

## **Crisis Management**

### **Course Rationale**

1. In a rapidly changing and moving world, a crisis can happen within moments among states as well as states and non-state actors. At the outset, a crisis may not seem threatening but history tells that left unintended, a crisis among states become complicated to manage and resolve in the longer run. As crisis situation breaks the normal and cordial relations between states. So, it is important to not let crisis linger for a longer time. It can only happen with the knowledge and understanding that crisis should be managed at the earliest.
2. In managing any crisis, the role of persons involved and the way they interact and communicate play an important role in ultimately managing the crisis. Hence, with the requisite knowledge of crisis communication techniques and choosing of persons, states can better navigate any crisis situation. For these skills, the role of education is crucial. With this course, it is hoped that better crisis managers can be produced, who will be then helping states.
3. Pakistan being at the juncture of tough neighbourhood needs better crisis managers and the value of education cannot be more emphasized.

### **Educational Objectives**

4. This course presents an opportunity to learn theoretical and analytical approaches to deal and manage crisis both within domestic and international milieu of state interactions. Thoroughly basing the analysis on the case-based approach, this course will help students to learn what works or not in managing crises.

### **Input Obtained from Industry/Corporate Sector/Subject Specialists/Academia**

5. Course curriculum of different universities was consulted and expert opinion of those already teaching this course was solicited.

### **International Practice**

6. Following courses on cybersecurity are being taught in reputed universities:
  - a. Crisis Management: Master level course at Defence and Strategic Studies, Quaid-i-Azam University, Islamabad.
  - b. Crisis Management: Master level course at Strategic Studies, National Defence University, Islamabad.

### **Proposed Timeframe of Commencement**

7.The course is proposed for the Fall 2022 as part of the elective courses to be taught at CIPS

### **Course Content**

8.a.**Course Code:** SS-816

b.**Title:** Crisis Management

c.**Credit Hours:** 3hrs

d.**Objectives.** To teach students of MS Strategic Studies the basic approaches to manage crisis.

e.**Outcomes.** The students of this course should be able to:

- (1) Critically evaluate the possibilities and limitations of foreign- and security policy problem solving, and the management of serious crises;
- (2) On the basis of the theoretical perspectives, convincingly formulate relevant analyses of empirical issues and concrete cases relating to contemporary security policy and crisis management.

f. **Contents with suggested contact hours:** This will be a 16 classes \*3hrs = 48 credit hours course. Following topics will be covered in this module and. The content of the course will be spread along the following topics and issues:

- (1) Introduction to crisis management
- (2) Theoretical approaches to manage crisis
- (3) Analytical approaches to understand different dynamics of crisis
- (4) Historical cases of crisis and their management
- (5) Lessons in crisis management
- (6) The role of personality in crisis management
- (7) The role of communication and its channels in crisis management
- (8) The importance of contingency thinking
- (9) The challenge of managing crisis between states and non-state actors
- (10) The role of international institutions in crisis management

g. **Details of lab work, workshops practice (if applicable).** NA

**h. Recommended Reading (including Textbooks and Reference books).**

(1) Hermann, Charles F. (1972). *International Crises* (New York: Free Press)

(2) Jervis R. (1976). *Perception and Misperception in International Politics*.

Princeton: Princeton University Press.

(3) George, Alice L (2013). *The Cuban Missile Crisis: The Threshold of Nuclear War*.

New York: Routledge.

(4) Coombs, W. T. (2007). *Ongoing crisis communication: Planning, managing, and responding*. Thousand Oaks, CA: Sage Publications

(5) Huysmans, Jef (2014). *Security Unbound: Enacting Democratic Limits*. London: Routledge.

(6) Comfort, Louise K. (2007) "Crisis Management in Hindsight: Cognition, Communication, Coordination, and Control", *Public Administration Review*: 189-197.

(7) Finnemore, Martha (1996). "Constructing Norms of Humanitarian Intervention", in P.J. Katzenstein (ed.), *The Culture of National Security: Norms and Identity in World Politics*. New York: Columbia University Press, pp. 153-185.

(8) Huysmans, Jef (1998). "Security! What Do You Mean? From Concept to Thick Signifier", *European Journal of International Relations* 4(2): 226-255