



Full Syllabus



Course Title

Crisis Management in Organizations (July 23-26, 2023)

Lecturer

Dr. Yossi Korazim-Kőrösy

Semester

Summer semester (one week course)

Course requirements

Students are expected to participate regularly in each class (attendance in at least 75% of the classes is mandatory), to read the expected academic sources for each day, and be ready to discuss it.

Final grade components

- a) An organizational crisis case presentation** in classes # 10 & 11. [Structure and timing will be decided when the exact # of students in class will be known] **(20%)**
1. Power Point Presentation of your crisis or disaster topic. (Short videos may be used)
 2. Stimulate a class discussion by presenting 2-3 intervention questions.
 3. Summarize your and the class' insights and recommendations for handling similar crises.
- b) Home exam: (80%)**
The home exam will focus on an analysis of a crisis event in an organization.
Guidelines will be on Moodle by ?? ??, 2023, at 13:00 a.m.

Course schedule

Class no. / Date	Subject and Requirements (assignments, reading materials, tasks, etc.)
Sunday 23.7.23 #1 9:00-10:30	Introductions and Expectations; Crisis Management in Welfare and Non-Welfare States * Mikušová & Horváthová (2019)
#2 11:00-12:30	Recent Developments in post-Earthquake Crisis Management in Turkey. Guest speaker: Zeynep Sanduvac – Disaster and Risk Reduction Specialist. *Institute for Safety and Health Managenet
#3 13:00-14:30	Theories and models of crisis management
Monday 24.7.23 #4 9:00-10:30	Crises and disasters: Inter-organizational Management challenges. * Gilpin and Murphy (2008)
#5 11:00-12:30	Crisis Management Lessons learned after the War in Lebanon by the Ministry of Social Welfare. Dr. Yossi Korazim & Baruch Sugarman – Community Development specialist.
#6 13:00-14:30	Short Personal Reading reports



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<p>Tuesday 25.7.22 #7 9:00-10:30</p>	<p>Governmental, Crisis Prevention Aid Fund for Israeli NGOs, during the 2008 Global Financial (Socio-Economic) Crisis (GFC) & for For-Profit Organizations, during the Corona Pandemia. Dr. Yossi Korazim & Galit Palzur – Independent Corporate Crisis Management Specialist</p>
<p>#8 11:00-12:30</p>	<p>National Academic Accreditation crisis at the Wesley Theological College in Budapest, Hungary Guest Speaker: Dr. Julia Mink – Specializes in human rights laws & EU refugee and migration policy laws. * Pearson, Roux-Dufort & Clair (Eds.) (2007).</p>
<p>#9 13:00-14:30</p>	<p>Leadership styles in organizations</p>
<p>Wednesday 26.7.22 #10 9:00-10:30</p>	<p>Students' presentations - A</p>
<p>#11 11:00-12:30</p>	<p>Students' presentations - B</p>
<p>#12 13:00-14:30</p>	<p>Best practices; Instructions for the final paper; Course summary, and Oral Evaluation</p>

* Due to the concentrated nature of the course, students are expected to read prior and during the course items with an asterisk (*). The rest of the list is for use in the final paper, according to the guidelines.

* There may be some last minutes changes in the structure of the course.

Required course reading

Bowers, M.R., Hall, J.R. and Srinivasan, M.M., (2017). Organizational culture and leadership style: The missing combination for selecting the right leader for effective crisis management. *Business Horizons*, 60(4), pp.551-563. [in library]

Bundy, J., Pfarrer, M.D., Short, C.E. and Coombs, W.T., (2017). Crises and crisis management: Integration, interpretation, and research development. [in library]

Chouinard, L. Tamima, U. (2012), Framework for Earthquake Evacuation Planning: Case Study for Montreal, Canada *Leadership and Management in Engineering*, 10/2012, 12 (4), 222-230.

* *Complete Crisis Management Guide and Free Template*, TechTarget (n.a.)

https://media.techtarget.com/digitalguide/images/Misc/EA-Marketing/Eguides/Complete_Crisis_Management_Guide_and_Free_Template.pdf

or

<https://www.techtarget.com/searchdisasterrecovery/Complete-crisis-management-guide-and-free-template>

Dawn, R.G. and P.J. Murphy (2008). *Crisis Management in a Complex World*. Oxford: Oxford University Press.(Dawn & Murphy) [in Social Science Library; Mid-floor; GIL658.406]



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Dynes, Russell R. and Enrico. L. Quarantelli. 2008. *A Brief Note on Disaster Restoration, Reconstruction and Recovery: A Comparative Note Using Post Earthquake Observations*. Colorado: Delaware University, Disaster Research Center

Etkin, David, 2016. *Disaster theory*. Elsevier

* Gilpin, D. R. and Murphy, P.J. (2008), *Crisis Management in a Complex World*, Oxford University Press, pp: 23-34 (Theories of Complexity); 47-68 (Knowledge, Uncertainty & Expertise).

Hargis, M., & Watt, J. (2010). Organizational Perception Management: A framework to Overcome Crisis Events. *Organizational Development Journal*, 28(1): 73-87.

Holman, P. (2015) Complexity Self-Organization and Emergence. In: Bushe, G. R. and Marshak R. J. (eds.) *Dialogic Organization Development*, Oakland CA: BK

Johansen, W. et al. (2012). "Entering new territory: A study of internal crisis management and crisis communication in organizations". *Public Relations Review*, 38, 270-279

* Institute for Safety and Health Management – *Crisis Management*, <https://ishm.org/crisis-management>

* Kaufman, R., Edwards, R., Mirsky, J. & Avgar, A. [Ed'], (2011), *Crisis as an opportunity – Organizational and community responses to disasters*. University Press of America. [Chapt' 1 & 16]

* [Mikušová, M & Horváthová, P.](#) (2019), *Prepared for a crisis? Basic elements of crisis management in an organization*. Pp:1844-1868; <https://www.tandfonline.com/doi/full/10.1080/1331677X.2019.1640625>

* Negev, M., Zohar, M., Paz, S., (2022), Multidimensional hazards, vulnerabilities, and perceived risks regarding climate change and Covid-19 at the city level: An empirical study. *Urban Climate*, <https://doi.org/10.1016/j.uclim.2022.101146>

* Pearson, C., Roux-Dufort, C. and Clair, J. (Eds.), (2007). *International handbook of organizational crisis management*. Los Angeles: Sage Publications. pp:3-21 (Organizations in World Risk Society)

Rubin, Claire B. (2009). "Long Term Recovery from Disasters – The Neglected Component of Emergency Management" In: *Journal of Homeland Security and Emergency Management* Vol. 6, Issue 1, Article 46.

Tierney, Katherine (2003). *Conceptualizing and measuring organizational and community resilience: Lessons from the emergency response following the September 11, 2001 attack on the world trade center*, Colorado: DRC University of Delaware.

Optional course reading

Comments



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Course description:

Crisis management is the application of strategies designed to help an organization deal with a sudden and significant negative event. A crisis can occur as a result of an unpredictable event or as an unforeseeable consequence of some event, which had been considered a potential risk. In either case, crises almost invariably require that decisions be made quickly to limit damage to the organization. A crisis may be internal when it occurs within an organization, or external, when the crisis occurs in its environment with a significant impact on it. The crisis could be personal, inter-personal, technological, organizational-managerial, or inter-organizational. In such organizations, we may be employed in front-line or in leadership and managerial positions. Managers at all organizational levels are expected to be prepared, and to have the professional skills to intervene, when some of these types of crises occur.

Different organizations deal differently with situations of crisis and disaster. Some belong to the public sector (primarily Government Ministries and Local Authorities), while others may be Non-Governmental (NGOs), For-Profit, or Civil Society organizations. They may be located at different levels of management: at the International, National, Regional, Local or at the Community level. Often, some of these organizations collaborate with each other, either to prevent an expected crisis, or to tackle it when it happens. Such collaborations are expected to strengthen intra and inter-organizational resilience, through organizational learning procedures.

Course objectives:

During the course, students will learn the main theories and practices of crisis management in the above mentioned types of organizations. They will learn to identify pre-crisis "red lights" within organizations, which will enable them to prevent and to handle different types of crises and disasters. A number of organization-based case studies will be discussed in class to illustrate the theories and to study their usefulness for practice.