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American Public University System
American Military University | American Public University

MGMT604

Course Summary

Course : MGMT604 **Title :** Organizational Crisis Management
Length of Course : 8 **Faculty :**
Prerequisites : N/A **Credit Hours :** 3

Description

Course Description:

This course examines the variables involved in crisis planning, communication, and management. To do so, we must consider the organization's vulnerabilities, the environment in which it thrives, the stakeholders who can influence its operation and the strategies best suited to maintaining or enhancing its reputation. The media plays a crucial role in crisis management, and we will discuss this factor throughout the course. We will consider how the media acts as a catalyst as well as an intermediary in this process. Some of the questions that will arise will be: Is the relationship inherently antagonistic? Should it be? By the conclusion of the course, participants should have developed a deeper understanding of the range of crises facing organizations, an enhanced appreciation of communication tactics that can be brought to bear in such situations and a greater familiarity with the historical antecedents of current crises.

Course Scope:

The course is divided into eight weeks and is a graduate course. The student is expected to maintain academic integrity and be able to discuss relevant topics and issues that relate to the subject matter. Since it is a graduate course that explores the impacts of organizational crisis, it is anticipated that the student will accept that there is much to absorb but will utilize critical thinking skills to enable success in the class. Much attention is paid to discussions taking place in the forums where scenarios and examples of organizational crisis management are examined in detail.

Objectives

After successfully completing this course, you will be able to:

LO1: Define leadership management during periods of uncertainty.

LO2: Identify crisis communications, and strategic assessments of crises.

LO3: Develop an understanding of the steps and planning necessary to ensure leaders are trained in crisis

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management.

LO4: Explain the most common forms of crisis communication.

LO5: Compare and contrast examples of crisis communication to the public, media, and employees, and build confidence and reconciliation in international crises.

LO6: Develop an understanding of the importance of crisis management in overall planning.

LO7: Describe the impact of poor crisis planning.

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Outline

Week 1:

Topic

Journal Reviews

Learning Objective

LO1

Learning Material

The image of the manager-leader of the near future - an outline of the issues

Leadership development for managers in turbulent times

Organizational opportunities and endemic in crisis leadership

Old wisdom and a new world crisis? The enneagrammatic structure of integrated, optimal, and sustainable problem-solving

Twenty-first century leadership: international imperatives

Week 1 Lesson: Crisis Management and Solutions

Activities & Assessments

Intro Discussion

Week 1 Discussion

Week 2:

Topic

Journal Reviews

Learning Objective

LO1 LO2

Learning Material

Integrating the organizational change literature: A model for successful change

Unfolding critical events and strategic decisions: The role of spatial and temporal cognition

The Mediating Role of Charismatic Leadership Communication in a Crisis: A Malaysian Example

Crisis management and strategic orientation in small and medium-sized enterprises (SMEs) in Peru, Mexico and the United States

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Preparing: The sixth task of crisis leadership

A model for improving organizational continuity

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Week 2 Lesson: Crisis Communication

Activities & Assessments

Week 2 Discussion

Week 2 Paper

Week 3:

Topic

Journal Reviews

Learning Objective

LO3

Learning Material

The role of positive affectivity in team effectiveness during crises

An exploratory study of the post-audit practices of large UK organisations: The way forward

Getting the most of management training: The role of identical elements for training transfer

Focusing on teams in crisis management education: An integration and simulation- based approach

A Schematic View of Crisis Threat Assessment

Week 3 Lesson: Practicing for a Crisis

Activities & Assessments

Week 3 Discussion

Week 4:

Topic

Journal Reviews

Learning Objective

LO3 LO4

Learning Material

Leadership development in crisis: Leadership development hasn't made much difference to organizations

Sense giving, leadership, and nonprofit crises: How nonprofit leaders make and give sense to organizational crisis.

What Business Owners Expect from a Crisis Manager? A Competency Model: Survey Results from Czech Businesses

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Week 4 Lesson: Managerial Perceptions of Crisis Management

Activities & Assessments

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Week 4 Discussion

Week 4 Assignment: Mid-Term Paper

Week 5:

Topic

Journal Reviews

Learning Objective

LO3 LO4

Learning Material

How to create a crisis communications plan for your organization

Are sensation seekers in control? A study in crisis preparedness

Best practices as an assessment for crisis communication

Week 5 Lesson: Regional Disaster Preparedness

Activities & Assessments

Week 5 Discussion

Week 6:

Topic

Journal Reviews

Learning Objective

LO4 LO5 LO6

Learning Material

Researching Tomorrow's Crisis: Methodological Innovations and Wider Implications

'He's One of Ours': A Case Study of a Campus Response to Crisis

Crisis management in nonprofit organizations: A case study of crisis communication and planning

The critical role of crisis communication plan in corporations' crises preparedness and management

An organisational coherence model to maintain employee contributions during organisational crises

Managing the message in real time: Crisis communication in the instant-information age

Week 6 Lesson: Organizational Crisis and Related Systems

Activities & Assessments

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Week 6 Discussion

Assignment: Case Study Analysis

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Week 7:

Topic

Journal Reviews

Learning Objective

LO7

Learning Material

Planning Makes (Closer to) Perfect: Exploring United States' Local Government Officials' Evaluations of Crisis Management

After the data breach: Managing the crisis and mitigating the impact

The impact of communication on human behaviour in times of crisis

Week 7 Lesson: Multicultural Environments and Communications

Activities & Assessments

Week 7 Discussion

Week 8:

Topic

Final Paper

Learning Objective

LO7

Learning Material

Crisis Management Planning among Tier 2 Automobile Suppliers: Why Suppliers Fail to Plan

Exploring Crisis Management in UK Small- and Medium-Sized Enterprises

Impact of logistical business continuity planning on operational capabilities and financial performance

Week 8 Lesson: Course Summary

Activities & Assessments

Week 8 Discussion

Week 8 Assignment; Final Paper

Evaluation

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Grading for the course will be based on the following:

- Eight Forum Assignments
- Two Written Research Assignments

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- Three Online Quizzes
- Final project

Grading:

Name	Grade %
Discussions	40.00 %
Week 1: Crisis Leadership	5.00 %
Week 2: Crisis Communications	5.00 %
Week 3: Preparing for a Crisis	5.00 %
Week 4: Managerial Perceptions of Crisis	5.00 %
Week 5: Regional Disaster Preparedness	5.00 %
Week 6: Organizational Crisis and Related Systems	5.00 %
Week 7: Multicultural Environments and the Challenges to Crisis Communications	5.00 %
Week 8: Future Terrorist Targets	5.00 %
Mid Term paper	15.00 %
Week 4: Midterm Paper	15.00 %
Assignments	30.00 %
Week 2: Case Study	15.00 %
Week 6: Case Study	15.00 %
Final Paper	15.00 %
Week 8: Final Paper	15.00 %

Materials

Book Title: Various resources from the APUS Library & the Open Web are used. Links provided inside the classroom.

Author: No Author Specified

Publication Info:

ISBN: N/A

Additional Resources:

American Psychological Association (2009). Publication manual of the American Psychological Association. (6th ed.). Washington, DC: American Psychological Association. ISBN: 1557987912

Web Sites

In addition to the required course texts, the following public domain web sites are useful. Please abide by the university's academic honesty policy when using Internet sources as well. Note web site addresses are subject to change.

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Site Name

Website URL/Address

The OWL at Purdue

<http://owl.english.purdue.edu/>

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APA Style Homepage <http://www.apastyle.org/index.aspx>
Academy of <http://www.aom.org/>
Management <http://www.bnet.com>
Business Net

Course Guidelines

Citation and Reference Style

- Students will follow APA format as the sole citation and reference style used in written assignments submitted as part of coursework to the School of Business.
- Please note that no formal citation style is required on forum assignments in the School of Business—only attribution of sources (please see details regarding forum communication below).

Tutoring

- [Tutor.com](http://www.tutor.com) offers online homework help and learning resources by connecting students to certified tutors for one-on-one help. AMU and APU students are eligible for 10 free hours of tutoring provided by APUS. Tutors are available 24/7 unless otherwise noted. Tutor.com also has a SkillCenter Resource Library offering educational resources, worksheets, videos, websites and career help. Accessing these resources does not count against tutoring hours and is also available 24/7. Please visit the APUS Library and search for 'Tutor' to create an account.

Late Assignments

- Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. The due date for each assignment is listed under each assignment.
- Generally speaking, if arrangements are not made in advance, a late penalty of 10% will be assessed for any assignment submitted 1-7 days past the due date. Assignments will not be accepted after the 7th day. No work will be accepted past the final day of class, unless prior arraignments have been made with the instructor.
- As a working adult, your time is limited and often out of your control. Faculty may be more flexible if they know ahead of time of any potential late assignments.

TurnItIn

- Faculty may require assignments be submitted to Turnitin.com. Turnitin.com will analyze an assignment submission and report a similarity score. Your assignment submission is automatically processed through the assignments area of the course when you submit your work.

Academic Dishonesty

- Academic Dishonesty incorporates more than plagiarism, which is using the work of others without citation. Academic dishonesty includes any use of content purchased or retrieved from web services such as CourseHero.com or Scribd. Additionally, allowing your work to be placed on such web services is academic dishonesty, as it is enabling the dishonesty of others. The copy and pasting of content from any web page, without citation as a direct quote, is academic dishonesty. When in doubt, do not copy/paste, and always cite.

Submission Guidelines

- Some assignments may have very specific requirements for formatting (such as font, margins, etc) and

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submission file type (such as .docx, .pdf, etc). See the assignment instructions for details. In general, standard file types such as those associated with Microsoft Office are preferred, unless otherwise specified.

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- It is the student's responsibility to ensure the all submitted work can be accessed and opened by the instructor.

Disclaimer Statement

- Course content may vary from the outline to meet the needs of a particular group or class.

Communicating on the Forum

- Forums are the heart of the interaction in this course. The more engaged and lively the exchanges, the more interesting and fun the course will be. Only substantive comments will receive credit. Although there is a final posting day/time after which the instructor will grade and provide feedback, it is not sufficient to wait until the last day to contribute your comments/questions on the forum. The purpose of the forums is to actively participate in an on-going discussion about the assigned content.
- "Substantive" means comments that contribute something new and important to the discussion. Thus a message that simply says "I agree" is not substantive. A substantive comment contributes a new idea or perspective, a good follow-up question to a point made, offers a response to a question, provides an example or illustration of a key point, points out an inconsistency in an argument, etc.
- As a class, if we run into conflicting view points, we must respect each individual's own opinion. Hateful and hurtful comments towards other individuals, students, groups, peoples, and/or societies will not be tolerated.
- Students must post a response to the weekly forums prompt and post the required number of replies to other students – refer to the grading rubric and/or forum instructions for specific expectations on number of replies and word count requirements.
- The main response to the forum need to be provided mid-week – refer to the grading rubric and/or forum instructions for specific expectations. Late main response posts to a forum will not be accepted without prior instructor approval.
- Replies must be posted in the week due and replies after the end of the each week will not be graded.

Quizzes and Exams

- Quizzes and exams may consist of true/false, multiple choice, and short essay questions. Each quiz/exam is accessible only once. Once a quiz/exam is accessed, you will not be able to access it again if you disconnect. Therefore, allocate time to complete your quiz. Weekly quizzes must be submitted by midnight Eastern Time, Day 7 of the assigned week. Late quizzes or exams will not be accepted without prior instructor approval.

University Policies

[Student Handbook](#)

- [Drop/Withdrawal policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Disability Accommodations](#)

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