

**CRISIS MANAGEMENT**  
**Spring 2014, 12:30 PM – 3:15 PM**  
**PSC 759, PAI 700**  
**Bruce Dayton, Eggers 346E, 443-2199**  
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Office hours: by Appointment

### **CLASS DESCRIPTION**

This course examines leadership in times of crisis. Our goal is to better understanding the key dynamics that influence the way that decision makers perceive of and respond to crises and the kinds of decision making and institutional processes that facilitate effective crisis management. Real life case illustrations, exercises, and simulations will give participants an interactive experience and a realistic understanding of the limitations and opportunities that arise in high-pressure crisis situations. The course familiarizes students with contrasting points of view on crisis management from across disciplinary boundaries; in particular, international relations, public administration, and public communication. Each student will write a case study on a crisis of their choosing that follows a pre-set research methodology which has been developed by faculty at the Maxwell School. Completed cases will become part of a case bank housed at Maxwell's Moynihan Institute of Global Affairs and will be used for comparative research, theory-building, and crisis management training.

#### *Course Goals:*

- To better understand the key dynamics and processes (individual, group, institutional / bureaucratic / psychological) that impact leadership decision making in times of crisis.
- To decipher patterns of leadership and institutional design that appear to be particularly effective (or ineffective) in forecasting, preparing for, managing, and learning from crises.
- To develop your skills related to effective crisis management.
- To develop case study research and writing competencies.

### **READING MATERIALS**

#### **Book**

Kennedy, R. 1969. *Thirteen Days: A Memoir of the Cuban Missile Crisis*. NY: Penguin

#### **Materials on Class Web Site**

A web site has been created for this class which contains all other readings (other than URLs) listed in this syllabus, the case writing manual you will use to write your own case, Power Point presentations and additional materials. The address for the web page is:

<http://classes.maxwell.syr.edu/psc700>.

The site is password protected. To gain entry, use the following name and password:

User name: crisismanagement

Password: SP2014

## CLASS REQUIREMENTS

### *1. Class Participation, 20% of final grade*

The class participation grade will include your record of attendance and the quality of your contributions to class discussion, exercises, a group presentation. Several class periods list an 'assignment' due for that day or an activity that will be conducted during class. Your performance with these assignments and activities will also count toward your class participation grade.

### *2. Case Study, 60% of final grade*

All students will complete a case study of a crisis of their choosing. Cases will follow a pre-determined methodological approach to crisis management / analysis outlined in the case manual that is posted on the class web-site.

Your paper will be written in two parts, each due at a different point in the semester as indicated below. At the end of the semester you will hand out an executive summary of your case to your fellow classmates and, time permitted, make a short presentation of your work (details to be discussed toward the end of the semester).

Part One	20%
Part Two	40%

Cases will become part of the Moynihan Institute's case bank and your coded cases will be entered into our crisis management database. Full cases will not be made public without your permission. However, executive summaries of your case and data from your coded cases will be made public. In addition, the coded information from your case will become part of a general database that may be publically shared. Your registration for this class indicates your consent to these terms.

### *3. Exam, 20% of final grade*

On **March 27th** you will take an in-class open-book exam. The exam will test your knowledge of some of the key themes in crisis management discussed during the class and found in the course readings. Prior to taking the exam you will need to read Robert Kennedy's personal account of the Kennedy administration's management of the Cuban missile crisis in his book *Thirteen Days*. Questions on the exam will test your ability to apply general crisis management themes to the specific case of the Cuban missile crisis.

## **ACADEMIC INTEGRITY**

It is your responsibility to ensure that your participation in this course complies with the terms of the Syracuse University Academic Integrity Policy. See:

<http://academicintegrity.syr.edu/uploads/docs/SU%20AI%20Policies%20Procedures.pdf>

Violations of this policy can result in a failing grade, suspension, or expulsion from the university. Plagiarism is defined at SU as the representation of another's words, ideas, programs, formulae, opinions, or other products of work as one's own, either overtly or by failing to attribute them to their true source" (*Syracuse University Bulletin* 2003-2004: p. 2).

## **FAITH TRADITION OBSERVANCES**

Syracuse University does not have non-instructional days for any religious holiday and students must notify instructors by the end of the second week of classes when they will be observing their religious holiday(s). SU's religious observances policy, found at

[http://supolicies.syr.edu/emp\\_ben/religious\\_observance.htm](http://supolicies.syr.edu/emp_ben/religious_observance.htm),

## **DISABILITY SERVICES AND ACCOMODATION**

If you believe that you need accommodations for a disability, please contact the Office of Disability Services (ODS), <http://disabilityservices.syr.edu>, located at 804 University Avenue, room 309, or call 315-443-4498 for an appointment to discuss your needs and the process for requesting accommodations. ODS is responsible for coordinating disability-related accommodations and will issue students with documented disabilities "Accommodation Authorization Letters," as appropriate. Since accommodations may require early planning and generally are not provided retroactively, please contact ODS as soon as possible.

## **USE OF COMPUTERS IN CLASS**

Computer use in class is appropriate for note taking, class projects, or other work directly related to class content. If you want to surf the web or check your email please stay home.

## SCHEDULE

<b>PART ONE: INTRODUCTION TO THE FIELD OF CRISIS MANAGEMENT</b>
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**January 17**

**Class Design, Goals, and Introductions**

**January 23**

**The Case Study Method ‘Maxwell Style’; Definitions; the Crisis Management Cycle; Forecasting the Future in Crisis Management**

***Activity***

Analyzing the three cases

***Assignment***

Find and be prepared to present one piece of primary source evidence that either confirms or refutes the arguments about the nature of modern crises found in the now classic article by Boin and Legadec “Preparing for the Future”.

***Reading***

1. Hermann, Dayton, and Svedin. A Guide to Doing Comparative Case Studies on Crisis Management ‘Maxwell Style’ (version 4, 2014)
2. Review *Possible Cases to Consider*
3. Boin, A. Legadec, P. Preparing for the Future: Critical Challenges in Crisis Management. *Journal of Contingencies and Crisis Management* (8) 4: 04 found at: [http://www.patricklagadec.net/fr/pdf/Preparing\\_the\\_future.pdf](http://www.patricklagadec.net/fr/pdf/Preparing_the_future.pdf)
4. FEMA, *Crisis Response and Disaster Resilience 2030*. January 2012. Available at: [http://www.fema.gov/media-library-data/20130726-1816-25045-5167/sfi\\_report\\_13.jan.2012\\_final.docx.pdf](http://www.fema.gov/media-library-data/20130726-1816-25045-5167/sfi_report_13.jan.2012_final.docx.pdf)

CASES (Read only case assigned to you in class)

5. Amid Terror, a Drastic Decision: Clear the Skies; Four hours of fear: 9/11 's untold story
6. Deep Water Horizon’s Final Hours  
<http://www.nytimes.com/2010/12/26/us/26spill.html?pagewanted=all>

7. Inside a Race to Rescue a Health Care Site, and Obama  
<http://www.nytimes.com/2013/12/01/us/politics/inside-the-race-to-rescue-a-health-site-and-obama.html>

### ***Assignment***

Read over the case study manual and then write a one-page *case study proposal* which includes: 1) a brief description of the case you propose to study this semester, 2) how that case constitutes a crisis, 3) how you will ‘bind’ that case in time, 4) what actor’s perspective you will research your case from

<b><i>PART TWO: THE SEVEN CHALLENGES OF EFFECTIVE CRISIS MANAGEMENT</i></b>
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## **January 30**

### **Risk Analysis**

#### ***Reading***

1. Review the interactive charts located here:

[http://www3.weforum.org/tools/rnn/wef\\_grr/20130226/index.htm#category=all&tab=impact&sidebar=filter&cog=&clusters=&risk=&filter=0](http://www3.weforum.org/tools/rnn/wef_grr/20130226/index.htm#category=all&tab=impact&sidebar=filter&cog=&clusters=&risk=&filter=0)

2. Department of Homeland Security (2011), Risk Management Fundamentals: Homeland Security Risk Management Doctrine. Washington, DC.
3. Slovic, P. Perception of Risk Posed by Extreme Events. “Risk Management strategies in an Uncertain World,” Palisades, New York, April 12-13, 2002.
4. Harff, B. and T. Gurr, Systematic Early Warning of Humanitarian Emergencies. *Journal of Peace Research*, Vol. 35, No. 5 (Sep., 1998), pp. 551-579
5. Tansey & O’Riordan (1999) Cultural Theory and Risk. *Health, Risk, and Society*, 1 (1). Available at: <http://paul-hadrien.info/backup/LSE/IS%20490/utile/cultural%20theory%20and%20risk%20review.pdf>

## **February 6**

### **Mitigation: Reducing Vulnerability and Building Resilience**

#### ***Reading***

1. Read the following sequence of articles from the Chronicle of Higher Education (May, 2013) special issue on resilience.
  - a. <http://chronicle.com/article/Bouncing-Back-May-Be-Tough/138923/>
  - b. <http://chronicle.com/article/After-Catastrophe/138927/>
  - c. <http://chronicle.com/article/Natures-Limits/138929/>
2. David McEntire et. al. Addressing Vulnerability through an Integrated Approach. *International Journal of Disaster Resilience in the Built Environment*. 1 (1), 2010.
3. Rijpma, J. “Complexity, Tight-Coupling and Reliability: Connecting Normal Accidents Theory and High Reliability Theory”. *Journal of Contingencies and Crisis Management* 5 (1) 1997.

## February 13

### Preparing

#### *Activity:*

Watch and Debrief the Documentary: *The Storm*

#### *Assignment*

After reading David Kirkpatrick and the State Department’s review of the Benghazi attack (see readings 4 & 5 below) think about and come to class prepared to talk about what insights they provide about why organizations are not prepared for crises and how to improve preparedness. Do McConnell and Parker have insights that help explain this case?

#### *Reading:*

1. McConnell, A. and Drennan, L. Mission Impossible? Planning and Preparing for Crisis. *Journal of Contingencies and Crisis Management* (14) 2: 2006 (READER)
2. Parker, C. E. Stern, E. Paglia, C. Brown. Preventable Catastrophe? The Hurricane Katrina Disaster Revisited. *Journal of Contingencies and Crisis Management* 17 (4) 2009.
3. David D. Kirkpatrick, A Deadly Mix in Benghazi, New York Times, January 28, 2013. Available at: <http://www.nytimes.com/projects/2013/benghazi/>
4. State Department Accountability Review Board: Report on the Benghazi Attack <http://www.state.gov/documents/organization/202446.pdf>

## February 20

### Leadership and Decision Making

#### *Activity*

In-Class Emergency! Decision Making Under Pressure

#### *Reading*

1. Boin et. al, Chapter 3: Decision Making: Critical Choices and their Implications
2. Hermann, M. How Decision Units Make Foreign Policy
3. Steven Green, *Rational Choice Theory: An Overview*. Prepared for Baylor University Faculty Development Seminar, 2002

## February 27

#### *Guest speaker:*

Werner Schleiffer, Conference on Non-Governmental Organizations in Consultative Relationship with the UN, AND former Consultant UN International Strategy for Disaster Reduction (ISDR).

LOCATION TO BE ANNOUNCED

***DUE TODAY: PART ONE OF CASE STUDY DUE BY 12:30 PM  
OUTSIDE OF MY OFFICE DOOR PM***

## March 6

#### **‘Sense-Making’**

Activities: 1) Nuclear power plant incident; 2) Framing 9-11

#### *Reading:*

1. Boin, et. al. Chapter 2: Sense Making. From *The Politics of Crisis Management*, Cambridge: 2005
2. Rochefort, D. & Cobb, R. “Problem Definition: An Emerging Perspective.” *The Politics of Problem Definition*, (1994)

3. J. Gross Stein, "Building Politics into Psychology: The Misperception of Threat". *Political Psychology*, 9 (2), 1988.

**March 20**

### **Organizational Design and Bureaucratic Politics**

4. Christopher M. Jones. 2010. "Bureaucratic Politics and Organizational Process Models." In *The International Studies Encyclopedia*, ed. Robert A. Denemark. London: Blackwell Publishing, Volume 1, 151-168
5. McIntire, 2010, *Emergency Management in the US: Disasters Experienced, Lessons Learned, and Recommendations for the Future*
6. Department of Homeland Security, *National Incident Management System*. Washington, DC: 2008
7. Kettl, D. Coordination Dilemmas (ch. 2), Reshaping the Bureaucracy (ch. 3), & the Federalism Jumble (ch. 4) in *Systems Under Stress*. CQ Press, 2007

**March 27**

-----**EXAM**-----

### ***Exam Reading:***

R. Kennedy (1962), *Thirteen Days: A memoir of the Cuban Missile Crisis*. NY: Penguin

**April 3**

### **Managing Information and the Media**

#### ***Assignment***

On February 28<sup>th</sup> you will be split into three groups. Between then and today's class you will have:

- Read all articles assigned for this class period
- Meet as a group and develop a list of 4-6 criteria that you believe represents the 'best or worst practice' in interacting with the media during times of crisis.
- Select a crisis case where managing the media was a significant challenge.
- As a group make a 30 minute presentation that discusses your criteria and illustrates them using the case that you selected.

Be prepared to show video clips, read transcripts, etc. that illustrate your argument.

***Reading***

Boin, et. al. Chapter 4

Lukaszewski, Seven Dimensions of Crisis Communication Management at:  
<http://www.e911.com/monos/A001.html>

Miller, A. and R. Goidel, News Organizations and Information Gathering During a Natural Disaster. *Journal of Contingencies and Crisis Management* 17 (4) 2009.

**April 10**

**Terminating and Learning from Crises**

***Activity***

Crisis Termination and Learning Exercise

***Reading:***

Boin, et. al. Chapter 5

Sander, D. & Hansen, D. Learning Under Pressure, *Journal of Public Administration Research and Theory* 14/2 (2004).

Lagadec, "Learning Processes for Crisis Management in Complex Organizations. *Journal of Contingencies and Crisis Management*, 5 (1), 1997.

**April 17**

-----**CLASS SIMULATION**-----

**April 24**

Wrap-Up

***Activity***

Fukushima Nuclear Meltdown Case Analysis

----- **Monday, May 5th: FINAL PAPER DUE @ 12:00 PM 346 E** -----