



## OM445 Crisis Management Syllabus Organizational Management Department

### Course Information:

OM445

Credit Hours: Three

Online Format

Spring 2, 2021

### Instructor Information:

#### Office Hours

Monday	8am to 10am
Tuesday	1pm to 3pm
Wednesday	email only
Thursday	1pm to 3pm
Friday	8am to 10am

Textbook Information: *Crisis Management in the New Strategy Landscape*, William Crandall, John Parnell, John Spillan, Sage Publishing, ISBN# 978-1-4129-5413-6

### **COURSE DESCRIPTION**

The course develops managerial skills in crisis avoidance, management, and recovery. Students learn how to respond to situations creating danger to organizations, their employees, and the public. Cross-listed with BU445 Crisis Management.

### **PERFORMANCE OUTCOMES**

Upon successful completion of this course, students will be able to describe and demonstrate:

	<b>KNW, SKL, or VAL</b>	<b>Activities</b>	<b>Assessments</b>
Demonstrate an appreciation for and understanding of the key concepts and approaches for effectively managing crises in organizations.	KNW, SKL, VAL	Discussion, Article Reviews, Case Studies, Weekly Exercises	Discussion, Article Reviews, Case Studies, Weekly Exercises
Be able to explain the role of issues management, risk management, and relationship management in crisis prevention.	KNW, SKL, VAL	Discussion, Article Reviews, Case Studies, Weekly Exercises	Discussion, Article Reviews, Case Studies, Weekly Exercises
Demonstrate the ability to construct a crisis management plan.	KNW, SKL, VAL	Crisis Management Plan	Crisis Management Plan
Demonstrate the ability to assess the information needs and resources of a crisis through analysis of case studies and other crisis scenarios.	KNW, SKL, VAL	Discussion, Article Reviews, Case Studies, Weekly Exercises	Discussion, Article Reviews, Case Studies, Weekly Exercises

## **GRADING POLICY/ASSESSMENT METHODS**

For this course, the grading for activities and assignments is listed in the following tables.

Grade	% Points
A	93%- 100%
A-	90% - 92.9%
B+	86% - 89.9%
B	83% - 85.9%
B-	80% - 82.9%
C+	76% - 79.9%
C	73% - 75.9%
C-	70% - 72.9%

D+	66% - 69.9%
D	63% - 65.9%
D-	60% - 62.9%
F	0% - 59.9%

Activity/Assignment	Points Possible
Leadership in Crisis Management Essay	50
Case Study Analysis	25
Evaluation of a Crisis Management Plan	100
Article Reviews (5 x 10pts each)	50
Weekly Exercises (5 x 10 pts each)	50
Discussion Questions (14 x 5)	70
<b>Total Points Possible</b>	<b>345</b>

## **ONLINE BEHAVIOR POLICIES**

The online learning environment includes technology, information, and people. Students should demonstrate professionalism and integrity in regard to all components of the learning environment. Given that students and instructors may be from anywhere in the world, learners should consider differences in time zones if telephone conversation is ever required.

### **Treating Other Students with Respect**

Students should avoid inflammatory or offensive comments—which undermine the objective of a positive learning experience—in communicating with their peers. Most students want to get the most from their online course, which means that they expect their peers’ cooperation on collaborative assignments and thoughtful participation in discussion forums.

### **Respect for All Parties Who Collaborate with the Institution to Create Learning Experiences**

Service, observation, and clinical practice are important components of Sterling College Online programs. The organizations and employers who cooperate with Sterling College to help students succeed do so out of kindness and social responsibility; they are not required to participate in Sterling College Online learning experiences. Sterling College values the cooperation of all parties who help students learn and grow by providing observatory and hands-on experience. Students should likewise respect the contributions of such parties.

### **Respecting Laws Regarding Technology and Information**

Students may not use or reproduce any technology or course component for financial purposes or for the purpose of defaming the institution or individuals. Online learners should use technology

for the sole purpose of learning and sharing course-related information with others in the learning community.

### **ATTENDANCE POLICIES**

Weekly participation is recorded in the "Attendance" section of the course. Weekly student participation is fulfilled by one or more of the following criteria:

- discussion board participation
- strong participation in the form of assignment submissions other than basic logins/views such as assignment submissions

*Please note: any student not participating regularly may be administratively withdrawn from the course.*

### **LATE WORK**

All weekly writing assignments are due by 11:59pm CST on the Sunday of the assigned week. Specific calendar dates will be posted online. Grades for late assignments will automatically be reduced by 10% for each day late. After the 3<sup>rd</sup> day late assignments are worth zero (0) points. Last assignments beyond three days will not be accepted.

### **SPECIFIC EXPECTATIONS**

#### **Attendance Policies**

Weekly participation is recorded in the "Attendance" section of the course.

Weekly student participation is fulfilled by one or more of the following criteria:

- discussion board participation
- strong participation in the form of assignment submissions other than basic logins/views such as assignment submissions
- assignment-completion-related student/instructor interaction via Sterling College email

Please note: any student not participating regularly may be administratively withdrawn from the course.

#### ***Weekly Discussion Questions***

Each student will engage in weekly discussion with fellow students. Students are graded on participation both by quality and quantity of postings. Students are expected a minimum 150-200 word initial posted response to each weekly discussion question. Students will then respond to a minimum of 3 other postings by fellow students. Simple statements such as, "I agree with Dave on his position" are not sufficient to receive participation credit. ***Restating the discussion question as part of your response does not count towards your word count.***

Whenever possible, support your discussion with verifiable facts. Avoid the use of political or social rhetoric that is rooted in emotional appeals. Provide links to supporting news articles or pages in your readings that help support your discussion. While your opinion is important, we want to stay grounded in our discussions and avoid biased statements and arguments.

Students are expected to be courteous and respectful to fellow students when differing in opinion. While differing viewpoints are encouraged, be careful that you do not insult others when sharing your thoughts and ideas.

### ***Biblical Integration Question(s)***

Throughout the course, students *may* be given discussion questions that specifically address the issue of integrating biblical Christian principles into business. It is important to make connections between one's personal faith and beliefs and how they influence our attitudes, behaviors, and decision making processes in the business world.

*The initial posted response for each weekly discussion question is due by Wednesday 11:55pm CST of the assigned week. All responses to other postings are due by Sunday 11:55pm CST.*

The following rubric will be used to grade the Weekly Discussion Questions.

<b>REQUIREMENT</b>	<b>Needs Work (0-1 points)</b>	<b>Adequate (2-3 point)</b>	<b>Exemplary (4-5 point)</b>
<b>Posted on Time</b>	Neither post (initial or response) was made in a timely manner.	One post (initial or response) was on time, but the others were not.	Both the initial post and the response(s) were on time.
<b>Details of Initial Post</b>	Post reflected little thought or contained errors in content.	Post was thoughtful and included some details, but was limited in depth.	Post was thoughtful and detailed. Specific examples were provided.
<b>Response to Colleagues</b>	Response appeared thoughtless or contained errors in content.	Response was thoughtful and included some details, but was limited in depth.	Detailed response, specific examples, helpful details and/or encouragement.
<b>Professionalism</b>	Errors in conventions are highly evident, and are distracting to the reader.	Minimal errors in conventions are evident, but not major distractions.	Proper conventions are used throughout all communications posted.

**Total Points: \_\_\_\_\_ / 5 possible**

### **Weekly Writing Assignments**

Each student will complete the weekly assigned writing assignments. Students will use the following general guidelines for writing assignments:

All assignments should be:

- single spaced
- set in Times New Roman size 12 font or Calibri size 11 font
- standard 1" margins
- checked for correct spelling, grammar, and punctuation
- make sure *your name* and *assignment description* is on each paper (i.e. Case Study #6 or Chapter 8 End of Chapter Discussion Questions)
- assignments should be submitted online as Microsoft Word documents (.docx) or .PDFs
- uploaded electronic files will using the following naming structure:
  - *Unit #\_name of assignment\_students last name.docx*

### **Writing Expectations**

Students will be typically be graded using the following criteria:

- *Length (20%)* - meets the assigned minimum length or word count; there is no penalty for more length. **\*meeting the length requirement does not guarantee a good grade; all criteria must be met.**
- *Topic/Question (20%)*- response addresses the topic and/or question(s)
- *Point (20%)*- the content strongly presents a point of view

- *Support (20%)* - clear reasoning and justification is provided to support the position or argument that the student has taken. Students must explain why they would act or make a particular decision
- *References (10%)*- if applicable, the course textbook and personal research are cited properly
- *Professionalism (10%)* - the assignment is complete and presented in a professional manner with proper punctuation, grammar, structure, and spelling.

Unique grading rubrics may be used to individual assignments. These rubrics are posted under the assignment links.

## **COMMUNICATION**

Please be respectful of instructors and be sensitive to differences in time zones. Students should not call instructors at unconventional times. Instructors' time zones and available times for contact are published in each course *at the instructor's discretion*. Typically, the primary method of contact is through direct email or postings in the online learning management system. In addition, students can show respect to instructors by reading all announcements in a timely manner, checking the "Announcements" section of the course each time they log in; communicating in a timely fashion about problems (technological or other) that will cause work to be turned in late; and following directions.

The organizations and employers who cooperate with Sterling College to help students succeed do so out of kindness and a commitment to social responsibility; they are not required to participate in Sterling College Online learning experiences. Sterling College thus appreciates and values the cooperation of all parties who help students learn and grow by providing observatory and hands-on experience. Students should also recognize and respect the contributions of such parties.

## **INTERTERM & SPRING 2021 – COVID-19 CLASSROOM STATEMENT (CAMPUS ONLY)**

During these unprecedented times Sterling College is taking every step possible to keep everyone safe and learning in the classroom. It is expected that all students will comply with campus policies and instructions from their professors so we can safely have face-to-face instruction. Failure to do so will result in you being asked to leave the classroom for everyone's safety. This includes, but is not limited to, following campus masking guidelines, making reasonable efforts to maintain six feet of social distance while entering and exiting the classroom, and adhering to any special stipulations a faculty member makes.

In the event of a quarantine, virtual attendance is required unless other arrangements have been made with your professor. At such time, a detailed plan regarding logging in, assignment completion, etc., shall be determined on a case-by-case basis. Please be aware that in the event of a student illness or quarantine, you must be in contact with your professor, as symptoms allow. Like other absences, it is your responsibility to communicate with your professor and make up missed coursework.

## COURSE OUTLINE/DAILY SCHEDULE

### *Daily Outline of Classes*

	<i>Due dates</i>	<i>Action</i>
Week 1	3/22-3/28	
	3/24	*Review requirements for Research Project *Introduction Post
	3/24	*Reading Assignment: Chapter 1 A Framework for Crisis Mgmt Chapter 2 The Crisis Mgmt Landscape *Chapter 1 Initial Discussion Post *Chapter 2 Initial Discussion Post
	3/28	* Week 1 Article Review * Week 1 Exercise *Discussion Question Responses Due
Week 2	3/29-4/4	
	3/31	*Reading Assignment: Chapter 3 Source of Organizational Crises Chapter 4 A Strategic Approach to Crisis Mgmt
	3/31	*Chapter 3 Initial Discussion Post *Chapter 4 Initial Discussion Post
	4/4	*Week 2 Article Review * Week 2 Exercise *Discussion Question Responses Due
Week 3	4/5-4/11	
	4/7	Reading Assignment: Chapter 5 Forming the Crisis Mgmt Team & Writing the Plan Chapter 6 Organizational Strategy and Crises
	4/7	*Chapter 5 Initial Discussion Post *Chapter 6 Initial Discussion Post
	4/11	*Week 3 Article Review *Week 3 Exercise *Discussion Question Responses Due
Week 4	4/12-4/18	
	4/14	*Reading Assignment: Chapter 7 Crisis Mgmt: Taking Action When Disaster Hits Chapter 8 Crisis Communication
	4/14	*Chapter 7 Initial Discussion Post *Chapter 8 Initial Discussion Post

	4/18	*Week 4 Article Review *Week 4 Exercise *Discussion Question Responses Due
Week 5	4/19-4/25	
	4/21	*Reading Assignment: Chapter 9 The Importance of Organizational Learning Chapter 10 The Underlying role of Ethics in Crisis
	4/21	*Chapter 9 Initial Discussion Post *Chapter 10 Initial Discussion Post
	4/25	*Week 5 Article Review *Week 5 Exercise *Discussion Question Responses Due
Week 6	4/27-5/2	
	4/29	*Reading Assignment: Chapter 11 Emerging Trends in Crisis Mgmt
	4/29	*Chapter 11 Initial Discussion Post *Week 6 Initial Discussion Post
	5/2	*Case Study Analysis *Leadership in Crisis Mgmt - Essay *Discussion Question Responses Due
Week 7	5/3-5/9	
	5/3	*No Reading Assignment this week
	5/3	*Week 7 Initial Discussion Post - Question 1 *Week 7 Initial Discussion Post - Question 2
	5/9	*Evaluation of Crisis Mgmt Plan *FEMA Course #1 *FEMA Course #2 *PSA Videos *PR Statement Assignment

### ACADEMIC INTEGRITY

Sterling College faculty and students form an academic community committed to the Biblical principles of justice and honesty and to the core values of faith, calling, learning, integrity, service and community. With this in mind, the policy in the current Academic Catalog will be followed for this class.

## **FINAL EXAM POLICY**

The final exam is the last meeting for all classes. Instructors are not permitted to change times for class or individual examinations. Any student who has four exams in one day may request permission from the Academic Dean to reschedule one test. Students should make travel arrangements for the end of term that will permit taking of all examinations as scheduled. For more information visit: <https://www.sterling.edu/academics/course-finals-schedule>.

## **ACADEMIC SUPPORT OFFICE**

The Academic Support Office strives to challenge students who come from all types of academic journeys through academic mentoring with directors and SC peers. Mentoring topics include time management, study skills, testing anxiety, and more. Students struggling with certain subjects may find aid through the on-campus tutoring program (scheduled by appointment only) and 24/7 professional help via the online Tutor.com platform accessible through Canvas. The office facilitates CLEP, Accuplacer, and other SC exam proctoring. Students may contact the Academic Support Office at [academicsupport@sterling.edu](mailto:academicsupport@sterling.edu), or call 620-278-4463, to schedule an appointment.

## **STATEMENT OF NONDISCRIMINATION**

Sterling College does not discriminate on the basis of race, color, national origin, sex, disability or age. The policy in the current Academic Catalog will be followed for this class.

## **DISABILITY ACCOMMODATIONS**

Any student with a disability who may need classroom accommodations in this course should contact the Academic Support Office, located in Mabee Library. Students may email [academicsupport@sterling.edu](mailto:academicsupport@sterling.edu), call 620-278-4463, or stop by the office. The office serves students with a wide range of documented physical and learning disabilities.

## **TITLE IX STATEMENT**

Sterling College is committed to providing a learning, working and living environment that promotes personal integrity, civility, and mutual respect in an environment free of sexual misconduct and discrimination. Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. Harassment is no acceptable. If you or someone you know has been harassed or assaulted, you can find the appropriate resources here:

- *Sterling College, Title IX Coordinator Richard Webb, Kelsey Hall #304, or call 620 204-0025 or email [titleIX@sterling.edu](mailto:titleIX@sterling.edu) <https://www.sterling.edu/title-ix>*
- *Sterling College, Counseling Services, Lydia Butner, (620) 278-4297*
- *Sterling College, Chaplain, Paul Brandes, (620) 278-4341*
- *City of Sterling, Police Department (620) 278-2100*
- *24-hour Crisis Hotline (800) 701-3630*
- *Sexual Assault Victim Advocate, Heather Oden (620) 278-4232*
- *Rice County Hospital (620) 257-5173*
- *Title IX Education Brochure [https://www.sterling.edu/sites/default/files/Updated%20Brochure\\_July%2017%2C%202020.pdf](https://www.sterling.edu/sites/default/files/Updated%20Brochure_July%2017%2C%202020.pdf)*