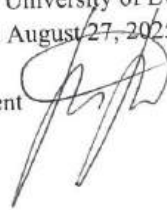


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Ivan Franko National University of Lviv
Faculty of Geography
Department of Tourism

Approved

at the meeting of the Department of Tourism of
the Faculty of Geography
Ivan Franko National University of Lviv
(Protocol No. 1 dated August 27, 2025)

Head of the department



Marta Malska

Syllabus of the English-language educational discipline
“Crisis Management in Tourism”

taught within the framework of the educational program “Tourism activity”
at the second (Master's) level of higher education
for students specializing in
J3 Tourism and Recreation

Lviv 2025

Course title	Crisis Management in Tourism
Address of the course delivery	79000, Ukraine, Lviv, Doroshenko Str., 41 Faculty of Geography Ivan Franko National University of Lviv
Faculty and department to which the discipline is assigned	Faculty of Geography Department of Tourism
Field of knowledge and title of a specialty	J Transport and services J3 Tourism and recreation
Lecturer	Anna Hrytsyshyn, PhD, Associate Professor of the Department of Tourism
Contact information	E-mail: anna.hrytsyshyn@lnu.edu.ua Webpage: https://geography.lnu.edu.ua/employee/hrytsyshyn-anna 79000, Ukraine, Lviv, Doroshenko Str., 41, room 103
Consultations for the course take place	In-person: by prior arrangement, in room 103. Remote: on the corporate platform MS Teams, within the "Crisis Management in Tourism" team. Registration through email or the team chat.
Webpage of the course	https://geography.lnu.edu.ua/course/kryzovyy-menedzhment-v-turyzmi-anh
Information about the course	The course “Crisis Management in Tourism” is an elective course in the general preparation cycle of specialty J3 Tourism and Recreation for EPP Tourism activity, at the second (Master's) level of higher education, taught in the first semester with a workload of 3 credits (ECTS).
Course abstract	The course is designed to provide participants with the necessary knowledge required to monitor the tourism business environment; to conduct marketing research on new foreign tourist destinations; to identify potential risks and threats in the tourism activities of the enterprise in a timely manner; to use risk management and crisis management tools and strategies in the practical activities of tourism enterprises. Therefore, the course provides a detailed study of the crisis management process as a component of the corporate development strategy of a tourism company, examines the main stages of risk management and crisis management, and introduces the tools, methods and strategies of anti-crisis management of the company's activities that are necessary for the comprehensive mastery of skills and abilities to anticipate crisis situations in order to minimise their negative impact.
The aim and tasks	The aim of studying the elective course “Crisis Management in Tourism” is to familiarise students with the essence, principles and technology of crisis management in tourism, to develop students' theoretical knowledge and practical skills in organising both monitoring and specific marketing research, necessary for identifying potential risks and threats in the conduct of the enterprise's tourism activities, as well as to acquire the necessary skills and abilities to carry out anti-crisis management of tourism enterprises. Tasks are: – to define the terminology and conceptual framework of crisis management;

	<ul style="list-style-type: none"> – to study of the causes and types of crisis situations; – to identify the process of organising crisis management in a tourism enterprise, – to gain skills in monitoring and specific marketing research as prerequisites for identifying potential risks in the activities of a tour company; – to learn the methods of analysis and forecasting; – to master the tools of crisis management; – to study the strategies for minimising the negative impact of crises on the activities of enterprises.
<p style="text-align: center;">Sources</p>	<p style="text-align: center;">Basic literature:</p> <ol style="list-style-type: none"> 1. Berbekova A., Uysal M., Assaf A. A thematic analysis of crisis management in tourism: A theoretical perspective // <i>Tourism Management</i>, 2021, Vol. 86. DOI:10.1016/J.TOURMAN.2021.104342 2. Dirk Glaesser. <i>Crisis Management in the Tourism Industry</i>. 2006. (Second Edition). London: Elsevier. URL: file:///D:/Downloads/[Dirk_Glaesser]_Crisis_Management_in_the_Tourism_I(BookFi)%20(1).pdf. 3. Hrytsyshyn A., Krasko A., Bilous S. The Experience Economy: A Modern Trend in the Hospitality and Tourism Industry // <i>Hospitality and tourism of the future: scientific and practical horizons: a collection of abstracts of reports of the 2nd international scientific and practical conference</i>. Kyiv: NUBiP of Ukraine. 2023. pp. 23-26. 4. Hrytsyshyn A., Purska I. <i>Crisis Management in Tourism: methodological guidelines (for Master students of Specialty 242 Tourism and recreation)</i>. Lviv: Ivan Franko National University of Lviv, 2024. 50 p. 5. Malska M.P. <i>Crisis management in tourism: theory, methodology and practice: training manual / M.P. Malska, I.S. Purska</i>. 2019. 166 p. 6. Purska I., Hrytsyshyn A. Preventive Strategic Crisis Management Measures in Tourism Business // <i>Geographic education and science: challenges and progress: materials of the international scientific and practical conference</i>. Lviv: Prostir-M, 2023. Volume 3. pp. 142-146. 7. Wut T., Xu J., Wong S. Crisis management research (1985-2020) in the hospitality and tourism industry: A review and research agenda // <i>Tourism Management</i>, 2021. DOI: 10.1016/j.tourman.2021.104307. 8. Zhong L., Sun S., Law R., Li X. Tourism crisis management: evidence from COVID-19 // <i>Current Issues in Tourism</i>, 2021, 24:19, 2671-2682, DOI: 10.1080/13683500.2021.1901866 <p style="text-align: center;">Additional literature:</p> <ol style="list-style-type: none"> 1. <i>Crisis Management and Communications / Timothy Cooms</i>. 2014. URL: http://www.instituteforpr.org/crisis-management-communications/ 2. Heidi Cardenas. <i>Crisis Management Tools</i>. URL: http://smallbusiness.chron.com/crisis-management-tools-48727.html 3. Pforr C., Hosie P. <i>Crisis Management in the Tourism Industry</i>. London, Routledge 2009. 268 p. 4. Sharon R. Barstow <i>How to Compose Crisis Scenarios?</i> URL: http://smallbusiness.chron.com/compose-crisis-scenarios-76570.html.

	<p style="text-align: center;">Electronic resources:</p> <ol style="list-style-type: none"> 2024 Index of economic freedom. URL: http://www.heritage.org Business Dictionary. URL: http://www.businessdictionary.com Human development report. URL: http://hdr.undp.org/en/statistics Investopedia. URL: https://www.investopedia.com World Development indicators. URL: http://data.worldbank.org/data-catalog
Course duration	Full-time programme: Total duration 90 hours, including: 32 hours of classroom lessons: 16 hours of lectures and 16 hours of seminars/practical lessons, and 58 hours of independent work: of which: 28 hours – preparation for lectures and practical classes and working on tasks for independent research, 30 hours of completing individual assignments.
Expected outcomes	Upon completion of this course, students should <p>know: conceptual framework of crisis management in tourism, technologies and tools for using crisis management in the tourism activities of an enterprise;</p> <p>be able to: conduct monitoring and specific research to identify potential risks and threats in the company's tourism activities, as well as develop a crisis management strategy.</p> <p>Studying the course “Crisis Management in Tourism” contributes to the development of soft skills such as critical thinking, professional self-presentation, forming and defending one's own opinion, and the ability to conduct a discussion.</p>
Key words	Crisis management, anti-crisis management, risk management, PEST analysis, Delphi method, cross analysis method, scenario method.
Course format	Full-time. Full-time education involves constant personal contact between academic staff and students, ensuring the acquisition of in-depth systematic knowledge and lasting skills. Full-time students are required to attend classes according to the timetable and complete assignments in a timely manner in accordance with the work programme.
	Conducting lectures, consultations and practical seminars for a better understanding of the course topics.
Topics	<p>Topic 1. The basics of crisis management. Topic 2. Tourism risk management process. Topic 3. Technology of PEST-analysis. Topic 4. Political, social-cultural and technological factors of PEST-analysis. Topic 5. Methods of analysis and prognosis. Topic 6. Strategic measures of crisis management.</p> <p>The expanded content of the topics is presented below in tabular form COURSE SCHEME “CRISIS MANAGEMENT IN TOURISM” **</p>
Final evaluation	Credit at the end of the semester
Prerequisites	To study the course, students must be proficient in English and have a basic knowledge of economics, management and marketing, which is sufficient to understand the conceptual framework of crisis management, its tools and methodology.
Teaching methods and techniques that	Lectures, practical classes and seminars are structured in the form of dialogue with higher education students.

<p>will be used during the course</p>	<p>Lectures:</p> <ul style="list-style-type: none"> - lectures using multimedia resources; - explanations and examples from the activities of tourism market participants; - discussions, conversations, illustrations, demonstrations. <p>Seminars:</p> <ul style="list-style-type: none"> - report, response, discussion; - presentation of research results using multimedia equipment. <p>In consultation with students and university management, it is possible to attend conferences and other events to gain practical experience with service market tools.</p>
<p>Required equipment</p>	<p>Students should have relatively modern computers and internet connections, including access to the university's corporate cloud services such as MS Office 365.</p>
<p>Assessment criteria</p>	<p>Assessment is carried out on a 100-point scale. Points are awarded according to the following ratio:</p> <ul style="list-style-type: none"> • practical classes/seminars: 30% of the semester grade; maximum number of points – 30; • individual research assignment: 30% of the semester grade; maximum number of points – 30; • control measurements (modules): 40% of the semester grade; maximum number of points – 40; • credit: based on the results of the semester. <p>Total maximum number of points – 100.</p> <p>Written assignments: applicants will independently complete several types of written work, including practical work. Applicants' work is individual, based on their own research. All literary and information sources used must be provided with appropriate references. Evidence of academic misconduct in an applicant's written work is grounds for its rejection by the teacher, regardless of the extent of plagiarism or deception.</p> <p>Academic integrity: Students' work is expected to be their original research or reasoning. Failure to cite sources, fabrication of sources, plagiarism, and interference in the work of other students are examples of possible academic misconduct, but are not limited to these. Evidence of academic misconduct in a student's written work is grounds for the teacher to fail the work, regardless of the extent of plagiarism or cheating.</p> <p>Attendance is an important part of the learning process. Applicants are required to attend all lectures and practical classes. Applicants must inform the teacher if they are unable to attend a class. In any case, applicants are required to meet all deadlines set for the completion of all types of written work required by the course.</p> <p>Literature: Educational materials, including software and literature, will be provided to students exclusively for educational purposes without the right to transfer them to third parties. In addition to the materials provided, students are encouraged to use other materials and sources.</p> <p>Grading Policy: Points are awarded for the completion of practical work, the writing of content modules taking into account questions from the applicant's independent work, INDs and additional points. At the same time, the following</p>

	<p>are taken into account: attendance at classes, activity during practical and lecture classes; inadmissibility of absences and tardiness; use of mobile phones, tablets or other mobile devices during class for purposes not related to learning; cheating and plagiarism; late completion of assigned tasks, etc.</p> <p><i>Any forms of academic misconduct are tolerated.</i></p>
Questions for self-control	<ol style="list-style-type: none"> 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. Methods of economic factor research. 8. Index of Economic Freedom. 9. Ukraine's economic freedom. 10. The pace of economic development. 11. Main macroeconomic indicators of the economy development. 12. . Stability of national currency. 13. Inflation. 14. The level of unemployment. 15. The dynamics labor productivity. 16. Indicators of the tourism market attractiveness. 17. Legal and political environment. 18. Ease of doing business index. 19. Social and cultural environment. 20. Technological (scientific and technical) environment. 21. Identification of important areas and events. 22. The cross-impact analysis. 23. The Delphi method. 24. Scenario analysis. 25. Systems and methods of early warning. 26. I generation information system. 27. II generation information system. 28. III generation information system. 29. Preventive crisis management within the framework of a corporate strategy. 30. Cost leadership strategy. 31. Differentiation strategy. 32. Focus strategy. 33. Preventive crisis management measures through strategic actions. 34. Diversification. 35. Transfer 36. Cooperation. 37. Insurance. 38. Self-bearing. 39. Basic forms of crisis handling strategies.
A course quality evaluation questionnaire	<p>At the end of the course, an anonymous course quality evaluation questionnaire will be provided</p>

Assessment criteria

1. Preparation for a seminar, presentation on seminar topics, participation in discussions, work in small groups during seminars – maximum 5 points per seminar.

5 points – the student has mastered the course material in its entirety, independently and fluently presents it during oral presentations and written responses, deeply and comprehensively reveals the content of theoretical questions and practical tasks, studies and applies the required and additional literature recommended for the topic of the class, answers questions related to independent work on the topic, demonstrates high results in completing independent work on the topic;

4 points – the student has a sufficiently complete command of the educational material, presents it reasonably during oral presentations and written answers, mainly reveals the content of theoretical questions, practical tasks, and independent work tasks, using the required literature and some of the recommended additional information sources on the topic. When presenting some issues, the student lacks sufficient depth and argumentation, and makes some minor inaccuracies and insignificant mistakes.

3 points – the student generally masters the educational material on the topic, presents its main content during oral presentations and written answers, demonstrates their understanding and ability to apply it, but without in-depth comprehensive analysis, justification and argumentation, without using the necessary literature and open information sources, while making some significant inaccuracies and mistakes; demonstrates superficial work on independent tasks, focusing only on their formal completion without delving into the issues of the research question.

2 points – the student has a partial command of the educational material; presents it in a fragmentary, superficial manner (without argumentation and justification) during oral or written answers, superficially and insufficiently reveals the content of theoretical questions and practical tasks, while allowing for significant inaccuracies; demonstrates partial and superficial work on the independent assignment on the topic, is confused in the argumentation of conclusions; does not master the content of the information sources recommended for study within the topic; gives partial and incomplete answers to clarifying questions on the topic;

1 point – the student has a very superficial and fragmentary understanding of the educational material (cannot provide and formulate arguments and justifications, only partially understands the categorical apparatus used in the topic), when revealing the content of theoretical questions and practical tasks, is limited to a very superficial and partial disclosure, allows frequent and significant inaccuracies and errors, which they are unable to comprehend and correct on their own based on clarifying questions from the teacher or fellow students; demonstrates very partial and superficial work on the independent assignment on the topic, gets confused and makes significant mistakes when arguing conclusions; does not answer clarifying questions on the topic;

0 points – the student does not master the material on the topic.

2. Completion of an individual research assignment by students on an agreed topic (maximum score — 30 points).

30 points — the individual research assignment has been completed and defended according to the schedule, with explanations and conclusions, and in full;

20-29 points – the individual research task has been defended, but completed partially, with a violation of deadlines or requirements;

10-19 points – the individual research task has not been defended and has been completed partially, with a violation of deadlines or requirements;

0 points – the individual research task has not been completed.

3. Written survey of students on the content modules of the course (one content module, maximum score — 20 points for 20 questions; 2 modules during semester). The written survey involves answering closed (choose one answer from four options) and open test questions with one correct answer. Test questions – maximum 1 point per answer to one question.

Example of the distribution of points that students receive for the credit

Ongoing testing and independent work							Total
T1	T2	T3	T4	T5	T6	INDRA	Module
5	5	5	5	5	5	30	40

T1, T2, T3 ...T6 - topics of seminars.
 INDRA – individual research assignment.
 Module - final module assessment.

Students may be credited for individual topics and types of assignments based on the learning outcomes obtained in non-formal and informal education, in accordance with the procedure set out in the ‘Procedure for the recognition of learning outcomes obtained in non-formal and informal education at Ivan Franko National University of Lviv’. <https://lnu.edu.ua/wp-content/uploads/2024/05/Novaredaktsiia-polozhennia-pro-neformalnu-ta-informalnu-osvitu.pdf>

Grading scale: HEI, national and ECTS

ECTS assessment	Assessment in points	Assessment on the national scale	
		Credit	
A	90-100	Excellent	Passed
B	81-89	Good	
C	71-80	Satisfactory	
D	61-70		
E	51-60		
FX	21-50	Unsatisfactory with the possibility of retaking the course	Not passed
F	0-20	Unsatisfactory with mandatory retake of the course	Not passed

Regulations on the control and evaluation of academic achievements of higher education applicants of the Ivan Franko National University of Lviv, 2020. URL: https://www.lnu.edu.ua/wp-content/uploads/2020/03/reg_education-results.pdf

**** COURSE SCHEME «CRISIS MANAGEMENT IN TOURISM»**

Week / date / time	Topic, plan, brief summary	Form of activity	Literature	Assignment, hours (full-time)	Deadline
According to the schedule	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, discussion	1.Malska M.P. Crisis management in tourism: theory, methodology and practice: training manual / M.P. Malska, I.S. Purska. 2019. 166 p. 2.Dirk Glaesser. Crisis Management in the Tourism Industry [Electronic source]. 2006. (Second Edition). London: Elsevier.	<i>2 hours</i>	
According to the schedule	The basics of crisis management.	Seminar		1. Prepare questions on the topic 2. Study Topic 1 Vocabulary <i>2 hours</i>	Until the next class
According to the schedule	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, discussion	1. Malska M.P. Crisis management in tourism: theory, methodology and practice: training manual / M.P. Malska, I.S. Purska. 2019. 166 p. 2. Dirk Glaesser. Crisis Management in the Tourism Industry [Electronic source]. 2006. (Second Edition). London: Elsevier. 3. Tourism Risk Management – An Authoritative Guide to Managing Crises in Tourism . 2006.	<i>2 hours</i>	
According to the schedule	Tourism risk management process.	Seminar		1. Prepare questions on the topic 2. Study Topic 2 Vocabulary <i>2 hours</i>	Until the next class
According to the schedule	Topic 3. Technology of PEST-Analysis. 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 environment. Technological (scientific and technical)	Lecture, discussion	1. Malska M.P. Crisis management in tourism: theory, methodology and practice: training manual / M.P. Malska, I.S. Purska. 2019. 166 p. 2. Dirk Glaesser. Crisis Management in the Tourism Industry [Electronic source]. 2006. (Second Edition). London: Elsevier. 3. World Development indicators. URL: http://data.worldbank.org/data-catalog . 4. 2024 Index of economic	<i>4 hours</i>	

	environment.		freedom: About the Index: [Electronic source] / The Heritage Foundation. – Mode of access: https://www.heritage.org/index/about . 5. Investopedia. URL: www.investopedia.com .		
According to the schedule	Technology of PEST-Analysis.	Seminar		1. Prepare questions on the topic 2. Study Topic 3 Vocabulary <i>4 hours</i>	Until the next class
According to the schedule	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, discussion	1. Malska M.P. Crisis management in tourism: theory, methodology and practice: training manual / M.P. Malska, I.S. Purska. 2019. 166 p. 2. Dirk Glaesser. Crisis Management in the Tourism Industry [Electronic source]. 2006. (Second Edition). London: Elsevier. 3. World Development indicators. URL: http://data.worldbank.org/data-catalog .	<i>4 hours</i>	
According to the schedule	Political, social-cultural and technological factors of PEST-analysis.	Seminar		1. Prepare questions on the topic 2. Study Topic 4 Vocabulary <i>4 hours</i>	Until the next class
According to the schedule	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. Second generation system. Third generation system.	Lecture, discussion	1. Malska M.P. Crisis management in tourism: theory, methodology and practice: training manual / M.P. Malska, I.S. Purska. 2019. 166 p. 2. Dirk Glaesser. Crisis Management in the Tourism Industry [Electronic source]. 2006. (Second Edition). London: Elsevier.	<i>2 hours</i>	

According to the schedule	Methods of analysis and prognosis.	Seminar		1. Prepare questions on the topic 2. Study Topic 5 Vocabulary <i>2 hours</i>	
According to the schedule	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.	Lecture, discussion	1. Malska M.P. Crisis management in tourism: theory, methodology and practice: training manual / M.P. Malska, I.S. Purska. 2019. 166 p. 2. Dirk Glaesser. Crisis Management in the Tourism Industry [Electronic source]. 2006. (Second Edition). London: Elsevier.	<i>2 hours</i>	
According to the schedule	Strategic measures of crisis management.	Seminar		1. Prepare questions on the topic 2. Study Topic 6 Vocabulary <i>2 hours</i>	Until the next class
	Individual research assignment	Research task		<i>30 hours</i>	Completed throughout the course (weeks 1-14). Presentation: weeks 12-16.