



Affirmed: .....

Dean

Date: .....

**SOFIA UNIVERSITY "ST. KL. OHRIDSKI"**

**The Faculty of Philosophy**

Specialty:

F	F	P	3	7	0	1	1	3
---	---	---	---	---	---	---	---	---

**Psychology**

**SYLLABUS**

Course:

Z	0	1	9
---	---	---	---

**Crisis Management**

Lecturer: Sr. Asst. Prof. Plama Hristova, PhD

Workload	Form	Academic hours
Auditorium hours	Lectures	15
	Seminar classes	15
<b>Total auditorium hours</b>		<b>30</b>
Extracurricular	Term paper	30
	Weekly quizzes in Moodle	30
<b>Total hours of extracurricular activities</b>		<b>60</b>
<b>TOTAL HOURS</b>		<b>90</b>
<b>Credits for auditorium hours</b>		<b>1</b>
<b>Credits for hours of extracurricular activities</b>		<b>2</b>
<b>TOTAL ECTS</b>		<b>3</b>

No	Assessment methods	% of the grade
1.	Term paper	30%
2.	Weekly quizzes in Moodle	30%
3.	Written examination	40%

**Course aims**

The main aim of the course is to provide students with information about the organizational crises in the modern world and the ways they can be prevented and managed in organizations. The course identifies the factors that contribute to the onset of crises. It also focuses on non-judgmental learning about and from the crises. The moral issues of corporate behavior and the role of the leaders in crisis situations are considered. The students will be familiarized with the problems of professional stress, coping with and building stress

resistance. A special accent is placed on the role of emotions and emotional intelligence. Attention is also paid to management of crisis communications.

**Prerequisites:**

None

**Expected results:**

After the course the students will:

- Be able to identify the factors contributing to occurrence of crises in organizations;
- Have knowledge of management of organizational crises;
- Be able to consider the crises in a non-judgmental manner and draw lessons from their consequences;
- Have knowledge about the role of leaders and the effective corporate behavior during crises;
- Identify professional stress, learn new coping strategies and begin building resistance to stress in the workplace;
- Learn more about emotions in organizational life and importance of emotional intelligence;
- Have information about how to prevent crises at an organizational level.

**Lectures and seminars**

No	Topic:	Academic hours
1	<b>Organizational crises and crisis management.</b> Organizational crises in the modern world. Essential basics of crisis management. Signal detection. Denial and its consequences.	1+1
2	<b>Successful crisis management.</b> Factors contributing to crises in modern organizations. Learning about and from the crises.	2+2
3	<b>General framework for crisis management in organizations.</b> A best practice model for crisis management. Types and risks of major crises. The role of anticipation of possible crises. Factors related to crises.	1+1
4.	<b>Moral issues in crisis management.</b> Trust, truth and responsibility. Socially responsible corporate behavior.	2+2
5.	<b>Leaders and crisis management.</b> The role of the leader in crisis management. Suitable leadership styles. Managing people in times of crisis. Conflict as a method of management in crisis situations.	2+2
6.	<b>Crisis management and professional stress.</b> Relationship between crises and stress. The transactional model of stress. Coping with stress at organizational and personal levels. Building stress resistance.	2+2
7.	<b>Management of Crisis Communications.</b> Crisis communications. Keeping employees informed. Media and crisis management. Turning media into an ally.	2+2
8.	<b>Emotional intelligence and crisis management.</b> Emotions and crises. The power of negative emotions and ways to minimize it. Building emotional intelligence in groups.	2+2
9.	<b>Organizational Learning and Crises.</b> Scapegoating, learning and improvement.	1+1

### Topics for the examination

No	Topics:
1	Organizational crises and crisis management
2	Successful crisis management
3	General framework for crisis management in organizations
4.	Moral issues in crisis management
5.	Leaders and crisis management
6.	Crisis management and professional stress
7.	Management of Crisis Communications
8.	Emotional intelligence and crisis management
9.	Organizational Learning and Crises.

### References

1. **Anthonissen, P. (Ed.)** (2008). *Crisis communication: Practical PR strategies for reputation management and company survival*. Kogan Page;
2. **Areiqat, A., & Zamil, A.** (2011). The Role of Empowerment in Crisis Management in Business Organizations. *Asian Journal of Business Management* 3(3), 188-195;
3. **Crandall, W., Parnell, J., & Spillan, J.** (2014). *Crisis management: Leading in the new strategy landscape. Second Edition*. SAGE Publications, Inc;
4. **Frandsen, F. & Johansen, W.** (2011). The study of internal crisis communication: towards an integrative framework. *Corporate Communications: An International Journal* Vol. 16(4), 347-361;
5. **Goleman, D.** (1996). *Emotional intelligence: Why it can matter more than IQ*, Bantam Books;
6. **Le Roux, T.** (2013). An exploration of the role of communication during the in-crisis situation', *Jàmbá: Journal of Disaster Risk Studies*, 5(2), Art. #67, 9 pages. <http://dx.doi.org/10.4102/jamba.v5i2.67>;
7. **Manole, C., Calpopi, C., & Colesca, S.** (2011). The Strategic Role of Human Resources Development in the Management of Organizational Crisis. *Economica. Seria Management*, 14(1), 207-221;
8. **Mazzei, A. & Ravazzani, S.** (2011). Manager-employee communication during a crisis: the missing link. *Corporate communications: An international Journal*, 16(3), 243-254;
9. **Mitroff, I., and Anagnos, G.** (2001). *Managing crises before they happen. What every executive and manager needs to know about crisis management*. Amacom, New York;
10. **Prewitt, J., Weill, R., & McClure, A.** (2011). Crisis leadership – an organizational opportunity. *Australian Journal of Business and Management Research*, 1 (6), 60-74;
11. **Regester, M., and Larkin, J.** (2008). *Risk Issues and Crisis Management in Public Relations*. 4<sup>th</sup> edition. Kogan Page. London and Philadelphia;
12. **Thiessen, A., & Ingenhoff, D.** (2011). Safeguarding reputation through strategic, integrated and situational crisis communication management: Development of the integrative model of crisis communication. *Corporate communications: An international Journal*, 16(1), 8-26.

Date: 09.01.2014

Prepared by: Sr. Asst. Prof. Plama Hristova, PhD