City University of Hong Kong
Course Syllabus

offered by Department of Media and Communication
with effect from Semester A 2024/25

Part I   Course Overview

Course Title:	Crisis Communication and Management
Course Code:	COM5403
Course Duration:	One Semester
Credit Units:	3
Level:	P5
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: *(Course Code and Title)*	Nil
Precursors: *(Course Code and Title)*	Nil
Equivalent Courses: *(Course Code and Title)*	Nil
Exclusive Courses: *(Course Code and Title)*	Nil

Part II   Course Details

1.   Abstract

This course aims to train students on the theories/concepts/principles of crisis communication and management from public relations perspectives, focusing on the important concepts of strategic issue management, risk communication; thus, the contributions public relations makes to crisis communication. Due emphasis is also placed on technical aspects of crisis communication and management such as planning, development and execution of crisis communication programs in Chinese context, for business and organizations. The use of new media, in particular, is stressed. Local and overseas cases, especially the recent cases in Greater China region, will be used to help students comprehend and develop skills dealing with crises in reality.

2.   Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	*A2*	*A3*
1.	Discover what crises are and how to communicate and manage crises - identifying different types of crises, and responding with appropriate procedures		✓		
2.	Apply relevant theories and models in analyzing crisis cases		✓	✓	
3.	Execute strategic public relations which contribute to the reduction of the crisis occurrences, and value the function of communication during crises		✓	✓	✓
4.	Create innovative and workable crisis communication and management plan, part of which shall reflect use of new media		✓	✓	✓
		100%			

A1:   Attitude
Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.
A2:   Ability
Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.
A3:   *Accomplishments*
Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Learning and Teaching Activities (LTAs)

(LTAs designed to facilitate students' achievement of the CILOs.)

LTA	Brief Description	CILO No.						Hours/week
		1	2	3	4			(if applicable)
Lecture	Lecture on the basic principles and concepts	✓						Throughout the class
Case analysis	Discover and analyze the relevant theories using real cases	✓	✓	✓				Throughout the class
Quiz	Assess students' ability to analyse and apply the theories and concepts learned during the lectures	✓	✓	✓				1 week
Final Project	Create an innovative crisis communication plan	✓	✓	✓	✓			1 week

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4				
Continuous Assessment: 100%								
Class participation	✓	✓	✓				15%	
Class facilitation Group project	✓	✓	✓	✓			25%	
Final Project	✓	✓	✓	✓			30%	
Quiz	✓	✓	✓				30%	
Examination: NA								
							100%	

5. **Assessment Rubrics**
(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Applicable to students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Class participation	Actively participating in in-class discussions and activities	High	Significant	Moderate	Basic	Not even reaching marginal levels
2. Class facilitation group project	Ability to analyze a crisis communication case in terms of the progress, impact, response, and communication strategy	High	Significant	Moderate	Basic	Not even reaching marginal levels
3. Final project	Ability to create a crisis communication plan for an organization on a specific crisis	High	Significant	Moderate	Basic	Not even reaching marginal levels
4. Quiz	Ability to analyze and apply the theories and concepts covered in this course	High	Significant	Moderate	Basic	Not even reaching marginal levels

Applicable to students admitted from Semester A 2022/23 to Summer Term 2024

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
1. Class participation	Actively participating in in-class discussions and activities	Highly active participation in in-class discussions and activities	Adequate participation in in-class discussions and activities	Basic participation in in-class discussions and activities	No participation in in-class discussions and activities
2. Class facilitation group project	Ability to analyze a crisis communication case in terms of the progress, impact, response, and communication strategy	Demonstrating excellent ability to analyze a crisis communication case in terms of the progress, impact, response, and communication strategy	Demonstrating good ability to analyze a crisis communication case in terms of the progress, impact, response, and communication strategy	Demonstrating basic ability to analyze a crisis communication case in terms of the progress, impact, response, and communication strategy	Failing to analyze a crisis communication case in terms of the progress, impact, response, and communication strategy
3. Final project	Ability to create a crisis communication plan for an organization on a specific crisis	Strong evidence of ability to create a crisis communication plan for an organization on a specific crisis	Adequate evidence of ability to create a crisis communication plan for an organization on a specific crisis	Limited evidence of ability to create a crisis communication plan for an organization on a specific crisis	Failing to create a crisis communication plan for an organization on a specific crisis
4. Quiz	Ability to analyze and apply the theories and concepts covered in this course	Demonstrating excellent ability to analyze and apply the theories and concepts covered in this course	Demonstrating good ability to analyze and apply the theories and concepts covered in this course	Demonstrating basic ability to analyze and apply the theories and concepts covered in this course	Failing to analyze and apply the theories and concepts covered in this course

Part III   Other Information (more details can be provided separately in the teaching plan)

1.   **Keyword Syllabus**

   (An indication of the key topics of the course.)

   Crisis communication, crisis management, issue management, risk communication, crisis communication and management plan, environmental scanning, public relations, case studies, types of crises, preparing for crises

2.   **Reading List**

2.1   **Compulsory Readings**

   (Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Lerbinger, O. (2nd Edition, 2011). The crisis manager: facing disasters, conflicts, and failures. Routledge.
2.	Coombs, T. (2015), 4th Edition, Ongoing Crisis communication: Planning, Managing and Responding. Thousand Oaks, CA: Sage Publications. ISBN: 9781452261362

2.2   **Additional Readings**

   (Additional references for students to learn to expand their knowledge about the subject.)

1.	www.cprfhk.org
2.	www.iabc.com
3.	www.prfirms.org
4.	www.iccopr.org
5.	www.chspra.com
6.	www.prpa.com.hk
7.	www.chinapr.com.cn
8.	www.home.kimo.com.tw
9.	www.cipra.org.cn
10.	Sungwook Hwang & Glen T. Cameron (2008). Public's expectation about an organization's stance in crisis communication based on perceived leadership and perceived severity of threats. *Public Relations Review, In Press, Corrected Proof, Available online 16 January 2008.*
11.	Timothy N. Walters (2007). W.T. Coombs, Ongoing Crisis Communication: Planning, Managing, and Responding. (2nd ed.), Sage Publications (2007) [Review of the book: *Ongoing Crisis Communication: Planning, Managing, and Responding*]. *Public Relations Review, In Press, Corrected Proof, Available online 5 November 2007.*

12.	Greg Elliott & Sylvain Charlebois (September 2007). How Mosaic-Esterhazy applied a crisis communication strategy when it suddenly had the world's attention. *Public Relations Review, 33* (3), 319-325.
13.	Brooke Fisher Liu (September 2007). Communicating with Hispanics about crises: How counties produce and provide Spanish-language disaster information. *Public Relations Review, 33* (3), 330-333.
14.	Jaesub Lee, Jennifer H. Woeste & Robert L. Heath (September 2007). Getting ready for crises: Strategic excellence. *Public Relations Review, 33* (3), 334-336
15.	Kaye D. Sweetser & Emily Metzgar (September 2007). Communicating during crisis: Use of blogs as a relationship management tool. *Public Relations Review, 33* (3), 340-342.
16.	W. Timothy Coombs (June 2007). Crisis and risk communication special section introduction. *Public Relations Review, 33* (2), 113.
17.	Robert R. Ulmer, Matthew W. Seeger & Timothy L. Sellnow (June 2007). Post-crisis communication and renewal: Expanding the parameters of post-crisis discourse. *Public Relations Review, 33* (2), 130-134.
18.	W. Timothy Coombs (June 2007). Attribution Theory as a guide for post-crisis communication research. *Public Relations Review, 33*(2), 135-139
19.	Tony Jaques (June 2007). Issue management and crisis management: An integrated, non-linear, relational construct. *Public Relations Review, 33*(2), 147-157.
20.	Clark F. Greer & Kurt D. Moreland (June 2007). How Fortune 500 companies used the Web for philanthropic and crisis communication following Hurricane Katrina. *Public Relations Review, 33*(2), 214-216.
21.	Amanda Hall Gallagher, Maria Fontenot & Kris Boyle (June 2007). Communicating during times of crises: An analysis of news releases from the federal government before, during, and after hurricanes Katrina and Rita. *Public Relations Review, 33*(2), 217-219.
22.	Reghan Cloudman & Kirk Hallahan (November 2006). Crisis communications preparedness among U.S. organizations: Activities and assessments by public relations practitioners. *Public Relations Review, 32*(4), 367-376.
23.	Seung Ho Cho & Karla K. Gower (November 2006). Framing effect on the public's response to crisis: Human interest frame and crisis type influencing responsibility and blame. *Public Relations Review, 32*(4), 420-422.

24.	Meredith Craig, Bolanle A. Olaniran, Juliann C. Scholl & David E. Williams (June 2006). Crisis communication in public arenas. *Public Relations Review, 32*(2), 171-173.
25.	Sooyoung Cho & Glen T. Cameron (June 2006). Public nudity on cell phones: Managing conflict in crisis situations. *Public Relations Review, 32*(2), 199-201.
26.	Charles Marsh (March 2006). The syllogism of apologia: Rhetorical stasis theory and crisis communication. *Public Relations Review, 32*(1), 41-46.
27.	吳友富、陳霓(2006)。整合行銷。上海：上海外語教育出版社。
28.	郭惠民 (主編) (2006)。危機管理的公關之道。上海： 復旦大學出版社。
29.	肖鵬軍 (主編) (2006)。 公共危機管理導論。北京：中國人民大學出版社。
30.	陳福今、唐鐵漢(主編) (2008)。中國的公共危機管理。北京：外文出版社。
31.	李希光 (主編) (2005)。全球傳媒報告（Ⅱ公共形象與危機管理）。上海：復旦大學出版社。
32.	林靜伶、吳宜蓁、黃懿慧(1996) 。公共關係。臺北：空中大學出版社。