



Approved:
 Dean (Prof. S. Karabeliova, Dr. Habil)
 Date

SOFIA UNIVERSITY "ST. KLIMENT OHRIDSKI"
Faculty: FACULTY OF PHILOSOPHY; PSYCHOLOGY

Program: (code)

Ф Ф П 0 2 0 1 1 3

MASTER'S PROGRAMME: GENERAL PSYCHOLOGY IN ENGLISH

Course Syllabus

Z 0 1 9 | Discipline:

Crisis Management

Lecturer: Chief Assist. Prof. Plama Hristova, PhD

Course workload	Format	Hours
Auditorial workload	Lectures	15
	Seminarial exercises	15
Total for auditorial workload		30
Out-of-class workload	Weekly quizzes in Moodle	20
	Report	10
	Course project	30
Total for out-of-class workload		60
TOTAL WORKLOAD		90
Credits auditorial workload		
Credits out-of-class workload		
TOTAL CREDITS		3

No.	Course grade calculation	Final grade %
1.	Weekly quizzes in Moodle	20%
2.	Report	20%
3.	Course project	20%
4.	Final examination - test	40%
Annotation of the course:		

The course in Crisis and Conflict Management provides students with information about crises and conflicts in modern organizations and the ways in which they can be prevented and managed. The course identifies the main factors contributing to organizational crises. The importance of non-judgmental learning about and from crises is emphasized. The ethical problems of corporate behavior and the role of leaders in crisis situations are considered. Attention is paid to the issue of crisis communications management. The role of emotions and emotional intelligence is discussed. The course also presents the topic of conflicts in organizations, the role of the individual and emotional intelligence in the emergence and management of conflict. Specific strategies for resolving organizational conflicts have been proposed.

Prerequisites:

None.

Expected results:

After completing the course, students:

- will be able to identify the factors that contribute to the emergence of organizational crises;
- will have knowledge on crisis management in organizations;
- will be able to consider the crises in a non-judgmental manner and draw conclusions from their consequences;
- will have knowledge on the role of leaders and effective leadership behavior during crises;
- will identify professional stress, and have a repertoire of new coping strategies and will begin building resistance to professional stress.;
- will be able to effectively manage conflicts that is directly related to crisis communication;
- will know more about emotions in organizational life and the importance of emotional intelligence;
- will have information about how to prevent organizational crises.

Lecture contents

No.	Topic:	Hours
1	Organizational crises and crisis management. Fundamentals of crisis management. Detection of signals of a crisis. Denial and its consequences.	2
2	Successful crisis management. Factors contributing to crises in the modern organizations.	2
3	A general framework of organizational crises. A Good Practice Model of Crisis Management. Types of crises and risks related to them. The role of expecting possible crises. Factors contributing to crises.	4
4	Ethical issues in crisis management. Trust, truth and responsibility in organizations in crises. Socially responsible behaviour during crises.	2
5	Leaders and crisis management. The role of the leader in crisis management. Appropriate leadership styles and skills. Leading the employees in times of crises.	4
6	Crisis management and professional stress. Relationship between crises and stress. The transactional model of stress. Coping with stress at organizational and personal levels. Building psychological resistance to stress.	2
7	Crisis communications management. Crisis communications. Informing the employees. Media and crisis management. Turing the media into an ally.	4
8	Conflict interactions during crises and conflict resolution. Essence and specific characteristics of conflicts. Effective conflict resolution. Application of conflict resolution skills to crisis communication.	4
9	Techniques for assertive defending of own's own position in conflict situations	2
10	Emotions during crises, emotional intelligence and crisis management. Emotions during organizational crises. Coping with negative emotions of the internal and external stakeholders during crises. Building emotional intelligence in groups.	2
11	Organizational crises as an opportunity for organizational	2

	learning. Overcoming the attitude for scapegoating. Organizational learning about and from crises.	
		Total: 30 hours

Exam Syllabus

No.	Question
1	Organizational crises and crisis management.
2	Successful crisis management.
3	A general framework of organizational crises.
4	Ethical issues in crisis management.
5	Leaders and crisis management.
6	Crisis management and professional stress.
7	Crisis communications management.
8	Conflict interactions during crises and conflict resolution.
9	Emotions during crises, emotional intelligence and crisis management.
10	Organizational crises as an opportunity for organizational learning.

Examination Criteria

The final course grade consists of the following components: weekly quizzes in Moodle, a course project, a report, and a final examination – test. The percentages of each component are presented in the table below:

	Course component	% of the final course grade
1.	Weekly quizzes in Moodle	20%
2.	Report	20%
3.	Course project	20%
4.	Final examination - test	40%

The grade from the final examination – test is formed as follows:

- Up to 60% true responses - Poor 2;
- From 61% to 70% true responses - Fair 3;
- From 71% to 80% true responses - Good 4;
- From 81% to 90% true responses - Very Good 5;
- From 91 to 100% true responses - Excellent 6.

Sources:

Anthonissen, P. (Ed.) (2008). *Crisis communication: Practical PR strategies for reputation management and company survival*. Kogan Page;

Areiqat, A., & Zamil, A. (2011). The Role of Empowerment in Crisis Management in Business Organizations. *Asian Journal of Business Management* 3(3), 188-195;

Cohen, R., Carley, K., Harrald, J., Wallace, W. (1995). *Emotions in crisis management: an analysis of organizational response to two natural disasters*. CASOS Publication. Available at:
www.casos.cs.cmu.edu/publications/papers/ORGTHEO59.pdf. Last access on 20 Dec. 2013;

Coleman, P., Deutsch, M., & Marcus, E. (Eds.) (2014). *The Handbook of Conflict Resolution. [Theory and Practice]*. 3rd edition. John Wiley & Sons, Inc., ISBN 978-1-118-81033-0 (pdf)

Coombs, T., & Holladay, S. (Eds.). (2010). *The handbook of crisis communication*. Blackwell Publishing Ltd. ISBN 978-1-4051-9441-9;

Crandall, W., Parnell, J., & Spillan, J. (2014). *Crisis management: Leading in the new strategy landscape. Second Edition*. SAGE Publications, Inc.;

Dotlich, D., Cairo, P., & Rhinesmith, S. (2009). *Leading in Times of Crisis: Navigating Through Complexity, Diversity and Uncertainty to Save Your Business*. ISBN: 978-0-470-40230-6

Goleman, D. (1996). *Emotional intelligence: Why it can matter more than IQ*, Bantam Books;

Howell, G., & Miller, R. (2006). How the relationship between the crisis life cycle and mass media content can better inform crisis communication. *PRism* 4 (1). Available at:
http://praxis.massey.ac.nz/prism_on-line_journ.html. Last access on 12 Dec. 2020;

Hussein, A. & Al-Mamary, Y. (2019). Conflicts: Their Types, And Their Negative And Positive Effects On Organizations. *International Journal of Scientific & Technology Research* 8(8):10-13. Available at:
https://www.researchgate.net/publication/341804810_Conflicts_Their_Types_And_Their_Negative_And_Positive_Effects_On_Organizations. Last accessed on 12 Dec. 2020;

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>;

Mitchell D.E. (2017) Responses to Organizational Conflict. In: Farazmand A. (eds) *Global Encyclopedia of Public Administration, Public Policy, and Governance*.

Springer, Cham. https://doi.org/10.1007/978-3-319-31816-5_3078-1 Last accessed on 12 Dec. 2020;

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;
Prewitt, J., Weill, R., & McClure, A. (2011). Crisis leadership – an organizational opportunity. *Australian Journal of Business and Management Research*, 1 (6), 60-74;

Rahim, A. (2010). Functional and Dysfunctional Strategies for Managing Conflict. *SSRN Electronic Journal.*, 1-14. DOI: 10.2139/ssrn.16128861-14. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1612886. Last accessed on 12 Dec. 2020;

Regeer, M., and Larkin, J. (2008). *Risk Issues and Crisis Management in Public Relations.* 4th edition. Kogan Page. London and Philadelphia.

Tjosvold, D., Wong, A., & Chen, N. (2014). Constructively Managing Conflicts in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 1:1, 545-568. DOI: 10.1146/annurev-orgpsych-031413-091306. Available at: https://www.researchgate.net/publication/261181240_Constructively_Managing_Conflicts_in_Organizations. Last accessed on 12 Dec. 2020;

Tjosvold, D., & Chen, N. (2010). Conflict and Trust: Partners in Developing Organizations. IACM 23rd Annual Conference Paper, Available at SSRN: <https://ssrn.com/abstract=1615195> or <http://dx.doi.org/10.2139/ssrn.1615195>. Last accessed on 12 Dec. 2020;

Weiner, D. (2006). *Crisis communications: managing corporate reputation in the court of public opinion.* Available at: <http://iveybusinessjournal.com/topics/the-workplace/crisis-communications-managing-corporate-reputation-in-the-court-of-public-opinion#.UnobdRCGegQ>. Last access on 20 Dec. 2020.

Additional sources:

Hearit, K. (2006). *Crisis Management by Apology: Corporate Response to Allegations of Wrongdoing.* Lawrence Erlbaum Associates, Inc.

Krumov, K., and Hristova, P. (2015). Leadership and organisational effectiveness. In: **Yankulova, Y. (ed.)** *Personality and Society – a Kaleidoscope of Perspectives.* Sofia University “St. Kliment Ohridski”, pp. 63-96;

Krumov, K., Hristova, P., Krumova, A., & Novkova, J. (2016). Stress, stressors and organizational commitment. In: **Krumov, K. (ed.)** *Human resources, leadership and organizational management – Volume 1.* ECBES, pp. 73-93;

Krumov, K., Negruți, A., Hristova, P., and Krumova, A. (2016). Perceptions of toxic leaders – empirical research. *Innovation, Entrepreneurship and Sustainable Development*, 1-2, pp. 3-17;

Krumov, K., K. Larsen, A. Krumova, & P. Hristova. (2014). The crises of our times as a challenge to the sustainable development of modern civilization. *Journal of Innovation, Entrepreneurship and Sustainable Development*, ISSN – 2367-5861 (print); ISSN – 2367-587X (online), 1-2, pp. 4-13

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;

Rahim, A. (2002). Toward a Theory of Managing Organizational Conflict. *International Journal of Conflict Management*, Vol. 13, No. 3. 206-235. Available at SSRN: <https://ssrn.com/abstract=437684> or <http://dx.doi.org/10.2139/ssrn.437684>

Prepared by:

(Chief Assist. Prof. Plama Hristova, PhD)