



**Holistic Crisis Management. Freshmen colloquium LAC 130 section 28,  
4 credits, Semester Spring 2011  
Mon-Wed 2-3.50 pm, Webb 206**

**Lecturer:** Dr Don Petkov, office WH336, Office tel (860) 465 0264 or (860)465 4620 (secretary), email [petkovd@easternct.edu](mailto:petkovd@easternct.edu), web site: [www.easternct.edu/~petkovd](http://www.easternct.edu/~petkovd)

**Student consultations** during office hours in Webb 336: Monday 12.45 pm -1.45 pm; Tuesday 2.15 pm-3.45 pm and 7pm - 7.30 pm; Wednesday 4.30 pm-6.30 pm or by appointment set by email in very exceptional circumstances only. The students are expected to check the course web site at least three times a week (Monday, Wednesday, and Friday) for instructions related to the course.

Students should use only Blackboard email for communication and anything else needs to be used only in case of a last resort. The students are expected to check the course web site at least two times a week for instructions related to the course.

If you cannot attach your assignment from home for any reason you have to use the computers in the labs at ECSU. If you cannot attach at ECSU as well you have to try another computer or you have to contact the ITD help desk for assistance with your user profile or your computer settings.

Students should communicate with each other only via Blackboard Vista and should arrange regular instant sessions in the Blackboard chat room that corresponds to their group number allocated by the instructor.

**Students are expected to attend every session. Students need to be prepared for the weekly tasks before the class however they are not supposed to do them before the class. Non attendance will affect heavily your participation grade. If you miss more than 4 class sessions you will not be allowed to complete the course.** In order to get a good grade for student participation all week assignments have to be completed by the end of the class session for the students or if instructed within the three days grace period after that. **In case of a snow storm the students should follow instructions by Vista email from the instructor and complete on their own all the prescribed work for the particular week in the course schedule.**

**Tests 1 and 2 and the midterm exam will be in class but we will have also other work in each of those sessions to complete.** The duration will vary but will not be more than 75 mins.

**Deadlines are declared in the schedule below and in the links for the corresponding elements in Vista, by 11 pm** on the particular day. It is very important that you stick to them. You can submit without penalty within 3 days from the deadline which usually captures all cases of short trips or a short illness. If a submission is made between 4 and 7 days after the deadline for whatever reason, the penalty will be 10% of the corresponding grade. If a submission is made after 7 days past a deadline but no later than the evening of May 15<sup>th</sup> 2011 (last possible day to submit), then the penalty will be 30%. No submissions will be accepted after that date.

*How to submit assignments or the project*

**For an assignment or a project you must submit 1 (ONE) only MS Word file that includes the complete documentation for it, including any drawings, tables etc.**

Class assignments, tests, individual paper and the project are to be submitted ONLY via VISTA. Do not send them as attachments to ECSU emails.

**If you miss a quiz or a test, please provide a certificate to the instructor at the make-up quiz/test to be held always 7 days after the original one in class starting at 1.50pm.**

**Students in the teams for the project have to submit each the project report. If one student is reported to me via Vista email by another that he/she does not prepare for group meetings (face to face or virtual) and does not cooperate for more than 7 days I have to be notified in Vista email by the other student asap.** Then we have to meet with the student at fault 15 mins before the next class session in class or in my office hours for which I will notify them by email. *If a student continues not to perform for another week then the student will have an F grade for the course as the projects are an essential part of the final grade and will have to repeat the course. New teams will be formed of those remaining students.*

**ECSU Course Catalogue Description:**

A crisis for an organization is an extreme event that literally threatens its very existence. The course will discuss why some organizations emerge stronger from a crisis. The principles of interactive systems thinking leading to the integration of social, political, technical and information technology skills help build crisis leadership abilities to manage crises before they happen.

Prerequisites: none.

The **main aim** of this seminar course is to provide the students with understanding of interactive systems thinking applied to anticipatory crisis management through an integration of critical thinking, information literacy and ethical principles.

**Course learning objectives:** After the completion of the course, a student will be able to:

- understand interactive systems thinking and stakeholder analysis;
- understand the principles of crisis management;
- develop critical thinking and information literacy skills for analyzing real crisis problems;
- apply the principles of crises management to organizational problems including production, marketing, information technology and non-profit organizations.

**Personal development student goals:** The above goals and objectives will be pursued through the parallel development of analytic and information search skills, communication skills, development of self-discipline and ability to cope with change and work under pressure individually and in small teams.

**Methods and instructional materials employed:** The course objectives will be pursued through class discussions (the threaded discussions will serve as basis for your class participation grade), individual papers, team project, small group work, home assignments, library and Internet search. Wherever possible we will use the rich knowledge provided by guest speakers in the University hour series.

## How to Prepare for Class

Prior to each class, please read the corresponding chapter that is to be covered. Prepare very well, to be able to do any of the problems from the previous lecture. This class requires continuous presence and hard work. Considering the interactive nature of the class sessions and the, class participation is an important part of the learning experience in this course. Some students are shy, or come from backgrounds where speaking in class is not rewarded. I will endeavor to provide a supportive environment in class, and in return ask that you contribute to the class by participating in our discussions.

*The objective is to have a stimulating discussion and to examine ideas on database issues carefully.* Please make every effort to attend all sessions. Poor attendance will affect the quantity of your class participation, and therefore your final grade. The weekly assignments have to be completed in class. Since we have also two quizzes, a midterm and an exam that means that presence will be taken every week.

## Class Participation Grade

The class participation grade will reflect my judgment of the quality and quantity of your contribution during class sessions over the course of the semester. It will be based also on your attendance record and on your active participation in Blackboard that is automatically monitored by the system. You should attend class prepared to answer questions, and contribute to class group discussion and small class group projects.

The following are some general guidelines that I use to grade class participation. If you almost never speak out in class or miss 3-4 classes, you will receive a participation grade no better than C. If you speak occasionally but rarely say anything inspired, your participation grade will be some sort of B (depending on how "occasionally" and how prepared you are). The path to an A participation grade involves things like, (1) applying conceptual material from the reading or the lecture, (2) ability to apply the concepts to the problems discussed (3) integrating comments from class discussions, (4) generally demonstrating that you have carefully read the book and the assignments and give them careful thought. *I prefer not to call on students who do not raise their hands, but in the absence of volunteers, or if you have been silent in class for several sessions, you can expect to be called on to contribute.*

## Required reading:

**Ian Mitroff, Why some companies emerge stronger and better from a crisis, AMACOM, American Management Association, 2005.**

Additional materials that are relevant for particular topics may be posted on the ECSU Blackboard web site for the course. Other materials may be handed out additionally. These should be used in conjunction with the book.

## Other Requirements:

- Blackboard Vista account and an ECSU user name and password
- Technical Requirements: A computer and Internet access.
- Passwords should be changed every 90 days.

**Requirements for completion of the course:** To successfully complete this course the student must pass the midterm and final examinations and complete the semester project and assignments. Grading is as follows:

- One semester long team project and presentation 30%. The project is submitted first as a complete first version (10%) and then after a revision that demonstrates critical thinking and information literacy skills – as a second version (20%, of which report is 15% and presentation is 5 %).

- ❑ Midterm 10%
- ❑ Individual research paper – 15%
- ❑ 8 individual weekly class assignments – 24%
- ❑ Two tests 3% each or in total - 6%
- ❑ Class participation – 5%
- ❑ Final exam 10%

The **grading scale** will be 93-100 =A; 90-92=A-; 87-89=B+; 83-86=B; 80-82=B-; 77-79=C+; 72-76=C; 70-72=C-; 67-69=D+; 63-66=D; 60-62=D-, 0-59=F.

**Accommodation of students with disabilities:**

If you are a student with a disability and believe you will need accommodations for this class, it is your responsibility to contact the Office of AccessAbility Services at 465-5573. To avoid any delay in the receipt of accommodations, you should contact the Office of AccessAbility Services as soon as possible. Please note that I cannot provide accommodations based upon disability until I have received an accommodation letter from the Office of AccessAbility Services. Your cooperation is appreciated.

**Class Schedule:**

Unit	Lecture Topic	Reading Assign	Projects/Assignments Announcements
One, starting 1.24	Introduction to the course. The crisis society. The rising of the abnormal	Mitroff ch 1 and Appendix A	Each week the student is responsible to read the material covered during unit. This includes the chapter “cases”. Project Introduction: Discuss your plan for working with the instructor in class. Individual paper topics (listed towards the end of the syllabus) are assigned to every student by the first Saturday. Introduction to the team project (instructions and topics is provided at the end of the syllabus)
Two , 1.31	A brief introduction to crisis management	Mitroff, Appendix B	Finalize your work plan on the team project within your team and discuss it with your instructor.

Three , week starting on 2.07	Review of Units 1 and 2; plus new:  A theory of complex problem formulation	Mitroff appendix C	Weekly class assignment 1 (WCA 1) on 2.7.  <b>Test 1 ( on Mitroff: Appendix A and B) on 2.9.</b>
Four, 2.14 And 2.23  2.21 is a holiday	Revision Appendix C Introduction to Information Literacy  Introduction to critical thinking	Mitroff Appendix C and readings in Vista	Project Review WCA 2 – on 2.16
Five 2.28	The role of emotional IQ in crisis management	Mitroff ch 2	WCA 3 on 2.28
Six 3.07	The role of creative thinking and social skills in crisis management	Mitroff ch 3	WCA 4 on 3.07 Midterm exam on 3.09 Project review and discussion of progress on the individual research papers
Seven 3.14 and 3.28 Note that 3.21 -3.26 is a recess	Integrative thinking in crisis management, introduction to problem structuring methods  3.28 – Fallacies in reasoning and assessment of the quality of evidence in reasoning	Mitroff ch 4 and readings in Vista	WCA 5 on 3.14  First fully completed version of team projects due 3.16.
Eight 4.4.	Important technical skills in crisis management	Mitroff ch 5	Individual research papers due 4.5. by 11.30 pm WCA 6 on 4.6
Nine 4.11 and 4.18	Designing and implementing crisis management systems  Further on critical thinking- are the statistics deceptive and what (if any) significant information is omitted	Mitroff Ch 6	Presentations of the individual research papers on 4.11 and 4.13 Revision on 4.18 <b>Test 2 on 4.20</b>
Ten 4.25	Spirituality is the ultimate competitive advantage or what distinguishes proactive organizations in crises	Mitroff ch 7	WCA 7 on 4.25 Revised Team Projects due 4.27.

Eleven 5.2	Cases in crisis management and reflections on the company crisis champion	Mitroff ch 9 and other readings	Team Project presentations are on 5.2 WCA 8 on 5.4
Twelve, 5.9	Summary and review on critical thinking skills. The role of the systems approach in crisis management for preventing crisis situations	Readings	Reflection on lessons learned and preparation for the exam that is on May 16 <sup>th</sup> at 3 to 4.30 pm following the ECSU exam schedule

## **Academic Honesty and Writing Policy Statement**

Among the primary purposes of a university education is the development of abilities and attitudes necessary to engage thoughtfully and ethically with the ideas of others--so that you make fully, accurately, and appropriately clear in your writing (or speaking) where and how those others have influenced your thinking and your conclusions. These abilities and attitudes are generally part of the larger concept of "academic honesty."

Academic honesty involves taking responsibility for your own education, completing all work required of you on your own, and contributing thoughtfully and fully to any group work assigned or sanctioned by your instructors. In more straightforward terms, academic honesty means not cheating on tests and not plagiarizing. Generally, there are two kinds of plagiarism: intentional and unintentional. Acts of intentional plagiarism include turning in a paper obtained from a roommate, friend, or web site as your own, or cutting and pasting together a paper from several such sources.

According to the ECSU Student Handbook, Academic Misconduct is punishable in a number of ways, including expulsion from the university.

Unintentional plagiarism usually occurs when students do not understand the rules and procedures for properly quoting, paraphrasing, and citing source information. As a rule of thumb, remember 1) for exact words (whether full sentences or phrases), use quotations marks or a block indentation, together with an in-text citation; 2) for a summary or paraphrase, show exactly where the source begins and exactly where it ends by introducing the borrowing with a comment about it and closing it with an in-text citation. If you have any questions or concerns about this policy, it is your responsibility to raise them and ask for clarification until you are certain of its meaning.

### **Individual research paper topics LAC 130, Dr D Petkov**

A student needs to identify at least 3-4 relevant sources using library databases like ABIINform and EBCO Host Academic Search Premier or other database that contains relevant sources for the topic and to present a synthesized analysis of the particular crisis as a Word report and a PPT presentation – both to be submitted to the instructor by the due date 11 pm before the session with presentations. The individual research paper (between 4 and 6 pages long single spaced text) should show your findings from published sources (including both refereed papers and regular media outlets) or the internet, related to the respective crisis, showing Background, Relevant stakeholders, the existing crisis system and any evidence of existing crises mechanisms before the particular disaster (all described in Appendix B of the Mitroff book) related to the following crises listed in Appendix A of the Mitroff book:, pages 187-203.

#### **1. Martha Stewart Insider trading 2001**

#### **2. Enron bankruptcy/Andersen Consulting, 2001**

- 3. Anthrax attacks 2001**
- 4. USS Cole attack 2000**
- 5. Concorde crash 2000**
- 6. California Energy Crisis, 2000-2001**
- 7. Exxon Valdez Oil Spill, 1989**
- 8. L.A. Riots April 29- May 4 1992**
- 9. The Arizona 2010 shooting – rep. Giffords.**
- 10. World Trade Center bombing 1993**
- 11. Waco, Texas standoff 1993**
- 12. Syringes in cans of Pepsi, 1993**
- 13. Somalia, October 1993**
- 14. Orange County Bankruptcy 1994**
- 15. Kobe earthquake, 1995**
- 16. Tokyo Subway attacks (1995)**
- 17 Crash of Value Jet Flight 592 in 1996**
- 18. US Army sexual harassment scandal, 1996**
- 19. Attacks on US embassies in 1998**
- 20. The shootings at Hartford Distributors in 2010.**

### **Team project topics LAC 130**

A group of 3-4 students will work on a team project. The team needs to identify at least 7-8 relevant sources using library databases like ABIINform and EBCO Host Academic Search Premier or other database that contains relevant sources for the topic. It needs to be not longer than 8 pages single spaced text and needs to present a synthesized analysis of the particular crisis as a Word report and a separate PPT presentation (of no more than 12 slides) – both to be submitted to the instructor by the due date, 11 pm . The team projects should show your analysis of findings from published sources (including mostly refereed papers however some regular media publications are often useful as well) or the internet, related to the respective crisis,

showing the following outputs (mostly described in The Diamond Model of Crisis Management on page 225 of the book):

1. Crisis description ( Background, Relevant stakeholders, essence of the crisis)
2. Designing a suitable model for crisis management, specifying all needed interrelated activities for Crisis Management including the phases in Fig C2, pg 225 book:
  - 2.1. Audit of systems vulnerabilities and determination of the scope
  - 2.2. Crisis planning, CMT training, system development
  - 2.3. Crisis enactment
  - 2.4. Learning and system redesign.

The particular crises are listed in Appendix A of the Mitroff book: pages 200-203.

1. **US Mad Cow Scare 2003**
2. **Mutual funds crisis , 2003**
3. **New York stock exchange crisis, 2003**
4. **East coast power outages, 2003**
5. **SARS, 2002-2003**
6. **Worldcom, 2002**

The project report needs to report on the three tasks listed above. It needs to have a title, a one page abstract (Executive Summary), a main body presenting the results on each of the three items above in the same sequence. At the end of the report list your references (sources of information). Use only the Harvard Notation for references, a copy of which is provided by your instructor electronically) or the APA reference guide.

**Please note that every student submits by the due date the completed first whole version of the team project (worth 10% of your final course grade). Your instructor will provide feedback within 10 days using a rubric for project assessment (to be provided) and text comments.**

**Then you need to reflect the suggested changes and revise your project before the due date for the second version.** Each student must submit the revised version in Word. The project leader provides also the respective PPT file for your team presentation of this project and a report on the contribution of each team member (the second final version of project and the presentation are worth 20% of your final grade (report is 15% and presentation is 5%).