specific proposals aimed at improving the content of the course. The Regulation on Semester Current and Final Control of Academic Achievements of Higher Education Students: <https://ep3.nuwm.edu.ua/25806/>.

The modular assessment is conducted in the form of testing on the university's MOODLE platform. In the event of disagreement regarding the number of points received, it is possible to submit an appeal with a mandatory explanation of the reason for such disagreement.

Reading List (Core, Supplemental)

Core

1. Кривов'язюк І.В. Антикризове управління підприємством: навч. посіб. 3-тє видання, доповн. і переробл. Київ: Видавничий дім «Кондор», 2020. 396 с.
2. Лігоненко Л.О. Антикризове управління підприємством: підручник. Київ : Київський національний торговельно-економічний університет, 2005. 824 с.
3. Тюріна Н.М., Кравацка Н.С., Грабовська І.В. Антикризове управління: навч. посіб. Київ : «Центр учбової літератури», 2012. 448 с.

Supplemental

4. Закон України «Про підприємництво». Документ 698-XII, чинний, поточна редакція — Редакція від 11.02.2022, підстава - [1953-IX](#).
5. Кодекс України з процедур банкрутства. Документ 2597-VIII, чинний, поточна редакція — Редакція від 28.08.2025, підстава - [4196-IX](#).
6. Андрійчук В., Бауер Л. Менеджмент. Прийняття рішень і ризик: навч. посіб. Київ, 1998. 314 с.

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Internet Information Resources

1. Legislation of Ukraine URL: <http://www.rada.kiev.ua/>
2. Cabinet of Ministers of Ukraine. URL: <http://www.kmu.gov.ua/>
3. State Statistics Service of Ukraine. URL: <http://www.ukrstat.gov.ua/>
4. V.I. Vernadsky National Library of Ukraine. URL: <http://www.nbuv.gov.ua/>
5. Information resources in the Electronic Repository of the National University of Water Management and Environmental Engineering. URL: <https://ep3.nuwm.edu.ua/>
6. Rivne Oblast Universal Scientific Library (Rivne, Korolenka Square, 6). URL: <http://www.lib.rv.ua/>

Combining Education and Research* (if necessary)

How are students/higher education seekers engaged in implementing individual research projects/scientific topics

Students have the opportunity to additionally earn points for completing individual research assignments, presenting research results at student scientific conferences, and can also be involved in writing and publishing scientific articles and abstracts on the course topic. The topic of the research work can be chosen independently, in consultation with the lecturer.

The results of the research are generally published at conferences, symposiums, round tables, and scientific work competitions, usually in the form of publications, for example, in the «Student Bulletin of NUWEE».

Additional points are provided for completing assignments and participating in events (up to 10).

<p><i>What scientific achievements, both individual and collective, are used by the lecturer (or instructor) during the teaching process</i></p>	<p>Костриченко В.М. Антикризіві технології управління економічною стійкістю підприємства. Теорія, методологія і практика господарсько-фінансової діяльності підприємств: колективна монографія. Полтава: ПП «Астроя», 2019. 254 с.</p> <p>Костриченко В.М. Антикризова стійкість підприємства: оцінювання на засадах збалансованої системи показників. Економіка і управління підприємствами: теорія, методика, практика : колективна монографія. Полтава: ПП «Астроя», 2020. 240 с.</p> <p>Kostrychenko V.M. Implementation of technologies for crisis management of enterprises. Resource-saving technologies of raw-material base development in mineral mining and processing. Multi-authored monograph. Petrosani, Romania: UNIVERSITAS Publishing, 2020. 514 p.</p> <p>Костриченко В.М., Мартинчук Б.В. Інноваційні антикризові рішення аграрного підприємства в умовах воєнного стану. Актуальні проблеми теорії і практики менеджменту в контексті євроінтеграції : збірник матеріалів XII Міжнародної науково-практичної конференції 25 травня 2023 р. Рівне : НУВГП, 2023. 348 с. С. 298-300.</p> <p>Ковшун Н.Е., Костриченко В.М. Проєктування забезпечення розвитку антикризового потенціалу підприємства. Вісник Національного університету водного господарства та природокористування. Серія «Економічні науки», 1(105). 2024. С. 128-141.</p> <p>Костриченко В.М., Жук Є.В. Модульний підхід до аналізу економічної резильєнтності підприємства в посткризовий період. Актуальні проблеми теорії і практики менеджменту в контексті євроінтеграції : збірник матеріалів XIII Міжнародної науково-практичної конференції, 16 травня 2024 р. Рівне. 2024. С.498-499.</p> <p>Костриченко В.М., Жук Є.В. Економічна резильєнтність підприємств в кризових ситуаціях: підходи до оцінювання. Детермінанти економічного відновлення держави, регіонів та суб'єктів господарювання: матеріали II Міжнародної науково-практичної конференції, 15 листопада 2024р. Рівне. 2024. С.284-286.</p> <p>Костриченко В.М., Шилан М.С. Інструменти антикризового управління в аграрному секторі України: адаптація до глобальних викликів. Актуальні проблеми теорії і практики менеджменту в контексті євроінтеграції : збірник матеріалів XIII Міжнародної науково-практичної конференції, 22 травня 2025 р. Рівне. 2025. С. 476-477.</p> <p>Костриченко В.М., Кочмарський О.І. Інноваційні інструменти мотивації в сучасному антикризовому управлінні підприємством. Актуальні проблеми теорії і практики менеджменту в контексті євроінтеграції : збірник матеріалів XIII Міжнародної науково-практичної конференції, 22 травня 2025 р. Рівне. 2025. С. 471-472.</p>
TEACHING AND LEARNING POLICIES	
List of Social, "Soft" Skills	
Analytical and communication skills, ability to solve complex problems, ability to work in a team, capacity for learning and mastering knowledge, self-development, flexibility and adaptability, and others.	
Deadlines and Retakes	

In case of missing a practical class without a valid reason, the student must complete the practical assignments independently and defend them. Assignments submitted with violation of deadlines without valid reasons are graded with a lower mark (75% of the possible maximum number of points for that activity).

Retakes of current modular controls are not provided. Announcements regarding the submission (or late submission) of modular controls are published on the main page of the NUWEE learning platform, as well as on the learning course's dedicated page.

The minimum successful condition for passing the final credit/exam (залік) is obtaining a current 60 points.

The procedure for clearing academic debt at NUVGP is determined by the Procedure for the Liquidation of Academic Debts : <https://ep3.nuwm.edu.ua/30369>

Non-formal and Informal Education

Higher education students have the right to recognition (transfer/credit) of learning outcomes acquired through non-formal and informal education.

Higher education students can independently master (deepen) knowledge within the scope of the learning course (or its specific topics) with subsequent crediting, utilizing generally recognized educational platforms (for example, Prometheus, Coursera, edEx, edEra, FutureLearn). When transferring learning outcomes, it is important that the knowledge and skills formed during the completion of a specific online course or its parts are linked to the program outcomes of the given learning course, as indicated above, and are verified in the final assessment.

Rules of Academic Integrity

Compliance with academic integrity by students is implemented by personally and independently completing practical assignments, modular and final controls, performing individual work, adhering to copyright, and ensuring the reliability/authenticity of completed research.

Promotion of academic integrity principles at NUWEE is outlined in relevant documents, specifically the Regulation on Detection and Prevention of Academic Plagiarism at NUWEE and the Student Code of Honour.

Attendance Requirements

Attendance of classes (practical sessions) by higher education students is mandatory. A blended online format is possible.

Consultations on the learning course take place according to the consultation schedule, both in classic (in-person) form and in an online format (for example, via Google Meet).

All material for the learning course (presentations, methodological guidelines, lecture notes, etc.) is posted on the course page for review and is available at any time.

The use of technical learning tools (laptops, tablets)

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