

# Macao Polytechnic Institute

## School of Business

### Bachelor of Management

#### Module Outline

Academic Year 2020 / 2021 Semester 2

|                              |   |                           |                   |                     |          |
|------------------------------|---|---------------------------|-------------------|---------------------|----------|
| <b>Learning Module</b>       | Crisis Management                       |                           | <b>Class Code</b> | MGMT4150-421/422    |          |
| <b>Pre-requisite(s)</b>      | Nil                                     |                           |                   |                     |          |
| <b>Medium of Instruction</b> | English                                 |                           |                   | <b>Credit</b>       | 3        |
| <b>Lecture Hours</b>         | 45 hours                                | <b>Lab/Practice Hours</b> | 0 hours           | <b>Total Hours</b>  | 45 hours |
| <b>Instructor</b>            | Dr. Colin Lai                           |                           | <b>E-mail</b>     | colinlai@ipm.edu.mo |          |
| <b>Office</b>                | M547, Meng Tak Building,<br>Main Campus |                           | <b>Telephone</b>  | (853) 85993310      |          |

#### Description

The course aims at increasing the students understanding about the different concepts of crisis management, conflict management, conflict resolution and conflict prevention. The students should be able to analyze and understand conflicts in these terms and the theoretical development of the concepts.

#### Learning Outcomes

After completing the course, students will be able to:

1. Predict and relate the types of crises to which organizations can be exposed;
2. Identify and analyse the potential sources and impact of crises on businesses and stakeholders;
3. Construct a crisis management team and prepare a crisis management plan; formulate crisis communication tactics, and
4. Formulate and apply problem solving and ethical reasoning methods in case analysis of business crises.

## Alignment of Program and Course Intended Outcomes

| Management Program (PILOs)   | CILOs            |
|--|------------------|
| 1. Integrate contemporary Management theories and business disciplines relevant to general business practices.   | CILOs 1, 2, 3, 4 |
| 2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.  | CILOs 1, 2, 3, 4 |
| 3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.  | CILOs 1, 2, 4    |
| 4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field.                       | CILO 3, 4        |
| 5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.                             | n/a              |
| 6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.  | CILOs 1, 2, 4    |
| 7. Interpret and utilize Management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process. | CILO 3, 4        |

## **Content**

1. A Framework for Crisis Management (3 hours)
  - Outline Crisis Management
  - Describe the Context
  - Compare the various Frameworks for Crisis Management
2. The Crisis Management Landscape (3 hours)
  - Describe the Crisis Management Landscape
  - Relate Business and Society's Increasing Reliance on the Internet
3. Sources of Organizational Crises (3 hours)
  - Analyze the Crises and the External Environment
  - Outline the Crises and the Industry Life Cycle
  - Describe the Crises and the Organizational Life Cycle
4. Strategic Planning and Assessing Crisis Vulnerability (3 hours)
  - Define Strategic Approach to Crisis Prevention
  - Outline Organizational Culture and Crisis Planning
5. Forming the Crisis Management Team and Plan (6 hours)
  - Organize the Crisis Management Team (CMT)
  - Create the Crisis Management Plan (CMP)
  - Design Crisis Management Training

### **Mid-term examination (Chapter 1 – 5; 3 hours)**

6. Organizational Strategy and Crises (3 hours)
  - Identify Strategies and Crises
  - Describe the Strategic Control Process
  - Appraise Retrenchment Strategies
7. Crisis Management: Taking Action When Disaster Hits (3 hours)
  - Describe the Beginning of the Crisis: Leadership, Strategies, and Activities
  - Identify the Mid-Crisis Stage: Response and Mitigation
  - Identify the End of the Crisis: Where to Go From Here?
8. Crisis Communication (3 hours)
  - Outline and appraise the Communication Process
  - Relate Crisis Communication with Internal Stakeholders
  - Relate Crisis Communication with External Stakeholders
  - Evaluate the Success of the Crisis Communication Process
  - Appraise Crisis Communication Training
9. The Importance of Organizational Learning (3 hours)
  - Formulate Organizational Learning From a Crisis
  - Review and Adjust the Crisis Management Plan: The Learning Response
  - Outline the Crisis Management Process
  - Define a Learning Organization
  - Identify Barriers to Learning

10. The Underlying Role of Ethics in Crisis Management (3 hours)

- Relate Business Ethics with Crisis Management
- Apply Landscape Survey: Uncovering the Ethical Boulders
- Apply Strategic Planning: Confronting the Ethical Boulders
- Apply Crisis Management: Further Considerations During an Ethical Crisis

**Presentations and discussions (6 hours)**

**Final examination (3 hours)**

**Total Contact Hours: 45 hours**

**Teaching Method**

This course is delivered through a series of lectures which provide a detailed description of the theoretical background of crisis management. The course has class activities, exercises, case studies and discussions, a group term project, and incorporates multimedia resources such as videos and websites to support students' learning. A mid-term examination and final examination are used to monitor and measure the course knowledge acquired by the students.

**Attendance**

Attendance requirements are governed by the "Academic Regulations Governing Bachelor's Degree Programmes of Macao Polytechnic Institute". Students who have less than 70% of class attendance for the enrolled module are not eligible to attend the final or re-sit examinations and will be given an "F" as their final grade.

**Assessment**

This learning module is graded on a 100 point scale, with 100 being the highest possible score and 50 being the passing score.

| <b>Item</b>              | <b>Description</b>                                   | <b>Percentage</b> |
|--------------------------|--|-------------------|
| 1. Term Project          | Group Term projects (presentation and documentation) | 30%               |
| 2. Mid-term examination  | Examination  | 30%               |
| 3. Final Examination     | 3-hour examination                                   | 40%               |
| <b>Total Percentage:</b> |  | 100%              |

There will be NO make-up arrangement for mid-term examination owing to student's absence.

### **Teaching Material(s)**

#### **Textbook**

Crandall, W., Parnell, J.A. and Spillan, J.E. (2nd edition, 2014). Crisis Management Leading in the New Strategy Landscape. SAGE Publications.

### **Reference**

#### **Reference books**

Lisa R. Jackson-Cherry, Bradley T. Erford (2014). Crisis Assessment, Intervention, and Prevention. Pearson.

Coombs, W. Timothy (2014). Applied crisis communication and crisis management: cases and exercises. SAGE Publications.

Journal of Contingencies and Crisis Management. John Wiley & Sons Ltd.

**Website:** <https://canvas.ipm.edu.mo>

The website is used for the following purposes:

- \* lecture hand outs archive
- \* class announcements archive
- \* Email communication between students and teacher
- \* Term project and mid-term exam marks lookup

## **Policy against academic misconduct behavior**

Academic honesty is the basis for academic achievement. Cheating or dishonest acts in assignments, mid-term or final examination are serious offenses: a maximum grade deduction of 100% will be exercised.

**Warning: Plagiarism is a serious form of academic misconduct.**

## **Plagiarism Policy**

When a student submits an assignment, he/she has a duty to ensure that his/her assignment has been checked by *Turnitin* software, and the similarity score given by *Turnitin* software cannot be higher than 30%. However, a special case can be determined by the instructor.

## **Others**

1. Classroom rules of conduct: chatting and use of cell phones in the classroom are strictly prohibited.
2. No late assignments will be accepted.