

**Educational Establishment
«Grodno State Agrarian University»**

APPROVED BY
Rector of «Grodno State Agrarian
University»

_____ V.K.Pestis
«_____» _____ 2019
Registration №

RISK MANAGEMENT AND CRISIS MANAGEMENT

**The curriculum for a field of study:
1-25 80 01 "Economy»
the specialization "agricultural Economics»**

Grodno 2019

COMPOSED BY:

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REVIEWERS:

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IT HAS BEEN RECOMMENDED TO CONFIRMING BY:

Department «Management, marketing and law»
(protocol No. 1 from 2.09.2019);

Methodical council of Establishment of education «Grodno state agrarian university»
(protocol No. ____ from ____).

1. EXPLANATORY NOTE

The program is designed to organize the study of the basic provisions of the theory and practice of effective management in crisis, uncertainty and risk, principles and approaches to the management of organizations and people's behavior in changing conditions of the external and internal environment. The objective nature of such changes is due to the specifics of the modern innovation economy, the increasing uncertainty of the environment, and for our country-also the presence of special conditions for the functioning and development of organizations in the transition economy. In this regard, knowledge of the theory and methodology, practice of anti-crisis regulation of the economy and management of organizations taking into account risks is a professional requirement for managers and economists of the highest qualification.

Goals and objectives of the discipline

The purpose of the discipline is to develop undergraduates necessary professional knowledge and skills to identify risks and manage them, to recognize, prevent and overcome crises in the activities of organizations.

Objectives of the discipline:

- development of knowledge about the laws of development of socio-economic systems, causes and characteristics of crises;
- improvement of system knowledge about risks in the activities of organizations, ways of their identification and management methods;
- deepening the understanding of the specifics of the organization as a socio-economic system, types and features of crises in its development;
- expansion of knowledge and skills of diagnostics of crisis situations on the basis of documents of the accounting (financial) reporting and other sources with use of prognostic-analytical models and economic-mathematical methods;
- development of skills of development and justification of management decisions on crisis recovery and prevention of bankruptcy of the organization

Connection of discipline with other academic disciplines

The course "Risk management and crisis management" is based on knowledge of probability theory and mathematical statistics, macro-and microeconomics, Economics of the organization (enterprise), management and marketing, accounting and management accounting, management psychology, analysis of economic activity.

The structure of the program and the methodology of teaching the discipline take into account the new results of economic research and the latest achievements in the field of pedagogy and information technology, focusing students on the acquisition of relevant professional competencies:

UK-3 To take the initiative, including in situations of risk, to solve problem situations on the basis of an innovative approach

As a result of studying the discipline undergraduates should:
know.

- theoretical and methodological foundations of risk management and crisis management;
- content, strategies and methods of risk management in business;
- mechanism of functioning of the risk management subsystem in the management system;
- systematization of social and economic development crises;
- reasons of occurrence and experience of overcoming crises and bankruptcy of organizations;
- legislation of the Republic of Belarus on bankruptcy;
- technology of anti-crisis management of the organization;
- methods of financial recovery of the organization;

be able:

- formulate goals and develop risk management strategies;
- identify, analyze and evaluate risk and its impact on the effectiveness of management decisions;
- manage risk using a variety of techniques and techniques;
- organize a risk management subsystem and evaluate its effectiveness;
- analyze and evaluate the state of the organization, identify signs of crisis situations;
- to apply methods of diagnostics of bankruptcy;
- work with regulatory legal acts in the field of crisis management and bankruptcy;
- identify measures to bring the organization out of crisis;
- assess the effectiveness of crisis management;

have the skills:

- carrying out mathematical calculations in the analysis and assessment of risks in the activities of organizations;
- identification of crisis situations on the basis of accounting (financial) statements;
- development and justification of operational and strategic decisions to prevent a crisis in the organization;
- development of the financial recovery plan of the organization.

Forms of current certification in the discipline

Assessment of educational achievements of the undergraduate on the exam is carried out on a ten-point scale. The criteria approved by the Ministry of education of the Republic of Belarus are used to assess the educational achievements of undergraduates.

Assessment of intermediate educational achievements of undergraduates is carried out in accordance with the Department's chosen scale of assessments.

The structure of the content of the discipline

In accordance with the curriculum of UE "Grodno state agrarian University" Total hours of discipline-108, of which 48 hours of classroom, including 18 hours-lectures, 10 hours of laboratory, 20 hours - seminars;

Form of control-exam.

2. APPROXIMATE THEMATIC PLAN OF DISCIPLINE

| | Subject | The quantity of classroom hours | | | |
|-----|---|---------------------------------|---------------|--------------|-----------------|
| | | class- room | including | | |
| | | | lectu- res | semi nars | labora- tory |
| 1 | Risks and uncertainty in the production and economic activities of organizations | 4 | 2 | 2 | |
| 1.1 | The essence of risk, approaches to its definition | | | | |
| 1.2 | Risk classification | | | | |
| 1.3 | Characteristics of the main types of risks | | | | |
| 2 | Risk management system in the organization | 8 | 4 | 4 | |
| 2.1 | Systematic approach to risk management | | | | |
| 2.2 | Stages of the risk management process | | | | |
| 2.3 | Requirements for risk management system implementation | | | | |
| 2.4 | Risk management structure. Specialist functions | | | | |
| 3 | Technology and methods of risk assessment | 4 | 2 | 2 | |
| 3.1 | Risk assessment as the main stage of risk management | | | | |
| 3.2 | Methods of risk identification. Description of the risks | | | | |
| 3.3 | Risk analysis techniques | | | | |
| 3.4 | risk evaluation | | | | |
| 4 | Risk management tools | 6 | 2 | 2 | 2 |
| 4.1 | Classification of risk management methods | | | | |
| 4.2 | Choosing the optimal risk management method | | | | |
| 4.3 | Characteristics of the main risk management tools | | | | |
| 5 | Crises in the development of the economy and organizations | 6 | 2 | 4 | |
| 5.1 | Cycles and crises in the development of the economy and organizations | | | | |
| 5.2 | Bankruptcy as a manifestation of the crisis in the organization and public institution | | | | |
| 5.3 | State anti-crisis regulation | | | | |
| 6 | Content and technology of anti-crisis management of the organization | 10 | 4 | 2 | 4 |
| 6.1 | Diagnosis of crisis in the organization | | | | |
| 6.2 | Operational and strategic aspects of crisis management | | | | |
| 7 | Foreign practice of crisis management and risk management | 6 | 2 | 4 | |
| 7.1 | International trends in risk management | | | | |
| 7.2 | Risk management in foreign countries | | | | |
| 7.3 | Risk management practice in the former Soviet Union | | | | |
| | Total | 48 | 18 | 20 | 10 |

3. MAINTENANCE OF THE TRAINING MATERIAL

1. Risks and uncertainty in the production and economic activities of organizations

The concept and types of uncertainty of the situation. The distinction between categories of risk and uncertainty. Definition of "risk" and "economic risk". The essence, properties, characteristics of risk. Levels of manifestation of risky situations.

Systematization and classification of risks. General risk categories. System of risks in economic activity by groups, types, subspecies and their content characteristics.

Classification of economic risks depending on the causes of risk situations. Classification of economic risks by the nature of consequences. Classification of economic risks by time of occurrence. Classification of economic risks by factors of occurrence. Classification of economic risks in the areas of their occurrence.

Commercial risk. Financial risk. Production risk.

2. Risk management system in the organization

Characteristics of risk management as a special sphere of management activity. Principles, functions and process of risk management. Strategies of entrepreneurial behavior in conditions of risk and uncertainty. Formation of risk management system and assessment of its adequacy to the risk profile, strategic development objectives. The formation of a risk mentality.

The main elements of an effective risk management system. Risk management policy. Risk management procedures and algorithms. Risk management system.

Objects of economic risk. Subjects of economic risk.

Elements of economic risk, forms of their manifestation. The essence and content of economic risk reflected through its elements. Specific elements of economic risk.

The essence of risk management. Stages of risk management.

Basic rules of risk management.

The structure of the office of risk management. Main organizational aspects of risk management structure formation. Scheme of organizational structure of risk management unit.

Control and responsibility in risk management. Control objectives in risk management. One-act and process control. Prerequisites for liability under risk conditions. Levels of responsibility of the risk Manager.

Approaches to assessing the effectiveness of risk management measures. General approaches to assessing the effectiveness of risk management methods.

3. Technology and methods of risk assessment

Fundamentals of identification and analysis of economic risk. Qualitative and quantitative risk analysis.

Determination of acceptable risk. Areas of business risk. Acceptable risk zone. The zone of critical risk. Catastrophic risk zone

Methods of analysis of economic risks. Statistical method. Coefficient method of analysis the Method of expert evaluations. Modeling the selection problem using the "decision tree".

4. Risk management tools

Types of risk management methods and their characteristics.

Methods of risk avoidance: rejection of unreliable partners, risky projects, insurance of economic risks, search for guarantors.

Methods of risk localization: creation of venture enterprises, creation of special structural units for implementation of risky projects.

Methods of risk dissipation: diversification of activities and zones of management, sales and supplies, investments, distribution of responsibility between participants, distribution of risk over time.

Methods of risk compensation: strategic planning, forecasting the external environment, monitoring the socio-economic and regulatory environment, the creation of a system of reserves, active targeted marketing.

Characteristics of risk financing methods.

Risk reduction methods.

Methods of risk transfer.

Theme 5. Crises in the development of the economy and organizations

Regularities of socio-economic development and system-self-organization approach to their study. Cycles and phases of the business cycle. The concept, classification and characteristics of crises. The essence, causes and consequences of economic crises. Objective and subjective, external and internal, General and special causes of crises. Crises in the market and transition economies. The main causes of crises in organizations: material and energy consumption of products, depreciation of fixed assets, technical and technological problems, management deficiencies. Types of crises at different stages of development of the organization.

Bankruptcy as a manifestation of the crisis in the organization

Concept, essence and functions of bankruptcy. The ratio of the concepts of insolvency, non-payment, economic insolvency and bankruptcy. Bankruptcy as a manifestation of the General crisis in the organization and the result of the interaction of various factors of the external and internal environment. The main causes and stages of bankruptcy. Evolution of relations between debtor and creditors, emergence and development of bankruptcy as a public institution. Features of the institution of bankruptcy at various stages of development and its current state. Conflict of interests in bankruptcy: conflict of interests of the debtor and creditors; positive and negative consequences of the choice of direction of reorganization or liquidation for the owners of the organization, its employees, suppliers, consumers, the population of the region, public authorities.

State anti-crisis regulation

The state counter-cyclical and anti-crisis regulation. Monetary and fiscal policy as levers of state influence on the level of economic activity. The system of anti-crisis regulation in the Republic of Belarus. Regulatory and legal regulation of crisis management. Legislative regulation of economic insolvency (bankruptcy): the main provisions of the Law of the Republic of Belarus "on economic insolvency (bankruptcy)" and the Decree of the President of the Republic of Belarus "on certain issues of economic insolvency (bankruptcy)". State regulation of financial recovery and rehabilitation of organizations. Organizational, economic and legal basis of anti-crisis managers. State regulation of the order and procedures of financial and economic analysis of an insolvent organization.

Theme 6. The content and technology of crisis management organization

The concept, problems and features of anti-crisis management of the organization. The subject of crisis management, problem anticipation of danger, analysis of symptoms, taking action to mitigate leakage and reduce the negative impacts of the crisis, use the crisis to move to a new level of development.

Diagnosis of crisis in the organization

Sources and features of the information used to diagnose the crisis in the organization. Quantitative and qualitative information, accounting and reporting data, organizational and administrative and other documents. Calculation of integral indicators of financial stability using scoring modeling techniques, multivariate rating analysis, multiplicative discriminant analysis; Altman and beaver indices, Argenti index. A system of formalized and non-formalized criteria for assessing the possible bankruptcy of an organization. The official methodology of analysis and assessment of the solvency of the organization in the Republic of Belarus. Calculation and evaluation of indicators of financial condition, determination of the property status of the organization. Advantages and disadvantages of different approaches to the diagnosis of the probability of crisis and bankruptcy of the organization. Interpretation of the analysis results.

Operational and strategic aspects of crisis management

Management processes in a crisis situation. Technology of development of anti-crisis management decisions. Criteria allowing to make the decision on economic improvement of the organization, in contrast to its liquidation. Crisis control in crisis management technology. Control method. Identification of transactions leading to the creation or increase of insolvency, bankruptcy of organizations, and signs of criminal bankruptcy.

Correlation of operational and strategic elements of crisis management. The content and main approaches of operational crisis management. Methods of increasing the volume of cash flow, accelerating the turnover of working capital, restructuring accounts payable, reducing the size and optimization of the cost structure, improving cash management, reducing the amount of mandatory payments to

the budget. Sale of the debtor's enterprise by a single property complex and joining a stronger organization. Development of anti-crisis development strategy. Necessary conditions for the development and implementation of anti-crisis strategy. Restructuring of the organization and business, development of sales markets, product development, the use of previously unused types of resources as directions of anti-crisis strategy of the organization.

The concept, main factors and approaches to assessing the effectiveness of crisis management.

Theme 7. Foreign practice of crisis management and risk management

Foreign trends in the development of the Institute of bankruptcy, methods of anti-crisis management of organizations and risk management. State anti-crisis regulation in the United States, the European Union, Southeast Asia and the CIS. Insolvency system in the United States, the United Kingdom. France and Germany. Practice of work of state bodies on bankruptcy of foreign countries. Development of bankruptcy legislation and practice of its application in the CIS countries. Common and distinctive characteristics of insolvency systems in different countries. Concept, criteria and systems of cross-border insolvency.

4. ADDITIONAL INFORMATION

4.1 LITERATURE:

Literature

1. Choi J. H., Kim J. B., Lee J. J. Value relevance of discretionary accruals in the Asian financial crisis of 1997–1998 //Journal of Accounting and public policy. – 2011. – Т. 30. – №. 2. – С. 166-187.
2. Dayton B. W. Managing Crises in the Twenty-First Century //International studies review. – 2004. – Т. 6. – №. 1. – С. 165-194.
3. Ефимов, О.Н. Новейшее страхование в законах. Монография/ О.Н.Ефимов. – Science Book Publishing House, Yelm, WA, USA, 2013. – 484 с.
4. Johansen W., Aggerholm H. K., Frandsen F. Entering new territory: A study of internal crisis management and crisis communication in organizations //Public Relations Review. – 2012. – Т. 38. – №. 2. – С. 270-279.
5. Lam J. Line Management //Enterprise Risk Management: From Incentives to Controls, Second Edition. – 2014. – С. 83-98.
6. Mitroff I. I., Alpaslan C. M., O'Connor E. S. Reflections: What's Wrong with Business Schools and Why they Need to Change //Journal of Change Management. – 2015. – №. ahead-of-print. – С. 1-7.
7. Taneja S. et al. Strategic Crisis Management: A Basis for Renewal and Crisis Prevention //Journal of Management. – 2014. – Т. 15. – №. 1. – С. 79.
8. Thiessen A., Ingenhoff D. Safeguarding reputation through strategic, integrated and situational crisis communication management: Development of the integrative model of crisis communication //Corporate Communications: An International Journal. – 2011. – Т. 16. – №. 1. – С. 8-26.

1. 2. ISO/FDIS 9004:2009 Managing for the sustained success of an organization — A quality management approach
2. ISO/TC 176/SC 2/N 867 Report of the ISO/TC 176/SC 2 /TG "Concepts and Ideas for a Future Revision of ISO 9001"
3. ISO/FDIS 9004:2009 Managing for the sustained success of an organization — A quality management approach
4. ISO/TC 176/SC 2/N 867 Report of the ISO/TC 176/SC 2 /TG "Concepts and Ideas for a Future Revision of ISO 9001" 4
5. ISO 31000:2018-RISK MANAGEMENT GUIDELINES
6. ISO/FDIS 31000:2009 Risk management -- Principles and guidelines
ISO/IEC Guide 73:2002 Risk Management — Vocabulary — Guidelines for use in standards

1. Lam J. Line Management //Enterprise Risk Management: From Incentives to Controls, Second Edition. – 2014. – С. 83-98.

2. Mitroff I. I., Alpaslan C. M., O'Connor E. S. Reflections: What's Wrong with Business Schools and Why they Need to Change //Journal of Change Management. – 2015. – №. ahead-of-print. – С. 1-7.
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