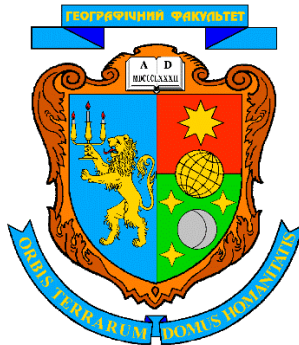


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
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Crisis Management in Tourism:

methodological guidelines



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Methodological guidelines include the syllabus of the course “Crisis Management in Tourism”, a list of topics, literature, topics of practical and seminar classes, tasks for individual work of students majoring in 242 Tourism and Recreation.

For students of the second (Master's) level of training in the specialty “Tourism and Recreation” of higher educational institutions of Ukraine.

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1. General features of the course

The academic course “Crisis Management in Tourism” is aimed at studying theoretical, methodological and organizational-practical bases of crisis management in the activity of the tourist enterprise. Crisis management in tourism is relevant and timely educational discipline, because the success of a tourism company in a rapidly changing competitive environment depends on its ability to adapt to these changes. It requires skills in monitoring, analyzing statistics and interpreting their impact on the company’s activities in order to identify threats, risks and develop a successful strategy.

The course “Crisis Management in Tourism” provides a detailed study of the process of crisis management as a component of the corporate development strategy of a travel agency, consideration of the main stages of risk management and crisis management, familiarization with the tools, methods and strategies of crisis management of the enterprise, which are necessary for the comprehensive mastery of skills and abilities to anticipate crisis situations in order to minimize their negative impact. The course is related to all disciplines that characterize the object of management or its individual functions - economic, financial, accounting and legal and determines the amount of knowledge that a student has to master in accordance with the requirements of the educational qualification characteristics.

The academic course “Crisis Management in Tourism” is an elective discipline and is prepared in accordance with the educational program of the Master's Degree in the specialty 242 Tourism and Recreation (EPP “Tourism Activities”, EPP “International Tourism”). The course is taught in the first semester in the amount of 3 credits (according to the European Credit Transfer System ECTS).

Table 1

Description of the discipline

Name of indicators	Field of knowledge, educational and qualification level	Characteristics of the discipline	
		Full-time education	Part-time education
Number of credits – 3	Field of knowledge <i>24 Service sector</i>	<i>Elective discipline</i>	
Modules – 2	Specialty: <i>242 Tourism and recreation</i>	Year of preparation	
Content modules – 2		<i>1</i>	-
Individual research work – 1		Semester	
Total number of hours – 90		<i>1</i>	-
		Lectures	
Hours per week for full-time students: classwork – 2 individual work – 3,5	Educational and qualification level: <i>Second (Master`s) Degree of Higher Education</i>	<i>16 hours</i>	-
		Practical classes	
		<i>16 hours</i>	-
		Individual work	
		<i>58 hours</i>	-
	Type of control: <i>credit</i>		

The scope of the course:

Full-time education: 90 hours, of which 32 hours are classroom-based - 16 lecture hours, 16 hours of seminars and practical classes; 58 hours of independent work.

Purpose and objectives of the course:

The purpose of studying discipline "Crisis Management in Tourism" is to acquaint students with the essence, principles and technology of using crisis management in tourism, to form a set of theoretical knowledge and practical skills in organizing both monitoring and specific marketing research necessary to identify potential risks and threats in the conduct of tourism activities of the enterprise, as well as to acquire the necessary skills and abilities to carry out crisis management of tourism enterprises.

Course objectives:

- ✓ acquaintance with the terminology and conceptual framework of crisis management;
- ✓ study of the causes and types of crises;
- ✓ familiarization with the process of organizing crisis management at a travel agency, acquiring skills to conduct monitoring and specific market research as a prerequisite for identifying potential risks in the activities of a travel agency;
- ✓ study of analysis and forecasting methods;
- ✓ mastering the tools of crisis management;
- ✓ study of strategies to minimize the negative impact of crises on the activities of enterprises.

Expected learning outcomes:

As a result of studying this course the student should

know: the conceptual framework of crisis management in tourism, technologies and tools for using crisis management in the tourism activities of the enterprise;

be able to: conduct monitoring and specific research to identify potential risks and threats in the conduct of tourism activities of the enterprise, as well as develop a crisis management strategy.

Competencies according to the educational program:

General competencies:

- ✓ Ability to organize, plan, and forecast performance results.
- ✓ Ability to conduct professional activities in the international and domestic environment.
- ✓ Ability to communicate in a foreign language.
- ✓ Ability to develop and manage projects.
- ✓ Ability to evaluate and ensure the quality of work performed.
- ✓ Ability to think abstractly, analyze and synthesize.
- ✓ Ability to identify, formulate and solve problems.

Professional competencies:

- ✓ Ability to apply in professional activities the categorical and terminological apparatus, concepts, methods, and tools of the system of sciences that form the scientific basis of tourism and recreation.
- ✓ Ability to plan and carry out scientific and / or applied research in the field of tourism and recreation.
- ✓ Ability to manage the tourism process in the public sector, in a tourist destination, tourism enterprise at different hierarchical levels.

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- ✓ Ability to organize the activities and cooperation of regional, national and international tourism markets on the basis of sustainable development, taking into account international experience.
- ✓ Ability to operate tools for collecting, processing information, analyzing and managing tourism information.
- ✓ Ability to analyze, forecast, plan business processes and geospatial planning in the field of tourism and recreation.
- ✓ Ability to develop and implement innovations in the activities of tourism market players.
- ✓ Ability to act in the international legal field, apply the norms of international law for professional activities.
- ✓ Ability to identify trends in the global tourism market and the ability to use international experience to organize tourism in Ukraine.
- ✓ Ability to carry out research work in the field of international tourism, sightseeing and recreation to achieve the goals of project activities.

Program learning outcomes:

- ✓ Apply modern digital technologies, methods and tools of research and innovation to solve complex problems in the field of tourism and recreation.
- ✓ Analyze the geospatial organization of the tourism process, design its strategic development based on sustainability.
- ✓ To carry out a comprehensive analysis and evaluation of the functioning of the tourism market at various hierarchical levels, to predict trends in its development.
- ✓ Analyze and evaluate the activities of tourism market players, plan the results of their strategic development.

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- ✓ Organize cooperation with stakeholders, form mechanisms of interaction between tourism market players, considering aspects of social and ethical responsibility.
- ✓ Manage processes in the tourism and recreation industry at different hierarchical levels that are complex, unpredictable, and require new strategic approaches.
- ✓ Develop and implement projects in the field of tourism and recreation based on economic, social, and environmental efficiency.
- ✓ To make effective decisions in the field of tourism and recreation to address a wide range of issues, including safety and quality of tourist services.
- ✓ Communicate fluently in the state and foreign languages orally and in writing to discuss professional issues, present research results and projects in the field of tourism and recreation.
- ✓ Analyze, formulate, and implement national and regional tourism policies, improve mechanisms for managing tourist destinations at the national, regional and local levels.
- ✓ Operate in a multicultural environment.
- ✓ Analyze the changing environment of the international tourism market in order to develop quick, optimal management decisions.
- ✓ Understand the economic processes in the international tourism market and the world experience of organizing tourism and use this knowledge in practice.

Evaluation criteria:

The evaluation is based on a 100-point scale. Points are awarded according to the following ratio:

- ✓ seminar classes: 30% of the semester grade; maximum number of points – 30;

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- ✓ individual research work: 30% of the semester grade; maximum number of points – 30;
- ✓ knowledge tests: 40% of the semester grade; maximum number of points – 40.

The final maximum number of points is 100.

The grading policy includes the following items:

Academic Integrity: Students' work is expected to be their original research or reasoning. Failure to cite sources used, fabrication of sources, cheating, and interference with the work of other students are, but are not limited to, examples of possible academic dishonesty. Detection of signs of academic dishonesty in a student's written work is grounds for non-credit by the instructor, regardless of the extent of plagiarism.

Class attendance: an important component of learning. All students are expected to attend lectures, seminars and practical classes of the course. In any case, students are required to meet all deadlines for all types of written work required by the course.

Grading: the points gained in seminars, current testing, practical work and final test scores are taken into account. At the same time, the student's activity and timely completion of assigned tasks are taken into account.

Survey

An evaluation questionnaire to assess the quality of the course will be provided at the end of the course.

Table 2

The course scheme

Week	Topic, plan, brief theses	Type of activity
1	Topic 1. The basics of crisis management. The term crisis and its kinds. Development process of a crisis. Internal and external sources of crisis. Crisis management process. Phases of crisis management.	Lecture and discussion.
2	The basics of crisis management. Topic Vocabulary.	Seminar session №1
3	Topic 2. Tourism risk management process. The risk management process. The environment of tourism enterprises. Environmental scanning and monitoring. Information support of the risk management process.	Lecture and discussion.
4	Tourism risk management process. Topic Vocabulary.	Seminar session №2
5	Topic 3. Technology of PEST-Analysis: Economic Environment. Methods of economic factor research. Index of Economic Freedom. The pace of economic development. Indicators of the tourism market attractiveness. Legal and political environment. Social and cultural	Lecture and discussion.

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	environment. Technological (scientific and technical) environment.	
6	Technology of PEST-Analysis: Economic Environment. Topic Vocabulary.	Seminar session №3
7	Module 1	
8	Topic 4. Political, social-cultural and technological factors of PEST-analysis. Legal and political environment. Ease of doing business index. Social and cultural environment. Technological (scientific and technical) environment.	Lecture and discussion.
9	Political, social-cultural and technological factors of PEST-analysis. Topic Vocabulary.	Seminar session №4
10	Topic 5. Methods of analysis and prognosis. Identification of important areas and events. The cross-impact analysis. The Delphi method. Scenario analysis. SWOT analysis. Systems and methods of early warning. First generation system.	Lecture and discussion.
11	Methods of analysis and prognosis. Topic Vocabulary.	Seminar session №5

12	<p>Topic 6. Strategic measures of crisis management. Preventive crisis management within corporate strategy: cost leadership; differentiation; focus strategy. Preventive crisis management measures through strategic actions: diversification, transfer, cooperation, insurance, self-bearing. Basic forms of crisis handling strategies.</p>	Lecture and discussion.
13	<p>Strategic measures of crisis management. Topic Vocabulary.</p>	Seminar session №6
14	Module 2	
15	Individual research projects	
16	Credit	

Basic literature:

1. Berbekova A., Uysal M., Assaf A. A thematic analysis of crisis management in tourism: A theoretical perspective // Tourism Management, 2021, Vol. 86. DOI:10.1016/J.TOURMAN.2021.104342
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3. Eric Laws, Bruce Prideaux, K. S. Chon. *Crisis Management in Tourism*. 2006
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5. Heidi Cardenas *Crisis Management Tools*. URL: <http://smallbusiness.chron.com/crisis-management-tools-48727.html>
6. Nigel Evans, Sarah Elphick. *Models of Crisis Management: an Evaluation of their Value for Strategic Planning in the International Travel Industry 2005*, *International Journal of Tourism Research*(7, 2005).
7. Sharon R. Barstow *How to Compose Crisis Scenarios?* URL: <http://smallbusiness.chron.com/compose-crisis-scenarios-76570.html>.
8. Yu-Shan Wang. *The impact of crisis events and macroeconomic activity on Taiwan’s international inbound tourism demand*. *Tourism Management* 30 (2009).

Electronic resources:

1. World Development indicators. URL: <http://data.worldbank.org/data-catalog>.
2. Executive summary. URL: <http://www.doingbusiness.org/reports/global->

reports/~//media/FPDKM/Doing%20Business/Documents/AnnualReports/English/DB12Chapters/Executive/Summary.pdf.

3. Human development report. URL:
<http://hdr.undp.org/en/statistics>.
4. <http://www.businessdictionary.com>.
5. <https://www.investopedia.com>.
6. 2023 Index of economic freedom. URL:
<http://www.heritage.org>.

2. Seminar classes

Topic 1

The Basics of Crisis Management

1. The definition of a crisis and its primary attributes.
2. Main causes of a crisis.
3. A development process of a crisis.
4. The meaning of a crisis situation.
5. The external and the internal causes of crises.
6. Crisis management: its definition and its main phases.
7. Differences of crisis management and risk management.
8. Crisis prevention: its objectives and main stages.
9. Risk management as a phase of crisis prevention.
10. Crisis precautions as a phase of crisis prevention.
11. Crisis avoidance as a phase of crisis prevention.
12. Crisis coping: its objectives and main stages.

Topic Vocabulary

- 1. a devaluation of the national currency*
- 2. adjustment*
- 3. adversely affect*
- 4. a latent crisis*
- 5. an acute crisis*
- 6. an emergence of new powerful travel companies*
- 7. an imaginary construct*
- 8. crisis avoidance*
- 9. crisis coping*
- 10. crisis management*

11. *crisis precaution*
12. *crisis prevention*
13. *cyclical economic problems*
14. *definitions of a term*
15. *destructive effect of a crisis*
16. *differentiation*
17. *double*
18. *early warning system*
19. *evaluation / planning*
20. *extraordinary*
21. *future liabilities*
22. *lowering the extent of damage*
23. *on a day-to-day basis*
24. *on the job training / off the job training*
25. *over the course of the next year*
26. *predominantly*
27. *prepare for, respond to and recover from a crisis*
28. *primary attributes*
29. *protection / implementation*
30. *provision of travel services to visitors*
31. *recovery*
32. *return on investment*
33. *the causes of emergence of crises*
34. *the community*
35. *the running of a working organization*
36. *the seriousness of the occurring negative events*
37. *timely limited process*
38. *to accomplish goals*
39. *to achieve corporate goals of a company*
40. *to affect long-term confidence in an organization*
41. *to allocate resources*

42. *to apply operative planning*
43. *to assess potential threats*
44. *to carry out management tasks*
45. *to come from*
46. *to compromise the reputation*
47. *to continue operating normally*
48. *to detect a negative event and a weak signal*
49. *to determine (to define)*
50. *to eliminate negative consequences*
51. *to employ all management instruments*
52. *to ensure*
53. *to estimate seriousness*
54. *to fulfill business payment obligations*
55. *to generate intense media and public scrutiny*
56. *to have a fundamental impact on any organization's reputation*
57. *to hinder normal business practices*
58. *to identify a latent crisis*
59. *to implement a strategy*
60. *to intend*
61. *to interfere with*
62. *to lay out*
63. *to limit the negative consequences as much as possible*
64. *to look into*
65. *to mitigate risks*
66. *to overcome the momentary negative consequences*
67. *to pose major communication and information management problems*
68. *to prevent and cope with crisis*
69. *to produce significant difficulties in the coordination of activities*

70. *to take precautions in time*
71. *to threaten, weaken or destroy competitive advantages*
72. *to undertake countermeasures*
73. *training of a team of employees*
74. *unused opportunities*

Topic 2

The Tourism Risk Management Process

1. The risk management process: its main stages.
2. The risk management process as a part of a company's corporate strategy.
3. The purpose of environmental scanning and monitoring.
4. Structure of the environment of tourism enterprises.
5. The meaning and main factors of macro environment.
6. The meaning and main factors of micro environment.
7. Main characteristics of monitoring the business environment?
8. Environmental scanning and monitoring techniques.
9. Objectives of competitive environment research and its 5 forces.
10. Types of information support.
11. Methods of obtaining primary data.
12. Types of secondary data and methods of its collecting.

Topic Vocabulary

1. *a direct bearing on*
2. *a method of obtaining information*
3. *a reference book*
4. *a risk rating*
5. *a statistical handbook*
6. *accomplishment of the organizational objectives*

7. *an extensive network of suppliers*
8. *appropriate risk treatment means*
9. *areas of impacts*
10. *beneficial*
11. *capability*
12. *cause*
13. *change in circumstances*
14. *competitive environment*
15. *competitive forces*
16. *comprehensive*
17. *consecutive*
18. *consideration*
19. *data required*
20. *desk-based risk assessment*
21. *evaluation of the external and internal factors*
22. *foreign currency fluctuations*
23. *"healthy" beverages*
24. *in the external and internal context*
25. *information support*
26. *intermediaries*
27. *interrelated between themselves*
28. *key objectives within the business*
29. *legislative*
30. *near-misses*
31. *needs, preferences & customer requirements*
32. *new entrants*
33. *observation*
34. *ongoing risk identification*
35. *optimum utilization of human, natural and capital resources*
36. *outcome*

37. *potential consequences*
38. *primary/secondary data*
39. *purchasing power of buyers*
40. *relate to*
41. *reliable, sufficient and high-quality information*
42. *remote environment*
43. *risk treatment*
44. *sensitive to prices*
45. *significant uncertainties*
46. *staff member*
47. *suppliers of tourist services*
48. *survey*
49. *survey by questionnaire*
50. *the achievement of business objectives*
51. *the commercial terms of cooperation*
52. *the cost outweighs the benefit*
53. *the extent of the consequences*
54. *the likelihood of the risk event occurring*
55. *the operating environment*
56. *the risk assessment*
57. *the scope*
58. *the scope for the risk management process*
59. *timelines of information*
60. *to accept*
61. *to address these concerns*
62. *to an acceptable level*
63. *to assess risks*
64. *to assist in identifying risks*
65. *to avoid*
66. *to be measured in two dimensions*

67. *to be omitted from further analysis*
68. *to communicate & control*
69. *to conduct systematic monitoring*
70. *to coordinate teams of performers*
71. *to derive from decision-making*
72. *to detect changes*
73. *to develop a range of options for mitigating the risk*
74. *to diffuse off a threat*
75. *to emphasize*
76. *to employ necessary operative measures*
77. *to encompass*
78. *to establish the context*
79. *to gain advantages*
80. *to grab an opportunities*
81. *to highlight*
82. *to identify emerging risks*
83. *to identify risks*
84. *to identify strength weakness, opportunities and threats*
85. *to monitor & review*
86. *to obtain further information*
87. *to prepare and implement action plans*
88. *to proceed with the activity*
89. *to provide insight*
90. *to pursue an opportunity*
91. *to reduce*
92. *to reduce wastage and make optimum use of available resources*
93. *to set the criteria*
94. *to share or transfer*
95. *tourism exhibition and fair*

96. *uncertainty*

97. *validate and prioritize key risks*

98. *valuable and more precise*

Topic 3

Technology of PEST-Analysis: Economic Environment

1. The objectives of PEST-analysis.
2. Meaning of economic environment and methods of its research.
3. About the investigation “Index of Economic Freedom”.
4. Ukraine’s economic freedom: its overall score, main problems and progress.
5. Indicators of the pace of economic development in a country.
6. Main macroeconomic indicators of the economy development.
7. Main indicators of the national currency stability.
8. Inflation: its meaning and types.
9. Unemployment: it’s meaning. Economic problems and risks associated with unemployment.
10. Labour productivity. The importance of measuring labour productivity.
11. Indicators of the tourism market attractiveness.
12. Purchasing capacity of the consumers: the meaning and possible ways to estimate it.
13. Growth of the tourist market: the meaning and possible ways to estimate this factor.
14. The accessibility of a foreign travel market.

Topic Vocabulary

1. *a helpful tool for a variety of audiences*
2. *a measure of a country wealth*

3. *a sustained increase in the general level of prices*
4. *a tourist constructs*
5. *a trade surplus*
6. *a useful unit to make cross-country comparisons*
7. *accountability*
8. *aggregate social wants*
9. *an average annual growth*
10. *an average household*
11. *auxiliary business*
12. *auxiliary business*
13. *availability of skilled labor*
14. *average wage*
15. *budget deficits*
16. *business freedom*
17. *buying habits of consumers*
18. *central government debt*
19. *common goods and services are priced out of the reach of most people*
20. *compound regulatory uncertainty in commercial transactions*
21. *consumer basket*
22. *corporate tax rate*
23. *creeping or mild inflation*
24. *currency devaluation*
25. *currency exchange rate*
26. *currency fluctuations*
27. *current account balance*
28. *decisive*
29. *depriving of needed capital*
30. *direct investment equity flows*
31. *distribution of tourists for the purpose of travel*

32. *drive economic expansion*
33. *economic freedom brings greater prosperity to every country*
34. *economic freedoms is graded on a scale of 0 to 100*
35. *energy subsidies*
36. *equity capital*
37. *fiscal health*
38. *foreign direct investment (FDI), net inflows*
39. *formidable positive relationship between economic freedom and progress in business*
40. *GDP based on purchasing-power-parity*
41. *government integrity*
42. *government size*
43. *government spending*
44. *greater per capita wealth*
45. *Gross Domestic Product (GDP)*
46. *Gross domestic product per capita (GDP per capita)*
47. *human capital*
48. *improving the legislative framework*
49. *in the reporting economy*
50. *increasing sales volumes*
51. *in-depth analysis of a country's political and economic developments*
52. *indicators of national currency stability*
53. *indicators of the tourism market attractiveness*
54. *indicators of the travel market attractiveness*
55. *individual income tax*
56. *inflation rate*
57. *initiative / receptive tour operator*
58. *investigation*
59. *issue of money*

60. *judicial effectiveness*
61. *labor freedom*
62. *labor freedom*
63. *labor productivity*
64. *least trusted public institutions*
65. *low efficiency of public administration*
66. *market accessibility*
67. *means of exchange*
68. *measure of aggregate income*
69. *moderately free*
70. *monetary freedom*
71. *monetary freedom*
72. *natural movement in the workforce*
73. *net income from abroad and net current transfers*
74. *nontariff barriers impede trade*
75. *open markets*
76. *overall score*
77. *overall score is below the regional and world averages*
78. *poverty elimination*
79. *privatizing state-owned enterprises*
80. *property rights*
81. *purchasing power of consumers*
82. *rapid per capita GDP growth*
83. *rating research “Index of economic freedom”*
84. *real economic output per labour hour*
85. *reduce of profit margins*
86. *regulatory efficiency*
87. *reinvestment of earnings*
88. *rule of law*
89. *score*

90. *shortage of convertible currency*
91. *slowdown*
92. *special tax breaks*
93. *state employment policy*
94. *target tourist market*
95. *tax burden*
96. *technological advancements*
97. *the amount of consumption*
98. *the average wage*
99. *the commonest way of*
100. *the Consumer Price Index*
101. *the current state of the economy*
102. *the degree of commodity market perception*
103. *the demand and the supply side of tourism*
104. *the hourly output of a country's economy*
105. *the labor code is outmoded*
106. *the needed inputs*
107. *the ordinary shares of voting stock*
108. *the pace of economic development*
109. *the peculiarities of the travel service*
110. *the size and structure of actually consumer demand*
111. *the sum of feelings and perceptions*
112. *to be beyond a company's control*
113. *to boost demand*
114. *to cause a fall in tax revenue*
115. *to constitute*
116. *to expand its business*
117. *to familiarize with*
118. *to gauge the health of a country's economy*
119. *to heats up economic growth*

120. *to interfere with trade and investment flows*
121. *to make the country more prosperous, democratic, and transparent*
122. *to measure the impact of liberty and free markets around the globe*
123. *to operate below full capacity*
124. *to provides insight*
125. *to receive housing benefit*
126. *to record a fall for two consecutive quarters*
127. *to reflect improvements*
128. *to restore economic growth*
129. *to reveal the direction of change within business environment*
130. *to skyrocket*
131. *to spot business or personal opportunities*
132. *to stall the momentum for business reform*
133. *total output (GDP)*
134. *total reserves*
135. *tourism destination attractiveness*
136. *tourist flows*
137. *tourist market capacity*
138. *unit of account*
139. *value-added and property taxes*
140. *volumes of the tourist services consumed*
141. *walking inflation*
142. *ways to repay of the deficit*

Topic 4

Political, social-cultural and technological factors of PEST-analysis

1. Factors of political environment of a country.
2. Corruption as obstacle for business development. The Corruption Perceptions Index.
3. The legislative system of a country.
4. Legal basis for doing business in a country. Ease of doing business.
5. Ease of Doing Business in Ukraine.
6. Social and cultural environment: main elements and its description.
7. The effects of socio-culture environment on business.
8. Technological environment. Examples of technological factors.
9. Networked Readiness Index.
10. Top 10 Emerging technologies of 2023.

Topic Vocabulary

1. *a free market economy*
2. *a legal entity*
3. *advancement of technology*
4. *advertisement*
5. *aesthetics*
6. *AI-facilitated healthcare*
7. *appropriation of property of foreign investors*
8. *binding*
9. *changing consumer preferences*
10. *conflict resolution*
11. *construction permitting system*
12. *consumer protection laws*

13. *contract law*
14. *corporate governance*
15. *country tax code*
16. *cultural heritage*
17. *currency, visa and customs formalities*
18. *current legislation*
19. *delay in real punishment*
20. *designer phages*
21. *diverse sub-populations*
22. *ease of doing business*
23. *emergence of corruption accusers*
24. *employees protection laws*
25. *enforcement*
26. *enforcing contracts*
27. *exchange control, customs and non-tariff regulation of
foreign economic activity*
28. *flexible batteries*
29. *flexible neural electronics*
30. *foreign entrepreneurs*
31. *foreign trade regulations*
32. *funding*
33. *generative artificial intelligence*
34. *getting an electricity connection*
35. *harnessing informational technology*
36. *have a great deal of power over businesses*
37. *indicator sets*
38. *ineffective legislative regulation*
39. *intention*
40. *language of nonverbal communication*
41. *laws governing the exercise of a particular activity*

42. *limited liability company*
43. *maintaining a strategy*
44. *means of communication*
45. *metaverse for mental health*
46. *more advanced techniques*
47. *Networked Readiness Index*
48. *objective measures of business regulations*
49. *obstacles to business*
50. *obtaining a building permit*
51. *outward facing advertising*
52. *paid-in minimum capital*
53. *perceived levels of public sector corruption*
54. *plan for the variability in the policies and regulations of the government*
55. *prevailing government*
56. *prolonged macroeconomic instability*
57. *protecting minority investors*
58. *public condemnation of corruption*
59. *public discontent*
60. *rating survey "Doing Business"*
61. *registering property*
62. *related-party transactions*
63. *resolving an insolvency case*
64. *resolving insolvency*
65. *rules of circulation of foreign currency*
66. *securely protected*
67. *spatial omics*
68. *starting a business*
69. *sustainable aviation fuel*
70. *sustainable computing*

71. *taking a commercial dispute to court*
72. *targeted audience*
73. *tax and economic policies*
74. *tax restrictions for particular types of business*
75. *terms of life*
76. *the Corruption Perceptions Index*
77. *the digital economy*
78. *the independence of the judicial system*
79. *the land administration system*
80. *the legislative system of the country*
81. *the level of corruption in the state apparatus*
82. *the system of protection of property rights*
83. *think tanks*
84. *to address these factors*
85. *to be subject to the state law*
86. *to complete all formalities*
87. *to compromise over its profit stream*
88. *to enter an agreement with another person*
89. *to expand business operation to other countries*
90. *to govern the exercise of a particular activity*
91. *to induce a business to expand operations*
92. *to keep a bird's eye view over*
93. *to maintain a stable business environment*
94. *to stay ahead of their competitors*
95. *to stay relevant*
96. *to suffer losses*
97. *to undermine*
98. *trading across borders*
99. *transparency of tariffs*
100. *utilizing the social media platform businesses*

101. utmost dependence on equipment

102. wearable plant sensors

Topic 5

Methods of analysis and prognosis

1. The importance of identification of important areas and events in tourism crisis management.
2. The cross-impact analysis: main features, steps and benefits.
3. The Delphi method: main features, steps and benefits.
4. Differences and common features of the Delphi method and the cross-impact analysis.
5. Scenario analysis: main features, steps and benefits.
6. Differences and common features of the Delphi method and Scenario analysis.
7. Systems and methods of early warning in tourism crisis management.
8. Main features of I generation system.
9. Main features and indicators of II generation system.
10. Main features of III generation system.
11. The meaning of strategic planning. Rules of avoiding strategic surprises.

Topic Vocabulary

- 1. a means of forecasting future scenarios*
- 2. a survey method*
- 3. an assessment scale*
- 4. asset*
- 5. assumptions*
- 6. based primarily on discontinuities*

7. *being aggressively preventive*
8. *beneficial*
9. *cash flow growth rate*
10. *complaints or negative reviews*
11. *considerably limit the scope for action*
12. *considering various feasible results or outcomes*
13. *customer metrics*
14. *decrease potential losses*
15. *determining consequent actions*
16. *determining the relevant observation areas and on choosing suitable indicators*
17. *ensure an efficient task fulfilment*
18. *examining and evaluating possible events*
19. *executives at a company*
20. *extended customer base*
21. *face-to-face interaction between experts*
22. *focus energy and resources*
23. *generating information on emerging developments in the organization's environment*
24. *in priority order*
25. *in unfavourable circumstances*
26. *interest rates*
27. *internal statistical databases of the organization*
28. *lack of pressure to the experts*
29. *long-range forecasting*
30. *making relevant and uncertain events more precise*
31. *minimum profit margin*
32. *mobilizing resources to execute the action*
33. *on the premise of time stability*
34. *participants*

35. *potential gains or losses of an investment*
36. *proactive*
37. *rate of freely convertible currency*
38. *sales volume*
39. *shortfalls and exceeded threshold volumes*
40. *strategic business fields*
41. *subsequently*
42. *systems and methods of early warning*
43. *the compiled comments*
44. *the cross-impact analysis*
45. *the discount rate*
46. *the group facilitator*
47. *the initial probability of the occurrence of events*
48. *the range of opinions*
49. *the rows of a matrix*
50. *the timely detection and evaluation*
51. *to a great extent*
52. *to anticipate profits or potential losses*
53. *to ascertain*
54. *to assess investment prospects*
55. *to assess the effect of environmental developments*
56. *to avoid poor investment decisions*
57. *to be applicable for the assessment of many events*
58. *to be based on conviction*
59. *to be familiar with this area*
60. *to calculate the net present value*
61. *to clarify the probability*
62. *to eliminate negative influence*
63. *to enable the introduction of certain countermeasures*
64. *to encourages openness*

65. *to ensure*
66. *to exceed deadline of a task performance*
67. *to explore (or achieve) consensus on disputed topics*
68. *to force attention into chains of causality*
69. *to give investors a peek into the expected returns*
70. *to identify latent events of importance*
71. *to illustrate the correlation between analyzed factors*
72. *to increase revenue over time*
73. *to provide anonymous responses*
74. *to raise effectiveness of management processes*
75. *to separate out the points that are certain to happen*
76. *to set priorities*
77. *to take necessary precautions*
78. *to undermine its competitive advantages*
79. *underutilized resources*
80. *useful research methodology*
81. *I generation system*

Topic 6

Strategic Measures of Crisis Management

1. The importance of strategic approach in a tourism company activity.
2. Basic requirements to competitive advantages of a company/ product.
3. The most popular generic strategies in a tourism company activity.
4. Main features and risks of a cost leadership strategy.
5. Main features and risks of a differentiation strategy.
6. The most popular differentiation factors.

7. Conditions of a differentiation strategy application.
8. Main features and risks a focus strategy.
9. Main strategic actions in crisis management.
10. A strategy of diversification: its meaning and types.
11. A transfer strategy in crisis management: its meaning and kinds.
12. Basic characteristics and advantages of a cooperation strategy.
13. Insurance as strategic action.
14. “Self-bearing” in crisis management.
15. Crisis handling strategies and its basic forms.
16. Main features of the proactive approach.
17. Main features of the reactive approach.

Topic Vocabulary

1. *a specific value proposition*
2. *a strategic alliance*
3. *a wide variety of investments within a portfolio*
4. *acceptance strategy*
5. *accurately study the needs and concerns*
6. *achieving a higher growth rate*
7. *acquisition of a new firm*
8. *act on behalf of*
9. *affordable price*
10. *benefit from scale effects*
11. *better terms of cooperation*
12. *competitively satisfy its needs*
13. *concentrate on a narrow segment*
14. *concrete product attributes*
15. *core business*
16. *cost advantage*
17. *cost leadership strategy*

18. *costs of production*
19. *crisis handling strategy*
20. *cyclical or seasonal fluctuations*
21. *dealer network*
22. *defensive*
23. *demand elasticity*
24. *develop uniquely low-cost or well-specified products*
25. *differentiation advantage*
26. *differentiation strategy*
27. *diversifiable risk*
28. *ease of application/use*
29. *easy to convert into cash*
30. *economic downturns*
31. *emergency*
32. *emerging substitute products*
33. *equipment, distribution channels*
34. *establishing quality standards*
35. *expand into a new market*
36. *externalization*
37. *facilitate exit into new foreign markets*
38. *financial risk of breakdown of operations*
39. *focus strategy*
40. *gradually eliminate*
41. *high return on investments*
42. *in case of non-fulfillment of the terms of the tourist agreement*
43. *increases work pressure and load*
44. *independent entity*
45. *insurance coverage*
46. *invention*
47. *investing equity*

48. *large financial capacity*
49. *liability insurance*
50. *liquid assets*
51. *liquid reserves*
52. *loss in its value*
53. *lower-margin competitors*
54. *maintaining friendly customer relationships*
55. *major benefit*
56. *offensive*
57. *on particular niche markets*
58. *on the part of the company*
59. *perceptions of security*
60. *permanently and clearly distinguish from its competitors*
61. *play a crucial role*
62. *point of customer interaction*
63. *portfolio*
64. *previous stages of a production cycle*
65. *production output*
66. *product-level differentiation*
67. *providing favorable conditions of sale*
68. *rely non few income sources*
69. *risk sharing and contractual risk limitation*
70. *security measures*
71. *self-bearing*
72. *service pre sale and post sale*
73. *shifting customer preferences*
74. *spin-off*
75. *splitting the risk between partners*
76. *stakeholders*
77. *strategic flexibility*

78. *subsidiary company*
79. *sustainable*
80. *the complete or partial unloading of the risk*
81. *the entrepreneurial risk*
82. *the existence of special customer needs*
83. *the most correct solution*
84. *the possibility of lending*
85. *the proactive approach*
86. *the revenue from the price reduction*
87. *timely implementation of measures*
88. *to achieve lasting success in the market*
89. *to anticipate possible challenges*
90. *to appeal to the company's current customer groups*
91. *to apply certain proactive actions*
92. *to be perceived as valuable*
93. *to be reasonably compatible with long-term corporate strategy*
94. *to carry out more efficient marketing*
95. *to charge a premium price*
96. *to compete in the broader market*
97. *to confront*
98. *to distinguish a product from other similar products*
99. *to eliminate and reduce*
100. *to eliminate low-cost advantages*
101. *to embody a meaningful customer benefit*
102. *to evade the crisis*
103. *to expand sales market*
104. *to give more room to innovate, maneuver*
105. *to intensify*
106. *to invest in various assets*

- 107.to keep essential company controlling functions*
- 108.to make large wholesale purchases*
- 109.to overlook small niches*
- 110.to provide an important performance feature for the customer*
- 111.to receive financial protection against losses*
- 112.to require a functioning early warning system*
- 113.to retain assets, employees, and intellectual property*
- 114.to retain its sovereignty*
- 115.to survive*
- 116.to tackle*
- 117.transfer*
- 118.transferring risks*
- 119.transferring the consequences onto another economic subject*
- 120.undiversifiable risk*
- 121.unification of assets*
- 122.use of marketing relationships with consumers*
- 123.weapon in the hands of marketers*
- 124.within the framework of common projects*

3. Individual research project

Technology of PEST-Analysis

PEST-Analysis is a measurement tool that helps to analyze important changes in business environment, detect possible threats and potential risks as well as define new opportunities and development perspectives of a company. As a result, such analysis can help an organization take better business decisions, create more efficient corporate strategy, improve planning marketing activities and development more competitive products. Of, course, analysis of PEST factors is especially important for risk management, which aim is to identify, analyze, evaluate, treat, monitor and review risks to businesses. PEST stands for Political, Economic, Social, and Technological factors.

The objectives of the practical task are to obtain practical skills and knowledge:

- ✓ about well-known international rating researches in the economic, tourist, political and technological spheres of a country;
- ✓ to collect relevant information about the factors of the economic, political, legal, social and technological environment of the tourist organization;
- ✓ to organize the process of PEST-factors monitoring;
- ✓ to analyze and interpret received information about PEST-factors;
- ✓ to identify potential risks and threats in tourism business;
- ✓ to define more perspective foreign market

The practical task should consist of 6 sections:

1. General information about foreign countries and its location.
2. Analysis of political and legal environment.
3. Analysis of economic environment.
4. Analysis of social-cultural environment.
5. Analysis of technological environment.
6. Final conclusions.

Scheme for preparing practical work:

I. It is necessary to select two foreign countries for PEST-analysis. The list of foreign countries is given below:

1. Iceland and Norway.
2. Croatia and Hungary.
3. The Czech Republic and Poland.
4. Romania and Bulgaria.
5. Moldova and Serbia.
6. Turkey and Georgia.
7. Albania, Bosnia and Herzegovina.
8. Tunisia and Thailand.
9. Malaysia and Indonesia.
10. China and South Korea.
11. Estonia and Lithuania.
12. Slovakia and Slovenia.
13. Singapore and the United Arab Emirates.
14. Portugal and Spain.
15. Canada and Australia.

II. Conduct an analysis of the indicators for each 4 sections; identify prospects and potential risks in business.

III. Prepare the final conclusions about the risks and threats of each country and determine the most promising foreign market.

1) *General information about foreign countries and its location.*

Geographical location, general information

<https://www.worldatlas.com/>

2) *Analysis of political and legal environment*

Political situation, legal system of the country, legal basis for doing business

- the Corruption Perceptions Index CPI during 2017-2022 (<https://www.transparency.org/en/cpi/2022>)
- Doing Business rating during 2016-2020 (<https://archive.doingbusiness.org/en/doingbusiness>)

3) *Analysis of economic environment*

- Index of Economic Freedom during 2017-2023 (<https://www.heritage.org/index/>)
- Main macroeconomic indicators of economy development during 2017-2022 (GDP growth (annual %); GDP per capita (current US\$); GDP per capita growth (annual %); Foreign direct investment, net inflows (BoP, current US\$); Current account balance (% of GDP); Total reserves (includes gold, current US\$); Central government debt, total (% of GDP); Inflation, consumer prices (annual %); Unemployment, total (% of total labor force) (modeled ILO estimate)) <https://databank.worldbank.org/source/world-development-indicators#>
- Business Forecast (<https://tradingeconomics.com/forecasts>)

4) *Analysis of social and cultural environment*

Means of communication, religion, education, terms style of life, customs and traditions, social and cultural values

5) *Analysis of technological environment*

Networked Readiness Index 2022 (<https://networkreadinessindex.org/>)

6) *Final conclusions*

1. Determine which country has the lowest risks in doing business.
2. Determine the list of risks and threats for every country.
3. Define which country has more prospects and opportunities.
4. Define which country is more perspective for investments.

Individual Research Project should be done in ppt./pptx. format and presented at the seminar class.

4. List of questions for credit

1. The term crisis, its stages and causes of emergence.
2. Crisis management process.
3. The risk management process.
4. The environment of tourism enterprises. Micro- and macro environment.
5. Environmental scanning and monitoring.
6. Information support of the risk management process.
7. Technology of PEST-analysis.
8. Methods of economic factor research.
9. Index of Economic Freedom.
10. Ukraine's economic freedom.
11. The pace of economic development.
12. Main macroeconomic indicators of the economy development.
13. Stability of national currency.
14. Inflation.
15. The level of unemployment.
16. The dynamics labor productivity.
17. Indicators of the tourism market attractiveness.
18. Legal and political environment.
19. Ease of doing business index.
20. Social and cultural environment.
21. Technological (scientific and technical) environment.

22. Identification of important areas and events.
23. The cross-impact analysis.
24. The Delphi method.
25. Scenario analysis.
26. Systems and methods of early warning.
27. I generation information system.
28. II generation information system.
29. III generation information system.
30. Preventive crisis management within the framework of a corporate strategy.
31. Cost leadership strategy.
32. Differentiation strategy.
33. Focus strategy.
34. Preventive crisis management measures through strategic actions.
35. Diversification.
36. Transfer
37. Cooperation.
38. Insurance.
39. Self-bearing.
40. Basic forms of crisis handling strategies.

5. Topics for students' self-study

1. The basics of crisis management.
2. Tourism risk management process.
3. Technology of PEST-analysis: economic environment.
4. Political, social-cultural and technological factors of PEST-analysis.
5. Methods of analysis and prognosis.
6. Strategic measures of crisis management.

Crisis Management in Tourism : methodological guidelines

Educational and methodological publication

**Anna Hrytsyshyn
Iryna Purska**

**Crisis Management in Tourism:
Methodological guidelines**

For Master students of the specialty
242 Tourism and recreation

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