



**University of International Business and Economics
International Summer School**

MKT 201 Crisis Management

Instructor: Sonia Taneja

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Credit: 2 units

Teaching Language

This course is taught in English.

Prerequisites

Basic knowledge of business principles

Methods of Instruction

Lecture and discussions, debates on topics between groups of students

Classroom Capacity

Preferred maximum number of students 30

Evaluation

- | | |
|---|-----|
| ✧ Presence, participation, in class activities, assignments | 50% |
| ✧ Final Examination | 50% |

About the Instructor

Dr. Sonia Taneja (PhD) is an Associate Professor of Management, in the College of Business at Texas A&M University-Commerce. Dr. Taneja's primary research focus and publications are in the areas of strategic management and various other management topics from the strategic perspective such as Empowerment from the Gender Perspective, Crisis Management, and Management History. She has published in a number of scholarly peer-review journals including Journal of Management History, Journal of Business Strategy, International Journal of Sustainable Strategic Management, and Delhi Business Review.

Course Description

This course will provide students with a fundamental understanding of crisis management and help them understand the importance of planning for crises within the wider framework of an organization's strategic management process. Crisis management focuses on helping decision makers address low probability, high impact events that may occur in their organizations, or in their external environment. Students will be introduced to crisis management principles, strategies, tactics, and communication methods that will enable them to predict, manage, and control real-world crisis situations. This course follows a four-stage approach to a comprehensive crisis management program: landscape survey,

strategic planning, crisis management, and organizational learning. Students will be required to develop a Crisis Management Plan for a Chinese organization using this crisis management four-stage approach.

Syllabus

CRISIS MANAGEMENT

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Proposed Plan

Week 1:

- A framework for Crisis Management
- The Crisis Management Landscape
- Sources of Organizational Crises
- A Strategic Approach to Crisis Management
- Organizational Strategy and Crises

Week 2:

- Crisis Management-Taking Action when Disaster Hits
- Crisis Communication
- The Importance of Organizational Learning
- The Underlying Role of Ethics in Crisis Management
- Emerging Trends in Crisis Management

Reading: Articles, lecture notes, textbook (can be taken out if students do not want to purchase the textbook)

Format: Lecture and discussions (more emphasis on discussions)

Assignments: Case Analysis focusing on Crisis Management

Paper: Students will be required to select a Chinese organization and develop a Crisis Management Plan for this organization using a crisis management four-stage approach.

Examination: Take home/In-class (depending on time) Final Exam

Required Text

Crandall, W.R., Parnell, J.A., & Spillan, J. E. (2013). Crisis Management: Leading in the New Strategy Landscape 2nd ed. Edition. Sage Publications. ISBN: 978-1412991681

Reference Readings

Following articles related to crisis management will be used as reference readings. The instructor will provide the corresponding PDF files.

Carmichael, S., G. (2015). Putting the Right Information on Twitter in a Crisis. *Harvard Business Review*.

Dholakia, M., U. (2016). Why Samsung's Note 7 Crisis Won't Hurt Its Brand Long Term. *Harvard Business Review*.

Elsubbaugh, S., Fildesn, R., & Rosenn, M., B. (2004). Preparation for Crisis Management: A Proposed Model and Empirical Evidence. *Journal of Contingencies and Crisis Management*, 12(3), 112-127.

Heineman, Jr., & Ben, W. (2014). The Crisis Management Lesson from Toyota and GM: "It's Our Problem the Moment We Hear About It" *Harvard Business Review Digital Articles*, 2-4.

Hutson, H., & Johnson, M. (2016). To Recover from a Crisis, Retell Your Company's Story. *Harvard Business Review*, 2-4.

Ignatis, A. (2016). "Making the Car a Mobile, Connected Workplace": An Interview With Carlos Ghosn. *Harvard Business Review*, 94(10), 100-106.

James, D. N. (2002). The Trouble I've Seen. *Harvard Business Review*, 80(3), 43-49.

Kalpan, R., S. & Mikes, A. (2012). Managing Risks: A Framework. *Harvard Business Review*, 90(6), 48-60.

Lovegrove, N. (2016). Career Bankers Alone Can't Solve the Financial Industry's Problems. *Harvard Business Review*.

Park, S., & Avery, E., J. (2016). Effects of Media Channel, Crisis Type and Demographics on Audience Intent to Follow Instruction Information During Crisis. *Journal of Contingencies and Crisis Management*. DOI: 10.1111/1468-5973.12137

Rollo, H., & Tran, P. (2016). Your Company Needs a Communications Plan for Data Breaches. *Harvard Business Review*.

Seijts, J. (2015). Who Should Take the Fall? *Harvard Business Review*, 93(7), 123-127.

Swaminathan, V., & Mah, S. (2016). What 100,000 Tweets About Volkswagen Scandal Tell Us About Angry Customers? *Harvard Business Review Digital Articles*, 2-7.

Taneja, S., Pryor, M.G., & Zhang Long. (2010). Crisis Management: A Strategic and Tactical Leadership Imperative. *International Journal of Sustainable Strategic Management*, 2(1), 60-73.

Taneja, S., Pryor, M.G., Humphreys, J.H., & Singleton, L.P. (2013). Strategic Management in Conditions of Paradigmatic Chaos: Lessons for Managers. *International Journal of Management*, 30(1), 112-126.