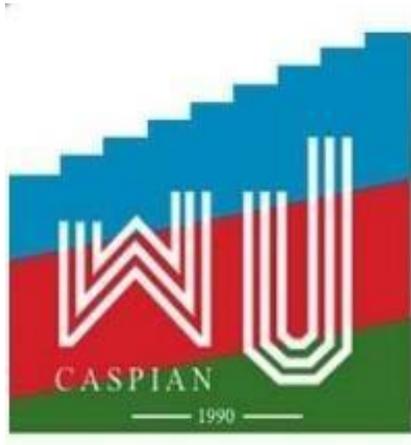


QƏRBİ KASPI UNİVERSİTETİ



"I confirm"

Head of Department:

Signature_____

Date_____

Head of the Education Department:

Signature_____

Date_____

**Head of Quality Assurance
Department:**

Signature_____

Date_____

DEPARTMENT: Management
FACULTY (SCHOOL): School of Economics and Business
SPECIALIZATION (code):
COURSE NAME: Anti-Crisis Management
GROUP: 531MRK
FORM OF EDUCATION: Visual
ACADEMIC YEAR: 2023-2024
SEMESTER: I (AUTUMN)

I. INFORMATION ABOUT THE COURSE: SUBJECT CODE:
TOTAL TEACHING LOAD (HOURS): LECTURE: 30
SEMINAR: 30
PRACTICAL (LABORATORY) WORKSHOP:

CLASS DAYS AND HOURS: 2nd and 4th days of the week; 15:00
NUMBER OF CREDITS: 4.

I. INFORMATION ABOUT THE TEACHER: Akhundlu Aynur Jamalatdin
(Surname, first name, patronymic, academic title)

SCIENTIFIC INTERESTS, INVENTIONS AND MAJOR SCIENTIFIC WORKS:
(Add your links to <https://scholar.google> , <https://orcid.org>)

WELCOME MESSAGE FROM THE COURSE HEAD:

The Anti-Crisis Management subject is dedicated to the logical construction and study of situations that are of particular importance during the emergence and resolution of crises, which consistently deepens, increases, and concretizes knowledge. The main goal of the subject is to teach our students knowledge about the equal and comprehensive socio-economic development of regions and the improvement of economic management on a national scale.

I. DESCRIPTION AND PURPOSE OF THE SUBJECT:

The subject of anti-crisis management deals with the study of anti-crisis management in the context of complex problems related to the state, economy, production, enterprise and people. The basis of this concept is social partnership, time saving, motivation, efficient use of resources, management and other such important elements. At the same time, not only the possible scale of the crisis is taken into account, but also its various forms, content, requirements and consequences. The experience of world development shows that no matter how advanced the general planning is, it is impossible to predict in advance the processes occurring in nature that create a crisis threat, improvements in human life, changes in interests, relationships between people, depletion of resources, world political changes and many similar events.

PURPOSE OF THE SUBJECT:

The main purpose of this subject is to teach students knowledge about the equal and comprehensive socio-economic development of regions and the improvement of economic management on a national scale. At the same time, the main objectives of this course are to locate industrial and production areas in the regions of the country, create appropriate favorable conditions for the development of entrepreneurship, develop tourism and agricultural sectors, as a result, achieve socio-economic development of the regions, reduce the influx of labor and other population to the capital, and solve many social problems existing in the center.

The tasks facing the teaching of the subject are to teach students the following:

- The essence and foundations of crises occurring in socio-economic systems;
- Crises in the management of an enterprise (company, firm, organization) and various methods for their elimination;
- The main features of anti-crisis management and examination of crises in the management process;
- Building strategies and tactics in anti-crisis management and means of using new technologies;
- Making fundamental organizational changes in anti-crisis management and calculating risks;
- Directions of investment policy in anti-crisis management and ways of recovery;
- The role of human capital in anti-crisis management. Conflicts and ways of cooperation in anti-crisis management;
- Corporatism and state regulation in anti-crisis management. The role of social partnership in their regulation.

LEARNING OUTCOMES (OBJECTIVES):

After completing the course and mastering all topics, students:

Should know:

- The basics of crises in socio-economic systems and their causes;
- Crises in the management of an enterprise (company, firm, organization) and various methods for their

elimination;

- The main features of anti-crisis management and the examination of crises in the management process;
- The means of building strategies and tactics in anti-crisis management and using new technologies;
- Making fundamental organizational changes in anti-crisis management and calculating risks;
- Directions of investment policy in anti-crisis management and ways of improvement;
- The role of human capital in anti-crisis management. Conflicts and ways of cooperation in anti-crisis management;
- The basics of corporatism and state regulation in anti-crisis management. The role of social partnership in their regulation.

EXPERIENCE TO BE GAINED:

- Application of various methods for overcoming crises in socio-economic systems and in the management of an enterprise (company, firm, organization);
- Methods for examining crises in the anti-crisis management process;
- Building strategies and tactics in anti-crisis management and using new technologies;
- Calculating risks during fundamental changes in anti-crisis management;
- Applying investment policy and ways of recovery in anti-crisis management;
- Taking into account the role of human capital in anti-crisis management. Application of methods of cooperation in conflicts and anti-crisis management;
- Taking into account the role of social partnership in the regulation of anti-crisis management.

FORM OF LESSON DEVELOPMENT (FORM AND METHODS OF TEACHING):

A wide range of teaching and learning methods are used in the teaching process of this subject, such as lectures, interactive discussions, team-based preparation of programs and projects for the socio-economic development of regions, presentation of research, work in small groups, business games, study and analysis of special examples (case studies), writing essays or independent work, and completing test tasks.

In addition, in the teaching and learning process, special attention will be paid to the analysis, discussion and logical conclusions of materials, articles, real examples and special cases taken from legislative acts, regulatory documents, foreign and local literature, as well as international and local press (internet resources). In order to form the skills of applying the knowledge given, students will solve tasks selected in accordance with the topic.

Before teaching each new topic, students should familiarize themselves with the specified texts and other reading materials presented (assigned) to them.

ASSESSMENT FORM

Seminars: preparation and assessment

In seminar-sessions, the student must be able to express and explain his/her ideas in a logical sequence, as well as justify them with arguments. To achieve this, the student must:

- 1) Carefully familiarize himself/herself with the questions raised for discussion on each topic of the seminar session;
- 2) Carefully study the relevant lecture materials;
- 3) Read and study the recommended literature on the topic;
- 4) Prepare a short speech on each question raised for discussion in the seminar session;
- 5) Acquire practical skills by completing the practical tasks and issues given on the topic.

Each student's answer in the session is evaluated on a 10-point scale from 0 to 10 points (with a maximum of 10 points). At the end of the semester, all the student's answer points during the semester are added up and the average score (points) is calculated by dividing it by the

total number of student answers.

Coursework

Coursework is not required.

Freelance work: requirements and evaluation

During the semester, students are given 1 (10 points), 2 (5 points each) or 10 (1 point each) independent work assignments. Independent work can be done by students individually or in the form of group work.

Independent work is submitted in printed or electronic form, or in manuscript form.

Independent work is evaluated depending on their number:

- Independent work worth 1 point is completed by each student individually. These works, as a rule, relate to the topics taught in the subject. Students must study the relevant topic and write their thoughts on that topic freely (like an essay). Each of such independent works is uploaded to the student's personal account in written form - in word file format (font 12), with a volume of at least 1.5-2 pages (but not more than 4 pages).

Depending on the content, such works are evaluated with a score of "0" or "1". When the work is evaluated with a score of "0", the teacher must explain the reason for this;

- 5 and 10-point independent works can be assigned to students as individual or group work. Such works may require conducting research on specific topics or developing an abstract. During such research, students should try to use (apply) the knowledge they have learned from the subjects of the subject and the skills they have acquired in those researches. During the research, students can discuss the difficulties that arise with the teacher and seek advice from him. Such works are uploaded to the individual cabinet of each member of the group in writing in Word file format or in the form of a presentation in Power Point format, indicating the names of all members of the group. Such works are evaluated with a score of 0 to 5 or 0 to 10, respectively. If the individual contributions of the group members in the preparation of the independent work (research) differ, this is taken into account in the evaluation. In the case of low scores, the teacher explains the reason for this in the student's individual cabinet.

The implementation of independent work is carried out in accordance with the agreement reached between the teacher teaching the subject and the students within the framework of the rules established at the University. It is the teacher's duty to ensure transparency in the evaluation of independent work.

Class attendance

Tələbə bütün mühazirə və seminar dərslərində fəal iştirak etməlidir. Tələbənin dərslə davamiyyəti 10 ballıq sistem üzrə qiymətləndirilir. Tələbənin iştirak etmədiyi dərslərin sayı onun davamiyyət qiymətinə (balına) təsir edir: buraxılmış hər 3 dərslə (6 saat) 1 balın itirilməsi ilə nəticələnir. Tələbə fənn üzrə ümumi tədris yükünün 25%-dən çox (14 saatdan çox) dərslə buraxarsa, o, yekun imtahana buraxılmır. Bu halda tələbə bu fəndən krediti qazanmır və onun fənn üzrə akademik borcu qalır

Intermediate assessment

In the process of teaching the subject, the student's current activity in the lessons (activity in lectures, answers in seminars, participation in group work, etc.) is evaluated on a 10-point system between 0-10 points.

The knowledge and skills acquired by the student in the process of teaching the subject are evaluated by conducting colloquiums twice. Colloquiums are organized, respectively, after the end of the first and second months of teaching, based on questions covering only the topics covered in that period. Colloquiums are held in the form of a test method.

In each colloquium, the student's knowledge is evaluated on a 10-point system between 0-10 points (maximum 10 points). If the student does not participate in the colloquium, a "0" (zero) point is recorded in the journal.

Final exam

A final exam is held once at the end of the course. The student's answer to the exam can be evaluated in the range of 0-50 points (maximum 50 points). The exam is organized in written form or in a test format. Exam questions or tests on the subject are compiled in accordance with the content of lecture texts and training lessons.

If the student does not score a minimum of 17 points in the final exam, then the points accumulated before the exam are not added up, the student does not earn credit for this subject and his academic debt for the subject remains.

If the student has any complaints regarding the evaluation of the exam results, the student can apply to the Appeals Commission based on the general rules established at the University.

GENERAL RULES:

1. ATTENDANCE:

2. RULE OF UNDERSTANDING THE SUBJECT:

Using a wide range of teaching and learning methods, special attention will be paid to the analysis, discussion and logical conclusions of materials, articles, real examples and special cases taken from legislative acts, regulatory documents, foreign and local literature, as well as international and local press (internet resources) in the teaching and learning process. In order to form the skills of applying the knowledge provided, students will solve tasks selected in accordance with the topic.

II. ASSESSMENT OF STUDENTS' KNOWLEDGE:

Evaluation criteria:

- Below 51 points – "insufficient" - F
- 51 - 60 "satisfactory" - E
- 61 -70 -"sufficient" – D
- 71 – 80 – "good" – C
- 81 – 90 – "very good" – B
- 91 – 100 - "excellent" – A

III. SUBJECT CALENDAR PLAN: LECTURE

Weeks	Topic name	Main content of the topic	Hour	Date
1	Course content and objectives. Crisis in socio-economic systems	The concept of crisis in socio-economic development and the causes of its occurrence. Types of crisis. Signs, perception and resolution of the crisis. The human factor in crisis situations.	2	19.09.2023
2	Crisis in the management of an enterprise (company, firm, organization)	General and specific, external and internal development factors of the organization. The emergence of crises in the enterprise (organization). Cyclical (periodic) development trends of the enterprise (organization). Cyclical trends in the development of the organization and the possibility and fear of a crisis.	2	26.09.2023
3	Main features of anti-crisis management	Controlled and uncontrolled processes in anti-crisis development. Opportunities, needs and problems in anti-crisis management. Signs and features of anti-crisis management. Effectiveness of anti-crisis management.	2	03.10.2023
4	Crisis analysis in the management process	Basic parameters of the examination. Stages and methods of examination of the crisis. Information in the examination of the crisis. Examination of the integrity of the enterprise.	2	10.10.2023
5	Strategy and tactics in anti-crisis management	The role of strategy in anti-crisis management. Development of the anti-crisis strategy of the enterprise. Implementation of the selected anti-crisis strategy. Organization of the implementation of the anti-crisis strategy.	2	17.10.2023
6	Anti-crisis management technologies	The concept of anti-crisis management technologies. Technology of development of management decisions in anti-crisis management. Morphological analysis of the problem. Analysis of enterprise activity in anti-crisis management technology.	2	24.10.2023
7	Fundamental organizational changes in anti-crisis management	The concept of organizational changes in anti-crisis management. The external environment of anti-crisis management. Process anti-crisis-based changes. Product anti-crisis-based changes. Resource anti-crisis-based changes.	2	31.10.2023

8	Risks in anti-crisis management	The nature and classification of management risks. Classification of risks in anti-crisis management. Risk management: opportunities, tools and factors. The main means of influence during risk management in anti-crisis management.	2	07.11.2023.
9	Investment policy in anti-crisis management	Making investment decisions in anti-crisis management. Sources of financing investments in conditions of limited financial resources. Assessment of the investment attractiveness of enterprises. Methods of evaluating investment projects.	2	14.11.2023
10	Anti-crisis management and rehabilitation (sanation)	The concept of rehabilitation and its role in anti-crisis management. Rehabilitation of the investment potential of the enterprise. Development of a rehabilitation program. Rehabilitation of personnel potential.	2	21.11.2023
11	Human capital in anti-crisis management	The scientific content and practical significance of the concept of "human capital". Human capital and management of socio-economic processes. The role of human capital in the anti-crisis management system. Management of human capital development as a factor of anti-crisis development of the enterprise.	2	28.11.2023
12	Conflicts and cooperation in anti-crisis management	Conflicts in the development of the enterprise. Causes of conflicts and their role in anti-crisis management. Procedural nature of conflicts. Anti-crisis management of conflicts. The importance and role of cooperation in anti-crisis management.	2	05.12.2023
13	Corporatism in anti-crisis management	Sources and features of corporate governance. Corporate culture as a factor of anti-crisis management. Factors of the emergence and change of corporate culture. Principles of the formation of corporate culture.	2	12.12.2023
14	State regulation of crisis situations	Analytical foundations of state regulation of crisis situations. The role of the state in a market economy. Types and stages of state regulation of crisis situations.	2	19.12.2023
15	Social partnership in anti-crisis management	The enterprise and its labor collective. Social-labor relations at the enterprise. Trade unions and entrepreneurs. Fundamentals of social partnership. Regulation of social and labor relations.	2	26.12.2023

SEMINAR:

Weeks	Topic name	Main content of the topic	Hour	Date
1	Course content and objectives. Crisis in socio-economic systems	The concept of crisis in socio-economic development and the causes of its occurrence. Types of crisis. Signs, perception and resolution of the crisis. The human factor in crisis situations.	2	21.09.2023
2	Crisis in the management of an enterprise (company, firm, organization)	General and specific, external and internal development factors of the organization. The emergence of crises in the enterprise (organization). Cyclical (periodic) development trends of the enterprise (organization). Cyclical trends in the development of the organization and the possibility and fear of a crisis.	2	28.09.2023
3	Main features of anti-crisis management	Controlled and uncontrolled processes in anti-crisis development. Opportunities, needs and problems in anti-crisis management. Signs and features of anti-crisis management. Effectiveness of anti-crisis management.	2	05.10.2023
4	Crisis analysis in the management process	Basic parameters of the examination. Stages and methods of examination of the crisis. Information in the examination of the crisis. Examination of the integrity of the enterprise.	2	12.10.2023
5	Strategy and tactics in anti-crisis management	The role of strategy in anti-crisis management. Development of the anti-crisis strategy of the enterprise. Implementation of the selected anti-crisis strategy. Organization of the implementation of the anti-crisis strategy.	2	19.10.2023
6	Anti-crisis management technologies	The concept of anti-crisis management technologies. Technology of development of management decisions in anti-crisis management. Morphological analysis of the problem. Analysis of enterprise activity in anti-crisis management technology.	2	26.10.2023
7	Fundamental organizational changes in anti-crisis management	The concept of organizational changes in anti-crisis management. The external environment of anti-crisis management. Process anti-crisis-based changes. Product anti-crisis-based changes. Resource anti-crisis-based changes.	2	02.11.2023
8	Risks in anti-crisis management	The nature and classification of management risks. Classification of risks in anti-crisis management. Risk management: opportunities, tools and factors. The main means of influence during risk management in anti-crisis management.	2	10.11.2023

9	Investment policy in anti-crisis management	Making investment decisions in anti-crisis management. Sources of financing investments in conditions of limited financial resources. Assessment of the investment attractiveness of enterprises. Methods of evaluating investment projects.	2	16.11.2023
10	Anti-crisis management and rehabilitation (sanation)	The concept of rehabilitation and its role in anti-crisis management. Rehabilitation of the investment potential of the enterprise. Development of a rehabilitation program. Rehabilitation of personnel potential.	2	23.11.2023
11	Human capital in anti-crisis management	The scientific content and practical significance of the concept of "human capital". Human capital and management of socio-economic processes. The role of human capital in the anti-crisis management system. Management of human capital development as a factor of anti-crisis development of the enterprise.	2	30.11.2023
12	Conflicts and cooperation in anti-crisis management	Conflicts in the development of the enterprise. Causes of conflicts and their role in anti-crisis management. Procedural nature of conflicts. Anti-crisis management of conflicts. The importance and role of cooperation in anti-crisis management.	2	07.12.2023
13	Corporatism in anti-crisis management	Sources and features of corporate governance. Corporate culture as a factor of anti-crisis management. Factors of the emergence and change of corporate culture. Principles of the formation of corporate culture.	2	14.12.2023
14	State regulation of crisis situations	Analytical foundations of state regulation of crisis situations. The role of the state in a market economy. Types and stages of state regulation of crisis situations.	2	21.12.2023
15	Social partnership in anti-crisis management	The enterprise and its labor collective. Social-labor relations at the enterprise. Trade unions and entrepreneurs. Fundamentals of social partnership. Regulation of social and labor relations.	2	28.12.2023

INDIVIDUAL WORK TOPICS:

1. Crises in the management of an enterprise (company, firm, organization)
2. Examination of the crisis in the management process
3. Strategy and tactics in anti-crisis management
4. Anti-crisis management technologies
5. Fundamental organizational changes in anti-crisis management
6. Risks in anti-crisis management
7. Investment policy in anti-crisis management

8. Human capital in anti-crisis management
9. Conflicts and cooperation in anti-crisis management
10. Corporatism in anti-crisis management

REQUIRED TEXTBOOKS AND TEACHING MATERIALS:

Basic textbooks and teaching aids:

1. Anti-crisis management. Hasanov H. K. Textbook. Baku, 2013
2. B.A. Orujaliyeva, I.B. Amirova. Corporate management. Baku, 2013
3. K. Shahbazov et al. Management. Baku, 2007
4. Fundamentals of management. Textbook. I. Isgandarov, E. Bayramova, U. Sadigova, E. Aslanov, N. Rustamova, A. Hasanova, N. Ibadov, V. Bakhishov, F. Jafarli. Baku 2017
5. R. Isgandarov “Staff management” Baku, 2008
6. R. R. Abutalybov, S. M. Mammadov, S. M. Guliyev. Fundamentals of management, 2014
7. T. Guliyev. Fundamentals of management. Baku, 2001
8. “Azerbaijan Corporate Governance Standards” Ministry of Economic Development of the Republic of Azerbaijan. Baku, 2011
9. Management, risk and ethics. Financial Science and Education Center under the Ministry of Finance. Baku, 2013

Additional textbooks, materials and resources:

1. Anti-crisis management: state, region, enterprise. Collective monograph edited by R. Bendaravičienė, K. Shaposhnykov. Kaunas, Lithuania, 2020
2. Stephen P. Robbins, Organizational Behavior, Prentice Hall. 2015
3. The book of crisis management. A Guide to Preparing for, Mitigating During, and Recovering After Crises. 2021

Lecturer:

A.C.Axundlu

Tarix: _____