Module Outline of Proposed Special Topic Seminar

Programme   : 3 Year Elective Programme

Module Code   : MNO 3761C / 3313L (Special Topic Seminar)

Module Title   : Crisis Management

Class Date   : Monday 3 pm @ BIZ2 - B104

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<u>Overview</u>

Crisis management training and planning can protect organizations against complete failure if/when a catastrophic disruption happens. This module is intended to prepare and guide aspiring leaders to manage through a crisis, whether it is a pandemic like COVID-19, an accident in an organization's production facilities, or a personal one.

The module distinguishes between predictable crises, as well as sudden unexpected ones, caused either by internal and external issues. It introduces best practice approaches to formulate crisis management responses. Hence, students can expect to learn a wide range of topics, from the basics of what crisis management is and why it is important, to the different roles and responsibilities of various stakeholders within the organization, the key elements of crisis management which includes crisis management planning and preparedness, emergency response and recovery, as well as crisis management communication.

To expose students to the real-world practices in crisis management, students will learn from invited guest speakers in media, leadership and HR who will share their perspectives and lived experiences with crisis management. Ample opportunities are also built into the module; for example, through online simulations and skill practices, for students to experience the time pressure and exacting demands of managing crisis through agile problem solving, robust teamwork and timely yet sensitive communication.

<u>Module Objectives</u>

1. Distinguish between types of crisis and corresponding management approaches
2. Understand definitions, differences and links to Change and Disaster Management, as well as Business Continuity Planning
3. Develop an overview of Crisis Management Process, Crisis Team Roles and Responsibilities
4. Learn how to do Crisis Management Planning, Emergency Responses and Recovery
5. Gain insights on Media, Leadership, HR perspectives of Crisis Management
6. Build personal competencies to manage a crisis through problem solving, teamwork and communication

Lesson/Week	Date	Topic / Reading
1	11 Jan	Introduction to Module, Assessments, Class Etiquette Introduction to Crisis Management - Crisis Types and Approaches - Learning Journal Part 1 *Recognising and Managing Personal Crisis due in week 4*
2	18 Jan	Key Characteristics of Crisis Definitions, Differences and Links to Business Continuity Planning, Change and Disaster Management Types of Routine Crisis Basic Elements of Crisis Management
3	25 Jan	*Graded Group Assignment - Peer Teaching on Routine Crisis Management* • Crisis Avoidance Practices • Contingent Planning • Containment • Resolution
4	1 Feb	Best Practices for Managing True Crisis Cognitive Bias in Crisis Management Case Study / Skill Practice in Planning, Response and Recovery
5	8 Feb	Crisis Communication Best Practices Guest Speaker (Media Professional) Skill Practice in Crisis Management Communication
6	15 Feb	HBS Simulation Cyber Attack Learning Journal Part 2 *Reflections and Learning from Simulation Activity due in week 7* Crisis Communication Theories & Introduction to Group Project
22-28 Feb		RECESS WEEK
7	1 Mar	*Individual Test (Case Study)*
8	8 Mar	Leadership in Crisis Management Guest Speaker
9	15 Mar	Consultations for Group Presentations / Feedback on Individual Test

10	22 Mar	Role of HR in Crisis Management
		Guest Speaker
		Learning Journal Part 3
		Insights from Leadership and HR Guest Speaker due in week 13
		Leveraging Technology in Crisis Management
11	29 Mar	*Group Project - Presentation 1*
12	5 Apr	*Group Project - Presentation 2*
13	12 Apr	Learning Journal Part 4
		3 mins Sharing
		Feedback on Assignments

Reading Material

A wide range of material are suggested in LumiNUS.

Assessment

Assessment Components	Weightage
Individual Test	20%
Learning Journal	25%
Group Project	25%
Group Peer Teaching	15%
Class Participation (Forum etc)	15%
Total	100%

Individual Test (20%)

This is a written test based on a case study to assess your understanding and application of crisis management topics covered in weeks 1 to 6.

Learning Journal (25%)

This is a graded individual assignment comprising 4 parts:

Part 1 – Recognising and Managing Personal Crisis (due in week 4)

Part 2 – Reflections and Learning from Simulation Activity (due in week 7)

Part 3 – Reflections and Learning from Leadership and HR guest speakers (due in week 13)

Part 4 – 3 mins sharing on most impactful learning and personal application points in week 13

Submission Format for Parts 1 to 3:

1. Not more than 500 words (excluding name, title), double spacing between lines, font size 12.
2. Ensure that your NAME is clearly written on the cover page. Submissions without names will be disregarded.

3. Printed submission is preferred during class time.
4. Should circumstances which require online submission, you will be asked to upload your document to specified LumiNUS folder through Turnitin. Please ensure that your document is saved as 'Your Name, Part X'. Penalties may be expected for non-compliance.

The grading rubrics for Learning Journal are as follows:

1. Authentic and personal reflections, as opposed to distant and factual
2. Acknowledgement of gaps in knowledge, skills or experience
3. Articulation of learning points
4. Application to personal development

Group Project (25%)

Every group will be assigned a different case study to research and analyse the management of an organisation's crisis in order to draw insights from its success or failure in handling the crisis.

Your team will then facilitate a presentation of not more than 30 mins on your assignment, including activities and discussions. Other teams are expected to ask questions, provide comments and formal feedback to the presenting team on LumiNUS.

In summary, the gradable components of this assignment are:

1. Responses to assigned crisis case study questions
2. Reference to relevant crisis management theories
3. Insights and recommendations
4. Your team's learning highlights
5. Submission of your team's Powerpoint Presentation of not more than 20 slides in the specified LumiNUS folder via Turnitin, 24 hours before your Presentation in class.

Group Peer Teaching (15%)

Each group will be given a peer teaching assignment for Week 3 on a selected topic. The learning objective is to increase your personal knowledge of crisis management. The second is to develop your communication and facilitation skills. Hence, your group is encouraged to be innovative and creative in your peer teaching assignment

The output expected is a Presentation of not more than 20 mins, with about 5 minutes devoted to a quick activity. Your group is expected to cite examples to illustrate your teaching points and include your team's learning insights from this process.

During peer teaching Week 3, every group is also expected to give at least ONE feedback to the presenting group in the LumiNUS Forum and take the discussion on the topic further during the course of the week.

In summary, the gradable components of this assignment are:

1. Scope and quality of content covered
2. Facilitation of new learning and insights
3. Engagement of audience
4. Your team's learning highlights
5. Submission of your team's Powerpoint Presentation of not more than 15 slides in the specified LumiNUS folder via Turnitin, 24 hours before your Presentation in class.

Class Participation (15%)

Class participation is an individual graded component awarded for

1. Your attitude, quality and consistency of your contributions in weekly classes, as well as attendance and punctuality for classes and submissions.
2. Your inputs for forum discussions and feedback to your peers' presentations etc.
3. Teamwork. Depending on the feedback given by your group members on the quality of your contribution to the group peer teaching and project, you may receive up to 5 points more or less for your class participation marks (max 15%).