

In The Name Of the Most Almighty

*Seminar in
Crisis Management*

Location: University of Tehran, School of Management, P.A Department, Class No: 20
Time: 8-10 P.M.

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I. Course Overview

In this course we will examine management problems associated with the "Crisis" in social systems. The purpose of the course is to improve your effectiveness as a manager by introducing you to frameworks from the social sciences that are useful for understanding Crisis processes and it's outcomes by giving you experience in applying these frameworks to any given cases.

A basic premise of this course is that the needs of high-level managers are best served by a liberal education rather than book-oriented approaches to managing organizations, spatially at critical situation. Crisis Management (CM) is more complicated than routine management and understanding how people work at critical situation takes more than memorizing simple principles. Practices that worked well in the routine situation will not necessarily continue to work well in the Crisis times, and the theories that helped to managing one situation may harm Crisis Management. Thus, an effective professional education should teach you how to make good inferences and applying proper manner in particular situations, and how to learn from your own experiences as well as those of others. Your job then is to take the concepts you have learned in class and think about how they apply to your own situations, very carefully considering your local context.

II. Course Objectives

As in every advanced course I teach, the general objectives for students are:

To develop the ability to interact with and process the information with a high degree of sophistication;

To develop effective team skills;

To gain effective written and oral communication skills;

To develop the ability to learn independently;

And to make continuous improvement during the course;

At the end of this course students should be able to:

To weight the importance of management in crisis delivery;

To identify and explore institutional factors, which may influence individual and group behavior in management of crisis;

To point out and discuss how certain situational processes, involving leadership, decision-making, communication, and change, may influence individual and group behavior during crisis;

To identify and analyze crisis situations and consequences;

To apply analytical and problem-solving skills in the application of Crisis Management experiences;

To identify managerial principles that may favorably influence crisis situations through mobilization of all facilities and capabilities of social systems;

To understand the nature, scope and historical literature of Crisis Management;

To understand the variety of academic disciplines those have contributed to the theories and practices of Crisis Management;

To see, understand and appreciate theories, facts, events, issues, problems, and alternative solutions from more than a single perspective;

To understand the importance of crisis outcomes for human life in social systems;

To know importance of time and rapid response in crisis situations and deeply belief to this truth that a little delay may cause a fatal catastrophe.

III. Further Readings

Books:

1. Kazemi, Ali Asghar. 1987, Management of International Crisis, IPIS, Tehran (Persian).
2. Ten Berge, Dieudonee, The First Twenty-Four Hours; A Comprehensive Guide to Successful Crisis Management, Cambridge : Blackwell Publishers, Feb. 1990

Articles:

1. [Crisis management](#)

Will Parsons

Career Development International;Volume 1;Issue 5; 1996

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M.D Course

2. [Crisis and fraud](#)
Pascal Blanque
Journal of Financial Regulation and Compliance;Volume 11;Issue 1; 2003
3. [A review of disaster and crisis](#)
Ibrahim M. Shaluf, Fakharu'l-razi Ahmadun, Aini Mat Said
Disaster Prevention and Management;Volume 12;Issue 1; 2003
4. [Effective leadership response to crisis](#)
Helio Fred Garcia
Strategy & Leadership;Volume 34;Issue 1; 2006
5. [Crisis management - public relations](#)
Linda S. Ashcroft
Journal of Managerial Psychology;Volume 12;Issue 5; 1997
6. [Training managers to handle a crisis](#)
Michael Bl
Industrial and Commercial Training;Volume 27;Issue 2; 1995
7. [Crisis, what crisis? Marketing, Midas, and the Croesus of representation](#)
Stephen Brown
Qualitative Market Research: An International Journal;Volume 6;Issue 3; 2003
8. [Virtual crisis centers](#)
Kevin C. Desouza, Tobin Hensgen
Disaster Prevention and Management;Volume 15;Issue 5; 2006
9. [Crisis management and services marketing](#)
Dominic Elliott, Kim Harris, Steve Baron
Journal of Services Marketing;Volume 19;Issue 5; 2005
10. [Why risk a crisis?](#)
Kippenberger, T
The Antidote;Volume 4;Issue 3; 1999
11. [Crisis management: prevention, diagnosis and intervention](#)
Toby J. Kash, John R. Darling
Leadership & Organization Development Journal;Volume 19;Issue 4; 1998
12. [Are Hong Kong companies prepared for crisis?](#)
John K.S. Chong, Mee-Kau Nyaw
Disaster Prevention and Management;Volume 11;Issue 1; 2002
13. [Crisis Management: Selecting Communications Strategy](#)
Laurence Barton
Management Decision;Volume 28;Issue 6; 1990
14. [Leadership in a time of crisis](#)
Kippenberger, T
The Antidote;Volume 2;Issue 3; 1997
15. [Roscher and the theory of crisis](#)
Harald Hagemann
Journal of Economic Studies;Volume 22;Issue 3/4/5; 1995
16. [Six steps to better crisis management](#)
John K.S. Chong
Journal of Business Strategy;Volume 25;Issue 2; 2004
17. [Crisis management or crisis response system?: A complexity science approach to organizational crises](#)
Alexandros Paraskevas
Management Decision;Volume 44;Issue 7; 2006
18. [Internet resources for the Kosovo crisis](#)
Geoffrey Husic
Reference Services Review;Volume 27;Issue 4; 1999
19. [The CEO's "how to" guide to crisis communications](#)
Loretta Ucelli
Strategy & Leadership;Volume 30;Issue 2; 2002

21. [Facing different types of crisis](#)
Kippenberger, T
The Antidote;Volume 4;Issue 3; 1999
22. [Crisis communication: managing the mass media](#)
David Zerman
Information Management & Computer Security;Volume 3;Issue 5; 1995
23. [Paradox management for crisis avoidance](#)
Bill Richardson
Management Decision;Volume 33;Issue 1; 1995
24. [Unpacking the halo effect: reputation and crisis management](#)
W. Timothy Coombs, Sherry J. Holladay
Journal of Communication Management;Volume 10;Issue 2; 2006
25. [The crisis of contemporary science](#)
Arne Kjellman
Kybernetes;Volume 35;Issue 3/4; 2006
26. [Crisis: when does a molehill become a mountain?](#)
Caroline Keown-McMullan
Disaster Prevention and Management;Volume 6;Issue 1; 1997
27. [Understanding and managing the dynamics of linked crisis events](#)
Chiang H. Ren
Disaster Prevention and Management;Volume 9;Issue 1; 2000
- [Crisis management in Belgium: the case of Coca-Cola](#)
Victoria Johnson, Spero C. Peppas
Corporate Communications: An International Journal;Volume 8;Issue 1; 2003
28. [International policy: the Cuban missile crisis](#)
Stephen J. Cimbala
Journal of Management History;Volume 5;Issue 4; 1999
29. [Anatomy of a currency crisis: Turkey 2000-2001](#)
Animesh Ghoshal
International Journal of Emerging Markets;Volume 1;Issue 2; 2006
30. [Crisis Management in International Business: Keys to Effective Decision Making](#)
John R. Darling
Leadership & Organization Development Journal;Volume 15;Issue 8; 1994
31. [Telecommunications in times of crisis: reflections on September 11](#)
A. Michael Noll
info;Volume 3;Issue 6; 2001
32. [Strategic preparation for crisis management in hospitals: empirical evidence from Egypt](#)
Mohamed M. Mostafa, Rod Sheaff, Michael Morris, Valerie Ingham
Disaster Prevention and Management;Volume 13;Issue 5; 2004
33. [Using the internet to communicate during a crisis](#)
Theresa L. Jefferson
VINE;Volume 36;Issue 2; 2006
34. [The Folk Heritage Collections in Crisis conference](#)
Michael Seadle
Library Hi Tech;Volume 19;Issue 1; 2001
35. [Crisis management: a survey of property development firms](#)
Low Sui Pheng, David K.H. Ho, Yeap Soon Ann
Property Management;Volume 17;Issue 3; 1999
36. [Is a currency board an answer to Asia's currency crisis?](#)
Kang H. Park
Managerial Finance;Volume 26;Issue 4; 2000
37. [Mexico's 1994 peso crisis and its aftermath](#)
Kooros Maskooki
European Business Review;Volume 14;Issue 3; 2002

38. [The East Asian financial crisis: getting to the heart of the issues](#)
K. Pilbeam
Managerial Finance; Volume 27; Issue 1/2; 2001
39. [Effective crisis management: Tools and best practice for the new millennium](#)
Caroline Sapriel
Journal of Communication Management; Volume 7; Issue 4; 2003
40. [It's not the crisis that counts, it's the way the crisis is handled: A crisis is something that eludes careful planning and seems to happen "out of the blue". However, it is not the crisis, but how it is handled which determines the future trajectory of the organization in which the crisis occurs](#)
Strategic Direction; Volume 22; Issue 5; 2006

IV Procedures and Expectations

1. **Class assignment:** We expect students to complete assigned readings on time and show up in the class prepared to discuss them. Participation in class discussions is encouraged and expected. Students are encouraged to speak out in class to ask questions and express ideas and opinions. Except under unusual circumstances, assignment grades will be reduced if they are not handed over on time. Assignments are due at the beginning of class on the date indicated. Any assignment turned in after this time is considered late. Late assignments will receive a 50 percent reduction in points awarded.
2. **Classroom Etiquette:** While we disagree with other's ideas, we should respect to them and appreciate our common bond of human dignity. In order to have a positive and safe learning environment, we as a class will have to agree to disagree at times. Some of us may have strong feelings and/or reactions to class materials, readings, etc. Expressing these reactions is encouraged as long as this is done in a respectful manner. Hostile and/or disrespectful behavior is not allowed. In addition, we must be watchful not to take up too much "airtime" and allow for everyone to share. Talking a lot is generally not a good way of actively participating. Instead, carefully listening to others and clearly and concisely expressing your input is the best strategy. Remember to address each other when talking rather than directing your comments to me unless they are solely intended for me.
3. Class attendance is required throughout the semester and on-time attendance is considered mandatory. Coming to class late is a disruption to all members of the class.
4. Communication: Please come and visit me during office hours. I am waiting for you to discuss readings, lecture, grading, exams, and classroom behaviors. If you cannot come to scheduled office hours, please let me know and I will work something else out. The best way

to reach me is through e-mail. I will communicate with the class through email. I expect each of you to check email on a daily basis.

5. Academic Ethics: Dishonesty and cheating of any kind will **NOT** be tolerated. Plagiarism is a particular form of dishonesty that presents the work, ideas, or words of another without attribution as if they were your own. It applies to various tasks, including assignments and papers. When doing written work it is important to cite the original author when your ideas have been developed in previously published or unpublished work.
6. Students must turn off cell phones and beepers during the class time.
7. Students should not bring guests to class unless approved by the instructor.
8. Students should not disrupt class by struggling conversations during the class time.
9. All assignments must be typed or generated by a word processor. Handwritten assignments will not be accepted.
10. Exams will be in essay format. Exam material would include lectures, in-class discussions, and assigned readings. Every effort should be made to attend class on exam day. If an emergency arises, a make-up date may be established. Note that the content of make-up exam will be substantially different than the content of the usual exam.
11. The instructors reserve the right to amend and/or change class policies and procedures.
12. The instructors shall strive to assign grades that are reasonable, accurate reflections of student performance, and fair to other students. The final grade will be allocated between these assignments as follows:

<i>Class assignment</i>	5
<i>Review Paper</i>	5
<i>Research Paper</i>	4
<i>Exam</i>	6
<i>Total</i>	20

V. Course Outline and Schedule

Weeks	Main Topics	Subtopics
<i>Week 1: 85/11/22</i>	<i>Introduction to Crisis Management.</i>	<i>Course Introduction.</i>
<i>Week 2: 85/12/01</i>	<i>Crisis Typology.</i>	<i>Research Topics on Crisis Management.</i>
<i>Week 3: 85/12/08</i>	<i>Crisis and Forecasting.</i>	<i>Research assignment planning</i>
<i>Week 4: 85/12/15</i>	<i>Principles of Crisis Management</i>	<i>Research Process and design</i>
<i>Week 5: 85/12/23</i>	<i>Crisis Management Process</i>	<i>Planning and Control in Crisis Management</i>
	Lecture Topics	Researcher
<i>Week 6 86/01/14</i>	<i>Information Systems in Crisis Management</i>	<i>Mr. Aghazadeh</i>
	<i>Coordinating and Organizing in Crisis Management</i>	<i>Mr. Imani</i>
<i>Week 7: 86/01/21</i>	<i>Scenario building for Tehran Earthquake Food and water Procurement during Crisis Management</i>	<i>Mr. Saeedinejad Mr. Hashemi</i>
<i>Week 8: 86/01/28</i>	<i>Transmission Crisis toward e-City</i>	<i>Ms. Zehtabi</i>
<i>Week 9: 86/02/04</i>	<i>Strategies to facing with Poverty Crisis and its Consequences</i>	<i>Mr. Nejati</i>
<i>Week 10: 86/02/11</i>	<i>Energy Strategy Development for Crisis Prevention</i>	<i>Mr. Asadian</i>
	<i>Scenario building for Energy Handling during Crisis</i>	<i>Mr. Nazari</i>
<i>Week 11: 86/02/18</i>	<i>Crisis related to Sudden changes of Government Policies (Case Study: Cellphone)</i>	<i>Ms. Hazar</i>
<i>Week 12: 86/02/25</i>	<i>Developing Standard Checklists for Response to Earthquake, Tornado, Flood, Forest Fire, Volcano, Fire Fighting, Avalanche, Tsunami</i>	<i>Ms. Bod</i>
	<i>Developing Standard Checklists for Response to Strike, War, Boycott, and other social Crisis</i>	<i>Ms. Naser Shariati</i>
<i>Week 13: 86/03/01</i>	<i>Garbage Crisis in Metropolises</i>	<i>Mr. Mesgari Hoshyar</i>
<i>Week 14: 86/03/08</i>	<i>Administration Corruption Crisis</i>	<i>Mr. Abedijafari</i>
	<i>Economic Corruption Crisis</i>	<i>Ms. Alidadi</i>
<i>Week 15: 86/03/22</i>	<i>Judiciary Institutions Management During Crisis</i>	<i>Mr. Yazdani</i>
	<i>Conducting Financial Resources in Crisis Management</i>	<i>Mr. Alaghehmandan</i>
<i>Week 16: 86/03/29</i>	<i>Crisis in Weakness of Citizenship Culture</i>	<i>Ms. Baghestani</i>

VI Guidelines for Papers

Topics: The paper topics should be drawn from any of the Crisis Management areas discussed in the class. You should also choose an Crisis Management issue directly to be addressed in relative class session, but it ought to be related to the issues already discussed and analyzed.

Papers: Write-ups should be about 15 to 25 pages long (Microsoft Word, Single-spaced, Font: Zar, Font Size: 14, Line Spacing: Single, one inch margins). A good write-up would describe the issue, analyze the problems faced, and discuss previous proposals that have been made. Justify your conclusions and clearly discuss your recommendation(s). Succinctness will be rewarded. The papers will be due on exam day.

Note: It is recommended the paper topic to be chosen in tandem with your future long-term interests.

VII. Citation Style for Papers

Embed the reference in the text with the form (author last name, year: page).".." (Scott, 2007:110).

If the same author has more than one reference in a given year append a letter - a,b,c, - to the year. (Scott, 2007a; Scott, 2007b).

You need a bibliography at the end of the paper that gives the full citation for each reference. The bibliography should be alphabetical by author last name. It takes the form:

For a journal article:

Author last name, first name .year. "Article Title," **Journal Name**. Vol. No. Pages.

Example:

Gholipour, A. 1381. "The Sociology of Public Administration," **Management Knowledge**.15/57:51-70.

For a book:

Author last name, first name .year. **Book Title** .Publishing City: Publisher.

Example:

Hatch, Mary Jo. 2006. **Organization Theory: Moder, Symbolic and postmodern perspectives**. Oxford.

For material in an edited book:

Author last name, first name .year of edited book publication. "Chapter Title," Pages. In Author(s) of edited volume, ed. **Title of Book** .Publishing City: Publisher.

Example:

Scott, Richard W .1991. "Institutions," 97 – 111 In Powell, W.W. & DiMaggio, P.J. **The New Institutionalism in Organizational Analysis**. Chicago: University of Chicago Press.

VIII. Suggested Topics for Research Papers:

Early signal of crisis, Cross-Cultural effects in crisis Management, preparation for crisis response, Diversity, Dysfunctional Groups, Technology, Crisis Size, Control, Culture, Goals and Strategies, Environment, Social Systems Impacts, Management in Practice, Socio-technical Systems, Disaster, Preparation and Response, Recovery, Rehabilitation, Natural Disasters.

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IX Suggested Journals for Papers:

Journal of Contingencies and Crisis Management
The Journal of Disaster Studies, Policy and Management
Fire Safety Journal
Journal of Nuclear Safety
Journal of Safety Research
Journal of Occupational Health & Safety
Journal of Ecotoxicology and Environmental Safety
Crisis Response Journal
Stress, Trauma, and Crisis: An International Journal
Climate Crisis Journal
Crisis Journal
Australasian Journal of Disaster and Trauma Studies
Disaster Recovery Journal
Journal of Natural Disaster Science
The Electronic Journal of Disaster Science
The Journal of Crisis Intervention and Suicide Prevention
International Journal of Mass Emergencies and Disasters
Cities

IX. Journals for Further Study

ACADEMY OF MANAGEMENT EXECUTIVE
ACADEMY OF MANAGEMENT JOURNAL
ACADEMY OF MANAGEMENT REVIEW
ADMINISTRATION AND SOCIETY
ADMINISTRATIVE MANAGEMENT

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MD Course

ADMINISTRATIVE SCIENCE QUARTERLY
AMERICAN REVIEW OF PUBLIC ADMINISTRATION
AUSTRALIAN JOURNAL OF PUBLIC ADMINISTRATION
BUSINESS COMMUNICATIONS REVIEW
BUSINESS ETHICS QUARTERLY
CANADIAN JOURNAL OF ADMINISTRATIVE SCIENCES
CANADIAN PUBLIC ADMINISTRATION
CLINICAL LEADERSHIP & MANAGEMENT REVIEW
CONFLICT MANAGEMENT AND PEACE SCIENCE
EDUCATIONAL ADMINISTRATION QUARTERLY
ENVIRONMENT AND BEHAVIOR
GENDER WORK AND ORGANIZATION
HARVARD BUSINESS REVIEW
INTERNATIONAL JOURNAL OF CONFLICT MANAGEMENT
INTERNATIONAL JOURNAL OF MANAGEMENT REVIEWS
JOURNAL OF BUSINESS AND TECHNICAL COMMUNICATION
JOURNAL OF BUSINESS ETHICS
JOURNAL OF MANAGEMENT STUDIES
JOURNAL OF PUBLIC ADMINISTRATION RESEARCH AND THEORY
JOURNAL OF STRATEGIC STUDIES
LEADERSHIP QUARTERLY
MANAGEMENT LEARNING
MANAGEMENT SCIENCE
MIT SLOAN MANAGEMENT REVIEW
ORGANIZATION STUDIES
ORGANIZATIONAL DYNAMICS
PSYCHOLOGY PUBLIC POLICY AND LAW
PUBLIC ADMINISTRATION REVIEW
PUBLIC PE