



COLORADO STATE UNIVERSITY  
— GLOBAL —

## COM410: CRISIS COMMUNICATION AND ISSUES MANAGEMENT

**Credit Hours:** 3

**Contact Hours:** This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

**Faculty Information:** Faculty contact information and office hours can be found on the faculty profile page.

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### COURSE DESCRIPTION AND OUTCOMES

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#### Course Description:

In this course, students learn crucial theory and practical skills needed to manage issues and crises in a modern global environment. Students will learn about issues management as a process for facilitating communication leadership in organizations in order to mitigate internal and external threats to their organizations. Likewise, they will develop knowledge for matching response strategies to different situations, crises, and stakeholders. Topics covered will include those like stakeholder relationship management, issues management, crisis leadership, social responsibility, and crisis response strategies.

#### Course Overview:

Students in this course will explore issues management and crisis communication from a stakeholder perspective. This will enable the students to place the strategic and ethical choices that organizations make on a routine basis in the context of those affected by the work and actions of organizations. Students will receive cutting edge tools and techniques for developing intelligence on stakeholders, issues, and ultimately developing recommendations in a crisis plan for an organization leaving the class better able to help organizations manage an increasingly complex environment. The course will begin with placing issues management and crisis communication in a stakeholder context, then it will explore the four-step process associated with issues management, and wrap up with a consideration of the environmental and situational factors that influence crisis response strategy.

#### Course Learning Outcomes:

1. Evaluate communication issues in a complex and competitive international environment.
2. Employ a stakeholder relationship management approach to managing reputational risk in the contexts of issues management and crisis response.
3. Apply theory to crisis response decision making and strategy development.
4. Construct strategic crisis response recommendations that are ethically and culturally appropriate.
5. Demonstrate research techniques to analyze issues and crisis towards the development of strategic responses.

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## PARTICIPATION & ATTENDANCE

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Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

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## COURSE MATERIALS

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### Required:

There is no textbook for this course. Links to the reading assignments are included in the modules.

### Suggested:

Jaques, T. (2015). *Issue and crisis management: Exploring issues, crises, risk and reputation*. Oxford University Press, Australia.

Schwarz, A., & Seeger, M.W. (2016). *The handbook of international crisis communication*. Wiley & Sons.

Ulmer, R. R., Sellow, T. L., & Seeger, M. W. (2015). *Effective crisis communication: Moving from crisis to opportunity*. Sage, Thousand Oaks, California.

**NOTE:** All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

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## COURSE SCHEDULE

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### Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the opening exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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## Module 1

### Readings

- Diers-Lawson, A. (2017). Crisis communication. In H. Giles & J. Harwood's (Eds.), *Oxford Encyclopedia of Intergroup Communication*. DOI: 10.1093/acrefore/9780190228613.013.397
- Cheng, Y. (2018). How social media is changing crisis communication strategies: Evidence from the updated literature. *Journal of Contingencies and Crisis Management*, 26(1), 58-68

### Opening Exercise (0 points)

### Discussion (25 points)

### Mastery Exercise (10 points)

### Portfolio Milestone (50 points)

You will only complete one project – choose either Option 1 or Option 2.

The task this semester will be to develop an issues analysis of an organization that ultimately leads to the development of a crisis plan for that organization. You will have two options – one to develop the project based on the organization that you presently work for OR another organization of your choosing.

In Weeks 2, 4, 5, and 6, you will have assignments leading to the development of the crisis plan (due at the end of Week 8). All of the materials that you develop in these four weeks will contribute to the development of the crisis plan and should be included as appendices to the crisis plan itself.

### **Option 1: Issues & Crisis Management in Your Own Organization**

For this project, you will be developing an issues analysis and crisis plan for the organization that you presently work for.

This week, you should submit the following information in a document, formatted as a memo addressed to the core decision-maker in your organization who would grant permission for this to move forward (e.g., owner, CEO, Chief Communications Officer, etc.):

- Identification of the organization (addressed in the memo format)
- Identification of the need for issues management and crisis planning in the organization (be specific to this organization but also briefly apply learning materials from this week to support your arguments)
- Identification of the deliverables and timetable for the information (i.e., see the rest of the project deadlines and deliverables)
- Identification of the resources needed to support your project (i.e., not monetary, but time, information, etc.)

This should be no more than a one-page proposal (excluding cover page and references). This should include at least two references from this week's learning materials.

### **Option 2: Issues and Crisis Management in an Organization**

For this project, you will be developing an issues analysis and crisis plan for an organization that you are interested in. It is recommended that you choose an organization in the industry that you would be most interested in working in after graduation and select a specific organization that has news coverage and a detailed website unless you have specific information and access to an organization. Please feel free to check with your instructor if you have any particular questions about the suitability of an organization.

This week, you should submit the following information in a document, formatted as a memo addressed to the core decision-maker in the organization who would grant permission for this to move forward (e.g., owner, CEO, Chief Communications Officer, etc.):

- Identification of the organization (addressed in the memo format)
- Identification of the need for issues management and crisis planning in the organization (be specific to this organization but also briefly apply learning materials from this week to support your arguments)
- Identification of the deliverables and timetable for the information (i.e., see the rest of the project deadlines and deliverables)
- Identification of the resources needed to support your project (i.e., not monetary, but time, information, etc.)

This should be no more than a one-page proposal (excluding cover page and references). This should include at least two references from this week's learning materials.

## **Module 2**

### **Readings**

- Diers-Lawson, A. (2017). Will they like us when they're angry? Antecedents and indicators of strong emotional reactions to crises among stakeholders. In S. M. Croucher, B. Lewandowska-Tomaszczyk, & P. Wilson (Eds.), *Approaches to conflict: Mediatized and group dynamics*. Lanham, MD: Rowman and Littlefield.
- Strauß, N., & Jonkman, J. (2017). The benefit of issue management: anticipating crises in the digital age. *Journal of Communication Management*, 21(1), 34-50.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking: Title (90 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission. The option you choose should be based on your proposed project from Week 1.

#### **Option 1: Stakeholder Mapping Your Organization**

In the discussion board assignment in Week 1, you practiced mapping some of Eden Airlines' stakeholders. This week, you will replicate the process for your own project.

You should identify the **five most important stakeholders** (no more than two internal stakeholders) that your organization has and map them on the *stakeholder mapping worksheet* – using the spread sheet to help you produce the visual map of the stakeholders.

Once you have mapped the stakeholders, then put together a presentation, designed for the key decision-maker in your organization that addresses the following:

- Provide a conceptually-grounded explanation for the categorization of the stakeholders (use at least two of your readings from class as support).
- For each of the stakeholders, provide a summary of the strategic recommendations for managing the organization's relationship with the stakeholders as well as risks and opportunities for the organization connected with successfully managing the relationship with the stakeholder. Be sure to support your analysis with at least one piece of documentation per stakeholder (this can be academic, news, industry, or organizational documents).

Your presentation should be very visual – that is, the PowerPoint slides should have minimal text and focus on an easy-to-understand visual summary of the key information. As guidance for developing effective PowerPoint slides, refer to this guide – *Effective Presentations*.

You must also include your speaking notes, which should very clearly explain the visual material, just as if you were giving the presentation. From there, you should record your presentation within PowerPoint and save it as a video. Submit both the PowerPoint with your speaking notes and your finished multi-media presentation for this week. Your presentation should be no more than about 8-12 minutes in length.

### **Option 2: Stakeholder Mapping Your Project Organization**

In the discussion board assignment in Week 1, you practiced mapping some of Eden Airlines' stakeholders. This week, you will replicate the process for your own project.

You should identify the **5 most important stakeholders** (no more than two internal stakeholders) that the organization you are using for your project has and map them on the *stakeholder mapping worksheet* – using the spread sheet to help you produce the visual map of the stakeholders.

Once you have mapped the stakeholders, then put together a presentation, designed for the key decision-maker in the organization that addresses the following:

- Provide a conceptually grounded explanation for the categorization of the stakeholders (use at least two of your readings from class as support).
- For each of the stakeholders, provide a summary of the strategic recommendations for managing the organization's relationship with the stakeholders as well as risks and opportunities for the organization connected with successfully managing the relationship with the stakeholder. Be sure to support your analysis with at least one piece of documentation per stakeholder (this can be academic, news, industry, or organizational documents).

Your presentation should be very visual – that is, the PowerPoint slides should have minimal text and focus on an easy-to-understand visual summary of the key information. As guidance for developing effective PowerPoint slides, refer to this guide – *Effective Presentations*.

You must also include your speaking notes, which should very clearly explain the visual material, just as if you were giving the presentation. From there, you should record your presentation within PowerPoint and save it as a video. Submit both the PowerPoint with your speaking notes and your finished multi-media presentation for this week. Your presentation should be no more than about 8-12 minutes in length.

### **PORTFOLIO PROJECT REMINDER**

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details.

## **Module 3**

### **Readings**

- Sommerfeldt, E. J., & Yang, A. (2017). Relationship networks as strategic issues management: An issue-stage framework of social movement organization network strategies. *Public Relations Review*, 43(4), 829-839.
- Yawar, S. A., & Seuring, S. (2017). Management of social issues in supply chains: a literature review exploring social issues, actions and performance outcomes. *Journal of Business Ethics*, 141(3), 621-643.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Portfolio Project Reminder (0 points)**

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details.

## **Module 4**

### **Readings**

- Diers-Lawson, A. R. (2017). A state of emergency in crisis communication: An intercultural crisis communication research agenda. *Journal of Intercultural Communication Research*, 46(1).
- Jiang, H., Luo, Y., & Kulemeka, O. (2016). Social media engagement as an evaluation barometer: Insights from communication executives. *Public Relations Review*, 42(4), 679-691
- Lehmborg, D., & Hicks, J. (2018). A 'glocalization' approach to the internationalizing of crisis communication. *Business Horizons*, 61(3), 357-366.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking: Title (100 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission. The option you choose should be based on your proposed project from Week 1.

### **Risk Register in Your Own Organization (100 points)**

In Weeks 2 and 3, you had the opportunity to practice developing a risk register for Eden Airlines for the discussion participation. This week, you will be taking that practice and applying it to your project. For your project organization, you should identify the ***five*** most important issues that you think the organization should be prepared to face.

Use the *Issues Management template* to complete the assignment. You will only submit the risk register Excel spreadsheet; you should not submit any additional files.

For each of the issues identified, you must have at least three high-quality news sources to support the issue's identification. This means that only edited blogs (e.g., *Huffington Post*) or any legacy news media (e.g., *Washington Post*, *The Atlantic*, *CNN*, etc.) are appropriate. They should be cited in the section of the risk register for news sources and then footnotes be applied throughout the issue to support your summary.

This is not a formal essay and should not be treated as such. However, it should be well-edited, use appropriate APA citations of the news sources, and focus on brief summaries. Refer to the [CSU-Global Guide to Writing and APA](#) for APA formatting information.

### **Risk Register in Your Project Organization**

In Weeks 2 and 3, you had the opportunity to practice developing a risk register for Eden Airlines for the discussion participation. This week, you will be taking that practice and applying it to your project. For your project organization, you should identify the ***five*** most important issues that you think the organization should be prepared to face.

Use the *Issues Management template* to complete the assignment. You will only submit the risk register Excel spreadsheet; you should not submit any additional files.

For each of the issues identified, you must have at least three high-quality news sources to support the issue's identification. This means that only edited blogs (e.g., *Huffington Post*) or any legacy news media (e.g., *Washington Post*, *The Atlantic*, *CNN*, etc.) are appropriate. They should be cited in the section of the risk register for news sources and then footnotes be applied throughout the issue to support your summary.

This is not a formal essay and should not be treated as such. However, it should be well-edited, use appropriate APA citations of the news sources, and focus on brief summaries. Refer to the [CSU-Global Guide to Writing and APA](#) for APA formatting information.

## PORTFOLIO PROJECT REMINDER

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details.

## Module 5

### Readings

- Diers-Lawson, A. R., & Croucher, S. (2017). Sports, culture, and financial crisis: A cross-cultural comparison of the social media responses of struggling sports associations in the United States and the United Kingdom. In L.L. Austin & Y. Jin *Social Media and Crisis Communication*, Routledge, NJ.
- Hegner, S. M., Beldad, A. D., & Kraesgenberg, A. L. (2016). The impact of crisis response strategy, crisis type, and corporate social responsibility on post-crisis consumer trust and purchase intention. *Corporate Reputation Review*, 19(4), 357-370.
- Sellnow-Richmond, D. D., Sellnow, D. D., & George, A. M. (2018). An IDEA model analysis of instructional risk communication in the time of Ebola. *Journal of International Crisis and Risk Communication Research*, 1(1), 7.

### Opening Exercise (0 points)

### Discussion (25 points)

### Mastery Exercise (10 points)

### Critical Thinking: Title (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission. The option you choose should be based on your proposed project from Week 1.

#### **Option 1: News and Trade Publication Annotated Bibliography**

This week you will begin your research to support your final portfolio project. An important part of developing your final report is having good news and industry-related research. Your organization may or may not be in the news; however, the larger industry to which it belongs or other similar organizations will likely be in the news. Additionally, all industries have trade or industry publications they rely on for vital news and information about their industry.

For this assignment you must identify a total of 10 sources with at least three of them being industry-related publications. Additionally, all of your news sources must be from credible edited sources (inclusive of online sources like *Huffington Post* or legacy media sources like *The Washington Post*, or *The Economist*). All of your sources must be dated within the last twelve months.

To complete this assignment, complete the form, *News Industry AB Assignment Form*, including the APA-formatted reference. You will either receive full credit or no credit for EACH of the references. Failure to properly complete each of the forms will result in receiving no credit on the source. This is NOT a formal essay; rather it is designed to help you develop your references and research for the portfolio project. Use the assignment requirements to guide your note taking.

You may re-use news sources that you have cited on your risk register. However, remember that you must have at least three industry-related sources to supplement this.

### **Option 2: News and Trade Publication Annotated Bibliography**

This week you will begin your research to support your final portfolio project. An important part of developing your final report is having good news and industry-related research. The organization you are analyzing may or may not be in the news; however, the larger industry to which it belongs or other similar organizations will likely be in the news. Additionally, all industries have trade or industry publications they rely on for vital news and information about their industry.

For this assignment you must identify a total of 10 sources with at least three of them being industry-related publications. Additionally, all of your news sources must be from credible edited sources (inclusive of online sources like *Huffington Post* or legacy media sources like *The Washington Post*, or *The Economist*). All of your sources must be dated within the last 12 months.

To complete this assignment, complete the form, *News Industry AB Assignment Form*, including the APA-formatted reference. You will either receive full credit or no credit for EACH of the references. Failure to properly complete each of the forms will result in receiving no credit on the source. This is NOT a formal essay; rather it is designed to help you develop your references and research for the portfolio project. Use the assignment requirements to guide your note taking.

You may re-use news sources that you have cited on your risk register. However, remember that you must have at least three industry-related sources to supplement this.

### **PORTFOLIO PROJECT REMINDER**

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details.

## **Module 6**

### **Readings**

- Coombs, W. T., & Laufer, D. (2018). Global Crisis Management—Current Research and Future Directions. *Journal of International Management* (24), 3, 199-203.
- Dhanesh, G. S., & Sriramesh, K. (2018). Culture and Crisis Communication: Nestle India's Maggi Noodles Case. *Journal of International Management*, 24(3), 204-214.
- Stam, D., van Knippenberg, D., Wisse, B., & Nederveen Pieterse, A. (2018). Motivation in words: Promotion-and prevention-oriented leader communication in times of crisis. *Journal of Management*, 44(7), 2859-2887.

### **Opening Exercise (0 points)**

## Discussion (25 points)

## Mastery Exercise (10 points)

### Critical Thinking: Title (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission. The option you choose should be based on your proposed project from Week 1.

#### **Option 1: Academic Journal Annotated Bibliography (90 points)**

This week you will continue your desk research to support your final portfolio project. Just as it is important to have good current events and industry-related research, you should also base your decision making on academic or peer-reviewed research. This research may be related to your organization (though that is not terribly likely), the industry that your organization is in, or issues and crisis communication as well.

For this assignment you must identify a total of 10 sources. Additionally, seven of your sources must have been published within the last five years. Finally, all of your sources must be from academic or peer-reviewed sources. You may use sources identified in the readings for this class.

To complete this assignment, download and complete the form, *Academic Reference Annotated Bibliography Form*, including the APA-formatted reference. You will either receive full credit or no credit for EACH of the references. Refer to the [CSU-Global Guide to Writing and APA](#) for APA formatting information. Failure to properly complete each of the forms will result in receiving no credit on the source. This is NOT a formal essay; rather it is designed to help you develop your references and research for the portfolio project. Use the assignment requirements to guide your note taking.

#### **Option 2: Academic Journal Annotated Bibliography**

This week you will continue your desk research to support your final portfolio project. Just as it is important to have good current events and industry-related research, you should also base your decision making on academic or peer-reviewed research. This research may be related to the organization that you have chosen (though that is not terribly likely), the industry that the organization is in, or issues and crisis communication as well.

For this assignment you must identify a total of 10 sources. Additionally, seven of your sources must have been published within the last five years. Finally, all of your sources must be from academic or peer-reviewed sources. You may use sources identified in the readings for this class.

To complete this assignment, download and complete the form, *Academic Reference Annotated Bibliography Form*, including the APA-formatted reference. Refer to the [CSU-Global Guide to Writing and APA](#) for APA formatting information. You will either receive full credit or no credit for EACH of the references. Failure to properly complete each of the forms will result in receiving no credit on the

source. This is NOT a formal essay; rather it is designed to help you develop your references and research for the portfolio project. Use the assignment requirements to guide your note taking.

### **PORTFOLIO PROJECT REMINDER**

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details.

## **Module 7**

### **Readings**

- Eaddy, L. L., & Jin, Y. (2018). Crisis history tells matter: The effects of crisis history and crisis information source on publics' cognitive and affective responses to organizational crisis. *Corporate Communications: An International Journal*, 23(2), 226-241.
- Sellnow, T. L., Sellnow, D. D., Helsel, E. M., Martin, J. M., & Parker, J. S. (2018). Risk and crisis communication narratives in response to rapidly emerging diseases. *Journal of Risk Research*, 1-12.
- Wombacher, K., Herovic, E., Sellnow, T. L., & Seeger, M. W. (2018). The complexities of place in crisis renewal discourse: A case study of the Sandy Hook Elementary School shooting. *Journal of Contingencies and Crisis Management*, 26(1), 164-172.
- Zheng, B., Liu, H., & Davison, R. M. (2018). Exploring the relationship between corporate reputation and the public's crisis communication on social media. *Public Relations Review*, 44(1), 56-64.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Portfolio Project Reminder (0 points)**

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details.

## **Module 8**

### **Readings**

- Goodman, M. B. (2014). Communicating strategic change: The continuum of reputation, issues management, and crisis management is built on a positive corporate culture. Proceeding: *CCI Conference on Corporate Communication 2014*, (viii-xvii).
- Jin, Y., Meng, J., & Berger, B. (2017). The Influence of Communication Leadership Qualities on Effective Crisis Preparedness Strategy Implementation: Insights from a Global Study. *Communication Management Review*, 2(01), 8-29.
- Power, N. (2018). Extreme teams: Toward a greater understanding of multiagency teamwork during major emergencies and disasters. *American Psychologist*, 73(4), 478.

### **Opening Exercise (0 points)**

## Discussion (25 points)

## Mastery Exercise (10 points)

## Portfolio Project (300 points)

The task this semester will be to develop an issues analysis of an organization that ultimately leads to the development of a crisis plan for that organization. You will have two options – one to develop the project based on the organization that you presently work for OR another organization of your choosing. Choose only one of the following two assignments to complete this week. Do not do both assignments. In Weeks 2, 4, 5, and 6, you had assignments leading to the development of the crisis plan (due at the end of week 8). All of the materials that you develop in these four weeks will contribute to the development of the crisis plan and should be included as appendices to the crisis plan itself.

### **Option 1: Issues & Crisis Management in Your Own Organization**

For this project, you will be developing an issues analysis and crisis plan for the organization that you presently work for. This plan will focus on the **ONE most important issue** that threatens your organization. In Week 4, you completed the risk register that identified five different issues that threatened the organization that you work for. From that list, you should pick the one that your experience and research indicates has the greatest risk and likelihood to occur and prepare a crisis plan to address it.

Download and use the *crisis plan template* and then customize this to your own organization.

How to use the template:

- Customize the cover page to your organization.
- All of the text in red should be replaced with information relevant to your organization. The text in black can sometimes remain as it is or be updated to be more relevant to your organization. Sometimes the content in black is suggestions on how to proceed or how to format your content. However, all of the content indicated should remain consistent.
- You should use the work that you did in creating the stakeholder analysis in Week 2, the risk register in Week 4, and the annotated bibliographies in Weeks 5 and 6 to help complete the relevant sections of the crisis plan (e.g., your stakeholder analysis would directly inform the content in sections 5.1 and 5.2, the risk register would inform the content in sections 1, 3, 5, and 6, and so on).
- You should cite sources using endnotes. That is, use numbered footnotes where the citations should be and then put the citations into the document in the order presented but using APA formatting for the citations themselves. Refer to the [CSU-Global Guide to Writing and APA for APA formatting information](#).
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The objective of this document is NOT to be a formal essay, but to be a guidance document for your organization if the crisis should ever emerge. That is why it should be a concise summary of what the organization ought to do and provide strategies they should use initially to manage the situation. It must be research-based and good support applying the materials you found for your annotated bibliographies should be included with an expectation of 15-25 different sources cited throughout the document.

### **Option 2: Issues & Crisis Management in An Organization**

For this project, you will be developing an issues analysis and crisis plan for an organization that you are interested in. This plan will focus on the ***ONE most important issue*** that threatens the organization. In Week 4, you completed the risk register that identified five different issues that threatened the organization that you work for. From that list, you should pick the one that your experience and research indicates has the greatest risk and likelihood to occur and prepare a crisis plan to address it. Download and use the *crisis plan template* and then customize this to this organization.

How to use the template:

- Customize the cover page to your organization.
- All of the text in red should be replaced with information relevant to your organization. The text in black can sometimes remain as it is or be updated to be more relevant to your organization. Sometimes the content in black is suggestions on how to proceed or how to format your content. However, all of the content indicated should remain consistent.
- You should use the work that you did in creating the stakeholder analysis in Week 2, the risk register in Week 4, and the annotated bibliographies in Weeks 5 and 6 to help complete the relevant sections of the crisis plan (e.g., your stakeholder analysis would directly inform the content in sections 5.1 and 5.2, the risk register would inform the content in sections 1, 3, 5, and 6, and so on).
- You should cite sources using endnotes. That is, use numbered footnotes where the citations should be and then put the citations into the document in the order presented but using APA formatting for the citations themselves. Refer to the [CSU-Global Guide to Writing and APA for APA formatting information](#).

The objective of this document is NOT to be a formal essay, but to be a guidance document for your organization if the crisis should ever emerge. That is why it should be a concise summary of what the organization ought to do and provide strategies they should use initially to manage the situation. It must be research-based and good support applying the materials you found for your annotated bibliographies should be included with an expectation of 15-25 different sources cited throughout the document.

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## COURSE POLICIES

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Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

### Course Grading

20% Discussion Participation  
0% Opening Exercises  
8% Mastery Exercises  
37% Critical Thinking Assignments  
35% Final Portfolio Project

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## IN-CLASSROOM POLICIES

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For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

### **Academic Integrity**

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

### **Citing Sources with APA Style**

All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

### **Disability Services Statement**

CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email [ada@CSUGlobal.edu](mailto:ada@CSUGlobal.edu) for additional information to coordinate reasonable accommodations for students with documented disabilities.

### **Netiquette**

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.