The best way to contact me is by email or through the Virtual Office. This is an online course; therefore, expect most communication to be online.

*IMPORTANT*

Times in the Ecollege are displayed in (GMT-06:00) Central Time (US & Canada)

Each time you send an e-mail the subject line should read MGT 497 01W or MGT 597 02W to ensure that I receive the message. If you follow these directions exactly I will respond to emails within a 48 hour time period. If you do not follow these instructions exactly, I cannot assure you that I will respond as quickly because your e-mail will be lost in a sea of other e-mail messages.

FYI: The Virtual Office (under the Course Home section) is a great means of communication if you have questions that others in the class may have as well. Let’s use this to our advantage and feel free to respond to others’ questions if you know the answer.

Textbook: Crisis Management in the New Strategy Landscape (Here is the textbook information http://www.sagepub.com/booksProdDesc.nav?contribId=621976&prodId=Book230902 )

Course Description: This course will provide students with a fundamental understanding of crisis management, risk communications, media relations, internal control and public opinion research techniques in the context of the worldwide controversy on different issues from organizational crisis to governmental crisis. Students will be introduced to crisis management principles, strategies, tactics, and communication methods that will enable them to predict, manage, and control real-world controversies they may confront as they pursue careers in their fields.

Course Objectives: This course aims to improve students the thinking and planning which is essential to manage and communicate during an organizational crisis in order to achieve more effectively toward increased organizational performance. After completing this course, students should be able to:

• Recognize major national and international crisis events.
• Interpret the role of the management in managing crisis.
• Explain the importance of training in dealing with crisis situations.
• Construct effective responses to avoid risks that may escalate into crises.
• Identify key methods to control a crisis.
• Evaluate the need for implementation of crisis and safety management processes.
• Differentiate methods of handling internal and external communications during crisis situations.
• Apply crisis management theories and concepts to minimize crisis damage.
• Critique theories and concepts of ethical decision-making and problem solving.
• Develop a crisis management plan that incorporate “best practice” principles.

**Grading:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Component</th>
<th>Weight</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>90-100</td>
<td>Exams</td>
<td>55%</td>
</tr>
<tr>
<td>B</td>
<td>80-89</td>
<td>Discussion Board</td>
<td>15%</td>
</tr>
<tr>
<td>C</td>
<td>70-79</td>
<td>Web Activities</td>
<td>12% (2 @ 6% each)</td>
</tr>
<tr>
<td>D</td>
<td>60-69</td>
<td>Case Analysis</td>
<td>18% (3 @ 6% each)</td>
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<tr>
<td>F</td>
<td>00-59</td>
<td>Total</td>
<td>100%</td>
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</table>

1. **Exams:** There will be three exams given throughout the semester. The first and the third exam are worth 20% respectively, and the second is worth 15%. The second one asks you several questions and needs you to write an essay in given time, and the other two are combined with multiple-choice, multiple-answer, true or false and filling in the blank questions. Please see the following schedule for exam dates. The exams will be timed and can only be accessed once; therefore, once you begin, you may not stop and come back to it later.

   Exam 1: Opens March 1st – Closes March 3rd.
   Exam 2: Opens April 12th – Closes April 14th.
   Exam 3: Opens May 5th – Closes May 7th.

**IMPORTANT** A missed exam equals a missed exam grade regardless of the reason unless you contact me immediately. If, for any reason, you miss a scheduled exam, you may take a make-up exam within one week of the missed exam. You need to make sure that you have a secure connection upon beginning the exam. If you lose connection, then you will need to contact me immediately to schedule a time to take the exam.

2. **Discussion Board:** The discussion board is worth 15% of your grade. Each week I will post different topics related to the assigned chapter(s) for the week. Each student is required to make thoughtful posts as well as replies to other students’ posts for the assigned chapter(s). The discussion board will count for the class participation component of your grade. If you were attending class, you would be expected to contribute to each week’s class session, so you should treat the bulletin board as you would treat class participation. As a general guideline, your grade on this portion will be a function of the quality, quantity, and consistency (i.e., a somewhat even distribution of activity throughout the term) of your posts and replies on the bulletin board throughout the semester. Moreover, you should have at least two verifiable research references for each question to backup your points for each posting EXCEPT our textbook; otherwise, I will judge by my professional knowledge to see whether it will be counted.
Please be aware that 45 posts and replies with good qualities is simply a suggested number of postings. 50 posts of very low quality at the end of the semester will not hold as much weight as 45 high quality posts distributed evenly throughout the term. Please also note that heavy activity during the last few days cannot compensate for a lack of participation during the term. I will distribute the total 15 points into each week with discussions. Plan to participate throughout the semester.

The discussions are only open for posting during the week for which they are scheduled. Each week’s discussions are open from Monday to the following Sunday. For example, Chapter 2 discussion opens at midnight on Mon., Jan. 14\textsuperscript{th} and closes at 11:59pm Sun., Jan. 21\textsuperscript{st}

You must keep up with the scheduled readings for the week. Once the chapter has been closed, it will not be re-opened. Students do not have to post to every topic. Keep in mind that the minimum number of postings suggested is 45; therefore, one could do 3-4 posts per week and be in good shape by the end of the semester provided the posts are of high quality.

3. **Web Activities:** The web activities are worth 12% of your grade. The first activity is due on Feb 4\textsuperscript{th} 11:59PM. The second activity is due on March 29\textsuperscript{th} 11:59PM.

You can find the assignment under COURSE HOME and then WEB ACTIVITIES. Assignments should be uploaded to the appropriate Web Activities Dropbox. Remember that you can do these earlier than the due date and go ahead and submit them to your dropbox. However, I will give you the grade after the due date, and your grade will depend on not only your explanation of the associated experience, but also applying the course material, including references that support of some the theories discussed in the textbook. Moreover, you should have at least four verifiable research references with APA format for each Web Activity to backup your points.

**NOTE** All papers must be submitted to Turnitin.com and receive a 25% or lower rating prior to uploading it to the dropbox. Detailed instructions regarding the procedures for turnitin.com will be uploaded in the Course Home section under Turnitin Instructions. The report from Turnitin.com may be generated within minutes or sometimes it may take a couple of days. To be on the safe side, it’s recommended that you submit your paper to Turnitin.com 48 hours in advance of the paper’s due date to make sure that you will receive your report in time to upload your paper to the Dropbox before the deadline.

4. **Case Study:** 18% of your grade is comprised of completing the study cases I posted in 3 different weeks.

The self-assessment scores and papers are due as follows:
I. – due before 11:59PM of Feb 15\textsuperscript{th}
II. – due before 11:59PM of Mar 8\textsuperscript{th}
III. – due before 11:59PM of April 26\textsuperscript{th}
Each paper should be submitted to the appropriate dropbox. Please try to analyze the case with the theories we learned from the course, and give a deep analysis of the reasons and some good suggestions. Your grades depend on how well you apply the textbook and course material to your case study, as well as the degree of original thought and critical reflection that you contribute. Moreover, you should have at least four verifiable research references with APA format for each Web Activity to backup your points.

**NOTE** All papers must be submitted to Turnitin.com and receive a 25% or lower rating prior to uploading it to the dropbox. Detailed instructions regarding the procedures for turnitin.com will be uploaded in the Course Home section under Turnitin Instructions. The report from Turnitin.com may be generated within minutes or sometimes it may take a couple of days. To be on the safe side, it’s recommended that you submit your paper to Turnitin.com 48 hours in advance of the paper’s due date to make sure that you will receive your report in time to upload your paper to the dropbox before the deadline.

Student papers for both Web activities and Case Study will be submitted to the Drop Box. Please do not e-mail these papers to me. If you can see it in your drop box, then I can also see it. **No late submissions will be accepted!**

Any papers that are received past due date will automatically drop one letter grade. For each day thereafter the grade drops another letter grade.

**Extra Credit:** I do NOT assign any extra credit work. Please do not ask about it.

**First time eCollege users:** eCollege is user-friendly, but I do recommend that you complete the tutorial that is on the same page where you enter the course (the welcome page). For any technical questions you may contact the eCollege Help Desk at 1-866-656-5511 or by e-mail at helpdesk@online.tamuc.org.

**Comment on Academic Honesty:** There seems to be a belief among many that anything found on the Internet is free to use as one wishes. The "cut and paste" option also makes it quite tempting. However, information on the web must be properly cited just as you would any "hard copy" periodicals. Keep the following in mind:

1. It is generally not advisable to quote anything verbatim in a paper unless there is an overriding reason to do so, such as the use of a particular phrase or sentence that illustrates a point well and should not be changed. When you do so, you must provide place the statement in quotes in addition to a footnote at the end of the quote. Not placing the statement in quotes implies that the wording is your own.

2. Changing a few words in a sentence (for example, "large" to "big") may alleviate the need for quotes (depending on how much you change), but it is not the best way to go. If you are not going to provide a direct quote, then the material should be stated in your own terms. Changing a couple of words implies laziness.

3. Every idea you get from another source must be cited. Placing 100 citations in a paper does not imply that the work is not original, but that you did a proper job of giving credit where it was due.

4. The real danger in a "cut and paste" approach to report writing is that you end up including a
lot of information that is related to the topic about which you are writing, but does not really address what you are trying to say. Putting things in your own words allows you to focus your comments more effectively.

Any deviation from the guidelines concerning quotes and citations constitutes plagiarism, as it suggests that you are trying to submit someone else's work and creativity as your own. If you have any questions, please let me know.

“All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment.” (See Student’s Guide Handbook, Policies and Procedures, Conduct)

Requests from students with disabilities for reasonable accommodations must go through the Academic Support Committee. For more information, please contact the Office of Advisement Services, Business Administration Building, Room 314, (903)886-5133
<table>
<thead>
<tr>
<th>Week of</th>
<th>Chapter</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>1 Jan 14</td>
<td>1 A Framework for Crisis Management</td>
<td>Begin weekly discussion Postings and Introduction Submit your Academic Honesty Policy</td>
</tr>
<tr>
<td>2 Jan 21</td>
<td>2 The Crisis Management Landscape</td>
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<tr>
<td>3 Jan 28</td>
<td>3 Sources of Organizational Crises</td>
<td>Web Activity 1 Due Jan 31&lt;sup&gt;st&lt;/sup&gt; 11:59PM</td>
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<tr>
<td>4 Feb 4</td>
<td>4 Strategic Planning and Assessing Crisis Vulnerability</td>
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<tr>
<td>5 Feb 11</td>
<td>5 Forming the Crisis Management Team and Plan</td>
<td>Case Study 1 Due Feb 15&lt;sup&gt;th&lt;/sup&gt; 11:59PM</td>
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<tr>
<td>6 Feb 18</td>
<td>6 Organizational Strategy and Crises</td>
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<tr>
<td>7 Feb 25</td>
<td>Exam 1 (Chapter 1-6)</td>
<td>Open from Mar 1&lt;sup&gt;st&lt;/sup&gt; – Mar 3&lt;sup&gt;rd&lt;/sup&gt;</td>
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<tr>
<td>8 Mar 4</td>
<td>7 Crisis Management-Taking Action when Disaster Hits</td>
<td>Case Study 2 Due Mar 8&lt;sup&gt;th&lt;/sup&gt; 11:59PM</td>
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<tr>
<td>9 Mar 11</td>
<td>Spring Break</td>
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<tr>
<td>10 Mar 17</td>
<td>8 Crisis Communication</td>
<td>Web Activity 2 Due Mar 29&lt;sup&gt;th&lt;/sup&gt; 11:59PM</td>
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<tr>
<td>11 Mar 25</td>
<td>9 The Importance of Organizational Learning</td>
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<td>12 April 1</td>
<td>10 The Underlying Role of Ethics in Crisis Management</td>
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<tr>
<td>13 April 8</td>
<td>Exam 2(Essay)</td>
<td>Open from April 12&lt;sup&gt;th&lt;/sup&gt;-14&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>14 April 15</td>
<td>11 Chaos Theory - An Alternative Paradigm in the Study of Organizational Crises</td>
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<tr>
<td>15 April 22</td>
<td>12 Emerging Trends in Crisis Management</td>
<td>Case Study 3 Due April 26&lt;sup&gt;th&lt;/sup&gt; 11:59 PM</td>
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<tr>
<td>16 April 29</td>
<td>Exam3 (Chapter 7-12)</td>
<td>Open from May 5&lt;sup&gt;th&lt;/sup&gt; – May 7&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>17 May 6</td>
<td>Dead Week</td>
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GRADING RUBRIC FOR WEB ACTIVITIES, SELF ASSIGNMENTS AND TERM PAPER

“A” (90-100):
- Writes a well thought-out paper that fully addresses the required topics
- Incorporates pertinent and detailed information from provided source(s).
- Maintains focus/avoids being sidetracked by tangents
- Presents all information clearly and concisely and in an organized manner
- Avoids distracting grammar/spelling/etc. problems
- Follows designated formatting and length guidelines exactly

“B” essay (80-89):
- Writes a well thought-out paper that fully covers the topic, but not as thorough as an “A” paper
- Incorporates some pertinent and detailed information from provided source(s).
- Mostly maintains focus/avoids being sidetracked by tangents
- Presents most information clearly and concisely and in an organized manner with very minor organization problems
- May contain a few distracting grammar/spelling/etc. problems
- Follows designated formatting and length guidelines almost exactly

“C” essay (70-79):
- Addresses the topics, but not as well or thorough as a “B” paper.
- Does not adequately incorporate pertinent and detailed information from provided source(s).
- Doesn’t maintain focus and gets somewhat sidetracked by tangents and strays from the topic (more than a “B” paper)
- Presents little information clearly or concisely and lacks organization in many areas
- May contain several distracting grammar/spelling/etc. problems
- Somewhat tries to follow designated formatting and length guidelines

“D” essay (60-69):
- Does not directly address the topics
- Does not adequately incorporate pertinent and detailed information provided source(s).
- Lacks focus and gets sidetracked by tangents and completely strays from the topic (more than a “C” paper)
Information is not clearly or concisely presented and in lacks overall organization
- Contain many distracting grammar/spelling/etc. problems
- Doesn’t follow designated formatting and length guidelines

“F” essay (59 and below):
- Does not address the subject
- Does not incorporate pertinent information from provided source(s).
- Complete loss of focus and gets continuously sidetracked by tangents and completely strays from the topic
- Information is unclearly presented and in lacks total organization
- Contains much distracting grammar/spelling/etc. problems and is basically incomprehensible
- Doesn’t use designated formatting and length guidelines

Assignments that meet the standard of performance receive a C (average), those that do better receive a B, and those that are exceptional receive an A. This means that every student that meets the requirements of an assignment will get at least a C, but grades above a C (80 or higher) are reserved only for the top assignments in the class.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Unacceptable 0-1 Points</th>
<th>Acceptable 2 Points</th>
<th>Good 3 Points</th>
<th>Excellent 4 Points</th>
<th>Assigned Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>Participates not at all.</td>
<td>Participates 1-2 times on the same day.</td>
<td>Participates 3-4 times but postings not distributed throughout week.</td>
<td>Participates 4-5 times throughout the week.</td>
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<tr>
<td>Initial Assignment Posting</td>
<td>Posts no assignment.</td>
<td>Posts adequate assignment with superficial thought and preparation; doesn’t address all aspects of the task.</td>
<td>Posts well developed assignment that addresses all aspects of the task; lacks full development of concepts.</td>
<td>Posts well developed assignment that fully addresses and develops all aspects of the task.</td>
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<tr>
<td>Follow-Up Postings</td>
<td>Posts no follow-up responses to others.</td>
<td>Posts shallow contribution to discussion (e.g., agrees or disagrees); does not enrich discussion.</td>
<td>Elaborates on an existing posting with further comment or observation.</td>
<td>Demonstrates analysis of others’ posts; extends meaningful discussion by building on previous posts.</td>
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<tr>
<td>Content Contribution</td>
<td>Posts information that is off-topic,</td>
<td>Repeats but does not add</td>
<td>Posts information that is factually correct,</td>
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<tr>
<td>Clarity &amp; Mechanics</td>
<td>incorrect, or irrelevant to discussion.</td>
<td>substantive information to the discussion.</td>
<td>correct; lacks full development of concept or thought.</td>
<td>reflective and substantive contribution; advances discussion.</td>
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<td>Posts long, unorganized or rude content that may contain multiple errors or may be inappropriate.</td>
<td>Communicates in friendly, courteous and helpful manner with some errors in clarity or mechanics.</td>
<td>Contributes valuable information to discussion with minor clarity or mechanics errors.</td>
<td>Contributes to discussion with clear, concise comments formatted in an easy to read style that is free of grammatical or spelling errors.</td>
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*Total Points: 15*