

DESCRIPTION OF THE COURSE

GENERAL INFORMATION		
Course Holder	dr.sc. Željka Zavišić	
The name of the college	Crisis management	
Study program	Professional Graduate Study – Business Management - MBA	
Status of the College	Mandatory	
Year	1 st Year	
Point value and method of teaching	ECTS coefficient of student workload	6
	Number of hours (P+V+S)	28+28+0

DESCRIPTION OF THE COURSE
<p>1.1. <i>Objectives of the course</i></p> <p><i>The main goal of this course is to train students for timely recognition of business crises in the companies in which they work as well as in other companies in which they have interests as stakeholders. In cases where the business crisis is acute, students involved in overcoming it will be able to significantly contribute to a successful outcome with their knowledge and abilities.</i></p> <p><i>Other objectives are:</i></p> <ul style="list-style-type: none"> - Understanding the basics of crisis management – Introduction to the theoretical and practical aspects of crisis management, including key concepts, principles and phases of crisis management. - Crisis Identification and Analysis – Developing the ability to identify potential crisis situations, analyze risks and assess their impact on organizations, institutions and society. - Developing crisis management strategies – Learning about preventive measures, crisis response planning, and damage minimization and recovery strategies. - Decision-making skills under pressure – Improving the ability to make quick but effective decisions in stressful and unpredictable circumstances. - Crisis Communication – Understanding the importance of crisis communication, including public relations, internal press releases, and media coordination.

- **Coordination of teams and stakeholders** – Learning how to effectively collaborate with different stakeholders (government, media, public, employees, NGOs) during a crisis situation.

- **The role of technology and digital tools** – Exploring how digital tools, social networks and early warning systems can help in crisis management.

- **Ethical and Legal Dimensions of Crisis Management** – Consideration of ethical challenges and legal frameworks related to crisis management, including the responsibility of organizations and individuals.

- **Case studies and simulations of crisis situations** – Application of theoretical knowledge through the analysis of real crisis cases and participation in simulations in order to prepare students for real crisis scenarios.

1.2. Requirements for enrolment in the course

Enrolled in the 1st year of study

1.3. Expected learning outcomes for the course

Learning outcomes mean the knowledge, skills and competencies that the student has acquired by fulfilling obligations and passing the exam in the subject of Crisis Management, which means that the student will be able to:

1. Evaluate the importance of individual external and internal causes of a business crisis in a specific case
2. Interpret the connection between the symptoms of a business crisis.
3. Explain the process of successfully overcoming a business crisis
4. Explain the differences between crisis management and normal management.
5. Prepare a preliminary and detailed sustainability analysis
6. Create a plan to get out of the crisis

1.4. Course content

1. Introduction to Crisis Management

- Definition and basic characteristics of a business crisis
- Types of crises and their frequency in modern business

2. Causes of the business crisis

- External and internal causes of the crisis
- Management as the most important factor in the emergence and management of crises

3. Early detection of the crisis

- Symptoms of a business crisis and their recognition
- Methods of early detection of crisis signals

4. The process of overcoming the crisis

- Key steps in crisis management
- Strategic decisions to overcome crisis situations

5. Financial aspects of crisis management

- Cash Flow Management in Crisis Conditions
- Working Capital Optimization

6. Phases of crisis management

- **Emergency** phase – Rapid responses to a crisis situation
- **Stabilisation** phase – Damage control and stabilisation
- **Return to growth** phase – Getting out of the crisis and planning for future development

7. Crisis communication

- Basics of crisis communication and the importance of timely information
- Public Relations Management During a Crisis
- Internal communication in crisis situations

8. Crisis communication plan

- Elements of an effective crisis communication plan
- Creating a crisis communication plan for an organization
- Case Studies and Analysis of Real Crisis Communications

1.5. *Types of teaching (put X)*

- ☒ lectures
☐ seminars and workshops
☒ exercises
☐ Distance education
☐ Field Teaching

- ☒ Independent tasks
☐ Multimedia & Network
☐ laboratory
☐ Mentoring work
☐ Other _____

1.6. Student obligations

The obligations of students are prescribed in detail by the Statute, Study Regulations, and Student Obligations Guidelines. The key obligations of students are:

ATTENDANCE AT CLASSES: students are obliged to attend classes, actively follow lectures and exercises, and participate constructively in classes, and in order to acquire the right to take the exam, it is necessary to attend classes in the percentages prescribed by the Study Regulations. For each student, their presence in class is recorded through the Infoeduka digital office system. The minimum obligations are;

- Full-time students must attend at least 70% of the total number of classes to be eligible to sign.
- Part-time students need to attend at least 50% of the total number of classes to be eligible to sign.

PASSING EXAM: In order to achieve a positive grade in the subject, it is necessary to achieve at least 54 points in the subject, but also at least 50% of points for each learning outcome. The method of taking the exam is described in more detail in the item Assessment and evaluation of students' work during classes and at the final exam.

WRITTEN EXAM: the student is required to take a written exam that verifies the acquisition of theoretical concepts related to critical thinking, obstacles in its development and application in solving business problems, and the ability to map the structure and assess the logical correctness of arguments.

PRACTICAL WORK: Practical work is the creation and presentation of an independent task on the existing crisis of your choice with analysed given theoretical elements.

TEACHING ACTIVITY: Discussion, group work, active answering to questions, solving practical examples.

***CONTINUOUS EXAMINATION:** In order to make students progress more efficiently in class, continuous examinations of knowledge (2 intermediate exams) are carried out. In this way, students acquire smaller teaching units and master the subject material more easily.

1.7. Student Work Tracking (Add X to the appropriate tracking format)

Attending classes	x	Teaching activity	x	Seminar paper		Experimental work	
Written exam	x	Oral exam		Essay		Research	
Project		Continuous Assessment*		Report		Practical work	x
Portfolio							

1.8. *Assessment and evaluation of students' work during classes and at the final exam*

Evaluation and evaluation of students' work during classes and at the final exam is carried out on the basis of the Regulations on Studying of the EFFECTUS University of Applied Sciences.

Allocation of points according to the forms of student work monitoring:

	Attending classes	Written exam	Project	Practical work	Altogether
I1		16			16
I2		16			16
I3		16			16
I4		16			16
I5		16			16
I6				16	16
OUT OF OUTCOME	4				4
ALTOGETHER	4	80	0	16	100

For the purpose of more efficient progress of students in class, lectures, exercises, continuous examination of knowledge (intermediate exams, teaching activity, practical work) and exams are carried out. In this way, students acquire smaller teaching units and master the subject material more easily.

The total number of points is distributed through the following activities:

Activity	ECTS credits	Learning outcomes	Student activity	Valuation method	Maximum number of points
<i>Attending classes</i>	<i>1,5</i>	<i>1-6</i>	<i>Participation in classes - lectures and exercises</i>	<i>Attendance records</i>	<i>4</i>
<i>Intermediate exams</i>	<i>4</i>	<i>Intermediate 1 – Outcomes 1, 2 and 3 Intermediate exam 2- outcomes 4, 5</i>	<i>Participation in a written assessment with essay-type questions on course content theory</i>	<i>Intermediate exam 1 – max. 48 points (outcomes 1,2,3,max 16 points) 2 max. 32 points (outcome 4.5 max. 16 points)</i>	<i>0 - 80</i>
<i>PRACTICAL WORK</i>	<i>0,5</i>	<i>Outcome 6</i>	<i>Writing and presentation of an access paper on a selected real crisis situation, which must contain the given elements</i>	<i>Max. 16 points</i>	<i>16</i>
<i>Final exam*</i>		<i>1-6</i>	<i>Participation in a written assessment with essay-type questions and a description and/or presentation of a crisis situation of your choice</i>	<i>Checking correct answers (grading)</i>	<i>0-96*</i>
<i>Altogether</i>	<i>6</i>	<i>/</i>	<i>/</i>	<i>/</i>	<i>100</i>

**FINAL EXAM – a student who has not met the conditions for passing the exam during the continuous examination of knowledge (has achieved a total of at least 54 points in the course and has met the lower point threshold of adoption of each learning outcome, i.e. a minimum of 50% of the points of each learning outcome), may take the learning outcomes of the course at the final exam. On the final exam, it is possible to achieve a maximum of 96 points (100= attendance 4 points + 96 points). The student can receive additional points on the Challenge learning outcome.*

NAME OF LEARNING OUTCOMES	INTERMEDIATE EXAM/EXAM	ATTENDING CLASSES	PRACTICAL WORK	ALTOGETHER
OUTCOME 1	16	0	0	16
OUTCOME 2	16	0	0	16
OUTCOME 3	16	0	0	16
OUTCOME 4	16	0	0	16
OUTCOME 5	16	0	0	16
OUTCOME 6	0	0	16	16
POINTS BEYOND LEARNING OUTCOMES		4		4
ALTOGETHER	80	4	16	100

RATING:

In order to achieve a positive grade in the course, the student must cumulatively meet two conditions: achieve a total of at least 54 (fifty-four) points in the course and meet the lower point threshold for the adoption of each individual learning outcome, which is 50% of the total points of the learning outcomes.

Grades are calculated based on the following distribution of points:

SCORE	RATING
0,00 – 53,90	Insufficient (1)
54,00 – 64,90	Sufficient (2)
65,00 – 79,90	Good (3)
80,00 – 89,90	Very good (4)
90.00 and more	Excellent (5)

Grading is carried out in a transparent manner by collecting points. The course is evaluated with 100.00 points (with the possibility of achieving an additional 8 points on the Challenge learning outcome).

CHALLENGE LEARNING OUTCOME - the student has the opportunity to earn an additional maximum of 8 points through the Challenge learning outcome; The student independently chooses one of the activities proposed in the first lesson, and has the opportunity to independently propose an activity with which he wants to increase the number of points and, with the consent of the course holder, achieves them according to the criteria of the course. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved makes an additional number of points to the total number of points achieved according to the learning outcomes.

Before taking the final written exam, each student must meet the prescribed conditions, which primarily means that they have attended the % of classes determined by the Study Regulations and that they have received an electronically encrypted permission to take the exam.

1.9. Required reading and number of copies in relation to the number of students currently attending classes in the course		
<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
1. <i>Sučević, D.: Crisis Management, Effectus, Zagreb, 2016.</i>	5* <i>*students receive compulsory literature in permanent ownership</i>	60
2. <i>Lecture materials</i>		
1.10. Supplementary literature		
<i>Bernstein, J.; Bonafede, J.: Crisis Management, Mate, Zagreb, 2020 (eBook)</i>		
1.11. Ways of quality monitoring that ensure the acquisition of output knowledge, skills and competencies		
<ul style="list-style-type: none"> <i>statistical processing and analysis of exam results (checking the Gaussian curve – normal distribution of success, comparing and monitoring the results of exams of different generations, analysis of understanding of individual modules/questions on the exam, etc.),</i> <i>conducting a survey among students,</i> <i>evaluation and self-evaluation of teachers,</i> <i>achieved results, level of understanding and knowledge during the preparation of the seminar paper,</i> <i>achieved results and level of knowledge presented during the preparation and defense of the final thesis (students who choose a graduate thesis in this course),</i> <i>analysis of the report of the Head of the Quality Centre, and</i> <i>Feedback from students who have already graduated on the usefulness of the content of this course in the performance of the work they do.</i> 		