

NAME OF THE COURSE		CRISIS MANAGEMENT																																												
Code	ESC501	Level of study		graduate																																										
Course teacher	Professor Dejan Kružić, PhD, Associated Professor Marina Lovrinčević, PhD	Credits (ECTS)		6																																										
Associate teachers	Izv.prof. dr. sc. Ivana Bilić	Type of instruction (number of hours)		L	S	E	F																																							
				26		26																																								
Status of the course	Obligatory	Percentage of application of e-learning		40%																																										
COURSE DESCRIPTION																																														
Course objectives	Acquiring theoretical and practical knowledge and critical thinking in the field of crisis management																																													
Course enrolment requirements and entry competences required for the course	Course signature requirements: as determined by the Statute of the Faculty of Economics, Business and Tourism and Rules and Regulations for Studies and Study Programmes.																																													
Learning outcomes expected at the level of the course (4 to 10 learning outcomes)	<p>GENERAL OUTCOME:</p> <p>1. Predict the crisis and manage the crisis in the corporation (level 7 according to the HKO).</p> <p>Individual learning outcomes:</p> <p>1. Identify and evaluate different aspects of a crisis (level 7 according to HKO). 2. Critically re-examine and determine the appropriateness of selected crisis strategies (level 7 according to the HKO). 3. Conduct the formation of a crisis management team (level 7 according to the HKO). 4. Determine the possibilities and the "cost" of the crisis recovery (level 7 according to the HKO). 5. Create Anti-Crisis Scenarios and Choose Anti-Crisis Fighting Tools (Level 7 according to HKO). 6. Design, evaluate and implement a crisis plan (level 7 according to the HKO).</p>																																													
Course content broken down in detail by weekly class schedule (syllabus)	<table border="1"> <thead> <tr> <th rowspan="2">Week</th> <th colspan="2">Lectures</th> <th colspan="2">Exercises</th> </tr> <tr> <th>Topic</th> <th>Hours</th> <th>Topic</th> <th>Hours</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Crisis and crisis management</td> <td>2</td> <td>Crisis behavior and crisis leadership</td> <td>2</td> </tr> <tr> <td>2</td> <td>Crisis management in corporations</td> <td>2</td> <td>Case study: Crisis communication, crisis team</td> <td>2</td> </tr> <tr> <td>3</td> <td>Business-crisis symptoms and occurrence</td> <td>2</td> <td>The most common causes of business failure</td> <td>2</td> </tr> <tr> <td>4</td> <td>The performances of companies in difficulty and the most common causes of business failure</td> <td>2</td> <td>Financial ratios and Altman model – Z-score</td> <td>2</td> </tr> <tr> <td>5</td> <td>Financial ratios and EWS</td> <td>2</td> <td>Lack of liquidity and insolvency</td> <td>2</td> </tr> <tr> <td>6</td> <td>Turnaround strategies</td> <td>2</td> <td>Other early warning signals</td> <td>2</td> </tr> </tbody> </table>							Week	Lectures		Exercises		Topic	Hours	Topic	Hours	1	Crisis and crisis management	2	Crisis behavior and crisis leadership	2	2	Crisis management in corporations	2	Case study: Crisis communication, crisis team	2	3	Business-crisis symptoms and occurrence	2	The most common causes of business failure	2	4	The performances of companies in difficulty and the most common causes of business failure	2	Financial ratios and Altman model – Z-score	2	5	Financial ratios and EWS	2	Lack of liquidity and insolvency	2	6	Turnaround strategies	2	Other early warning signals	2
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	7	Key factors of success turnaround	2	Case study: Analysis of possibilities for turnaround	2	
	8	Test 1	2	Test 1	2	
	9	A radical shift in crisis	2	Typology of renewal phases	2	
	10	Pre-settlement agreement	2	Plan of financial and operational restructuring	2	
	11	Bankruptcy strategies	2	Procedural provision and legal consequences	2	
	12	Management in bankruptcy process	2	Legal bodies in bankruptcy process	2	
	13	The bankruptcy estate and creditors	2	Management in bankruptcy process and fulfillment of obligations to creditors	2	
	14	The satisfaction of creditors and bankruptcy plan	2	The satisfaction of creditors, Case study: Croatia Corporation	2	
	15	Test 2	2	Test 2	2	
Format of instruction	X lectures X seminars and workshops X exercises <input type="checkbox"/> on line in entirety <input type="checkbox"/> partial e-learning <input type="checkbox"/> field work			X independent assignments <input type="checkbox"/> multimedia <input type="checkbox"/> laboratory x work with mentor X guest lecturers (other)		
Student responsibilities	To obtain a signature, the student should participate in solving 4 (self-evaluation) tasks, at least 3 out of 4 offered. Self-evaluation tasks are reserved exclusively to win a signature and do not contribute to the achieved success in the course.					
Screening student work (name the proportion of ECTS credits for each activity so that the total number of ECTS credits is equal to the ECTS value of the course)	Class attendance	1	Research		Practical training	1
	Experimental work		Report		(Other)	
	Essay		Seminar essay	0,5	(Other)	
	Tests	2	Oral exam		(Other)	
	Written exam	1,5	Project		(Other)	
Grading and evaluating student work in class and at the final exam	Requirement for the successful completion of the course is 60% of class attendance. The condition for obtaining a signature, which is also a condition for taking the exam is participation in at least 3 self-evaluation tasks. The knowledge test will be conducted through two tests during the semester (written or oral) and assignments (case studies). The test will test the knowledge needed to solve tasks and theoretical knowledge. Students who pass both tests are exempt from the exam and receive a grade from this subject. Tasks refer to the analysis of a practical example (case studies). Practical work (case study) refers to the analysis of a practical example (case study). Students who successfully analyze a case study get a higher grade.					

	1 * Students who do not pass the course through tests will take the same through the written and oral exams.			
	Points Test	Grade	Points Exam	Grade
	0 – 23	1	0 – 47	1
	24 - 27	2	48 - 57	2
	28 - 32	3	58 - 65	3
	33 – 35	4	66 – 73	4
	36 - 40	5	74 – and more	5
Required literature (available in the library and via other media)	Title		Number of copies in the library	Availability via other media
	Kružić D., and Bilić, I. (2021) Crisis Management, reading materials		Unlimited	Moodle
	Fearn-Banks, K. (2011): Crisis Communications: A Casebook Approach, 4 th edition, Routledge		1	NO
	Insolvency proceedings in EU countries, European Commission, accessed 2022 from: https://ec.europa.eu/info/policies/justice-and-fundamental-rights/civil-justice/civil-and-commercial-law/insolvency-proceedings_en		Unlimited	Internet
	Osmanagić Bedenik, Nidžara: Kriza kao šansa: kroz poslovnu krizu do poslovnog uspjeha, Školska knjiga, Zagreb, 2003.		5	NO
	Insolvency/bankruptcy in EU countries, European Commission, accessed 2022 from: https://e-justice.europa.eu/447/EN/insolvencybankruptcy		Unlimited	Internet
	Crandall, W., Parnell, A. J., Spillan, E. J. (2010): Crisis management in the new strategy landscape, Sage publications, Inc		1	NO
Optional literature (at the time of submission of study programme proposal)	Deloitte, (2016): Cyber crisis management: Readiness, response, and recovery, accessed 2022 from: https://www2.deloitte.com/global/en/pages/risk/cyber-strategic-risk/articles/cyber-crisis-management.html		Unlimited	Internet
	Crisis Management Institute – free resources https://www.cmionline.com/		Unlimited	Internet
	<ol style="list-style-type: none"> 1. Bilić, I., Pivčević, S. and Čevra, A. (2017): <i>Crisis Management in Hotel Business – Insights from Croatia</i>, <i>Communication Management Review</i>, Vol. 2 No. 2, p. 100-118. 2. Marjan Gusev, M.; Ristov, S.; Prodan, R.; Dzanko, M. and Bilic, I. (2017): Resilient IoT eHealth solutions in case of disasters, Conference 2017 9th International Workshop on Resilient Networks Design and Modeling (RNDM), p. 1-7. 3. Bilić, I. & Vrkić, F. (2017): Crisis communication and crisis management during the crisis, case study of Croatia, <i>Tools and Techniques for Economic Decision Analysis</i>, (Eds.) Stanković, J. et al. IGI Global, pp. 208-224. 4. Čuveljak, Jelena: <i>Stečajni zakon, Komentar i sudska praksa</i>, Zgombić & Partneri, Zagreb, 2013. 5. Sučević, Danko: <i>Krizni menadžment</i>, Lider, Zagreb, 2010. 6. <i>Stečajni zakon (NN 71/15)</i>. 			

	<p>7. Tipurić, D., Kružić, D., Lovrinčević, M.: Strategije u kriznim uvjetima, u: Strateški menadžment, Tipurić, D. (ur.), Sinergija nakladništvo d.o.o., Zagreb, 2013 (u tisku).</p> <p>8. Zakon o stečaju potrošača (NN 100/15).</p>
Quality assurance methods that ensure the acquisition of exit competences	<p>Registering students' attendance and success participation in carrying out of their self-evaluation duties (lecturer).</p> <p>Monitoring lectures and practice sessions (Vice Dean for Education).</p> <p>Students' Performance analysis in each course (Vice Dean for Education).</p> <p>Student questionnaire on the quality of lecturers and lessons for each course (University of Split, Quality Assurance Centre)</p> <p>The examination is used as an instrument to evaluate individual course outcomes by the course lecturer. The content of the exam is reassessed periodically to assure compliance with the course outcomes.</p>
Other (as the proposer wishes to add)	<p>The course is taught in Croatian and English.</p> <p>If it is possible exercise part of this course should be placed in info labs.</p>