

Rotterdam School of Management
Erasmus University

MASTERCLASS CRISIS COMMUNICATION



Crisis communication at a glance

A crisis may occur either naturally or as a result of human error, intervention, or even malicious intent. It can include tangible devastation, such as the loss of lives or assets, or intangible devastation, such as the loss of an organisation's credibility or other reputation damage. A crisis can also have significant financial impact on your organisation, and it usually affects multiple constituencies in more than one market. So you must communicate effectively to avoid negative consequences. You can minimize negative reactions and fallout by preparing for a crisis by creating and analysing a crisis communication plan.

In this three-day course you will learn all aspects of crisis communication for managers, including: general communication strategy, crisis definition, crisis anticipation, crisis preparation, effective communication during a crisis, and finally, crisis prevention.

You will think more strategically about communication and feel more confident in dealing with all aspects of crisis communication after this masterclass. You will learn specific tools to apply before, during, and after a crisis hits, and some general frameworks that will help your organisation conquer a crisis situation, and ideally, prevent crises from happening in the first place. And, you will investigate how to anticipate potential risk areas ahead of time, and as a result, behave more proactively when a crisis strikes.

Learning objectives and experience

Learning objectives

Through this course you will:

- learn how to anticipate potential risk areas ahead of time
- obtain a strategic communication perspective on crisis communication
- increase your confidence in dealing with various crisis situations
- investigate specific tools to apply before, during, and after a crisis
- explore a variety of framing techniques
- learn how to consider appropriate communication channels.

You will also explore how to determine the appropriate communication channels when sending a message to employees, consumers and the media during high-pressure crisis times.

Your learning experience

The course consists of a combination of lectures, real-life case discussions, video clips, and interactive exercises.

The course comprises:

- **Lectures** that provide the basic theoretical frameworks to approach every topic, accompanied by additional reading to further develop your understanding of each course topic.
- **Case studies** and **team presentations** to help you discuss each topic in depth so you can better understand how to practice the theoretical concepts.
- **In-class discussions** which encourage you to become actively engaged and share your experiences with other participants.

Certification and ECTS

This is an open-book, take-home, final group exam. You have four hours to make a start with the assignment during the course. You'll receive details of this assignment on the last day of the course. All participants will receive a certificate of participation upon completion of the course. This course is worth 5 ECTS, which will be granted upon successful completion of the assignment, if you are taking this course as a part of the complete Part-time Executive MSc in Corporate Communication.

Why crisis communication?

No matter what industry or location you're in, any organisation can find itself involved in a crisis. The question is not if a crisis hits, but when. Obviously, some industries are more crisis-prone than others, but every organisation is at risk. Crises of all sorts have enough common elements to create a comprehensive crisis plan to give your organisation a strong position. Planning and preparation are the key to effective crisis management and communication. As British author Aldous Huxley put it:

"The amelioration of the world cannot be achieved by sacrifices in moments of crisis; it depends on the efforts made and constantly repeated during the humdrum, uninspiring periods, which separate one crisis from another, and of which normal lives mainly consist."

For whom?

Are you an executive, a communication professional, PR managers, HR leader or marketing professional? This course will help you if you are responsible for developing organisational strategic and crisis plans, or if you are the one to manage a crisis situation. You will meet a diverse group of accomplished, driven

and openminded professionals from Europe and beyond, working in various communication positions in the public and private sectors, in NGOs, and in consultancies. Like you, they should be educated to at least bachelor level with at least three years of work experience.



Programme overview

This three-day course is well balanced with sufficient breaks and alternating working methods. The programme runs from 9.00-17.00 hr on each of the three days.

General programme overview:

Lecture day 1	COMMUNICATING BEFORE A CRISIS
	<p>Introduction and communication strategy</p> <ul style="list-style-type: none">• Session 1: Case 'Carson Molding Company'• Group discussion and lecture• Session 2: Case 'Costa Concordia Crisis'• Group discussion and lecture
Lecture day 2	COMMUNICATING DURING A CRISIS
	<ul style="list-style-type: none">• Session 3: The changing environment for business• Session 4: Case 'Starbucks Coffee Company'• Group discussion and lecture
	COMMUNICATING FOLLOWING A CRISIS
	<ul style="list-style-type: none">• Session 5: Case 'Dow Corning'• Group discussion and lecture
Lecture day 3	COMMUNICATING RESPONSIBLY IN A CRISIS
	<ul style="list-style-type: none">• Session 6: Case 'Coca Cola in India'• Group discussion and lecture• When to speak up• Group work

Course expert

Professor Paul Argenti

This course is developed and taught by Professor Paul Argenti. He has been teaching management, corporate responsibility, corporate communication, crisis communication, and healthcare management since 1977 when he began at Harvard Business School. Paul has taught at top international universities since. He is a Fulbright Scholar and a winner of the Pathfinder Award in 2007 from the Institute for Public Relations for the excellence of his research over a long career. The Ethisphere Institute also listed him as one of the most influential people in business ethics. He serves on an advisory board to the President of the World Bank and the Board of Trustees for the Ethisphere Institute, and has acted as consultant and run training programmes on communication for executives at hundreds of organisations for 30 years.

His books and seminal work focus on corporate values, shared value, corporate character, and the purpose of the corporation in modern society. Paul's blogs are regularly published in Harvard Business Review, The Washington Post and US News & World Report, and he appears frequently on radio and television as a commentator on topics related to management, communications, reputation, crisis, and corporate responsibility.



Practical information

Explore the latest updates on dates, fees, and locations by visiting our website at rsm.nl/mcc. Take advantage of the convenience of our frequently offered live online courses.

If you have any questions or need more information, we're here to help. Feel free to reach out to us at ccc@rsm.nl or call us at +31 (0) 10 408 2851.

Ready to take the next step?
Secure your spot by completing our [online application form](#).

We look forward to welcoming you to our programme!



About our Part-time Executive Master in Corporate Communication programme

This course can be followed on its own, or as a part of our **Part-time Executive MSc in Corporate Communication**.

We have offered this master programme since 1998, to communication professionals who wish to further enhance their careers. The aim is to provide strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. Participants who complete the whole programme are rewarded with a master degree from Erasmus University Rotterdam.

Our accredited programme is designed to be flexible, and can be combined with a full-time career. You can therefore start at any time, with any of our four modules:

Part I
Foundation of corporate communication
Foundation course (in January or June)



Part II Six advanced elective courses
Six advanced elective courses. You can choose six courses from the 15 that are offered, depending on your personal or professional interest and availability



Part III International Study Trip
Discover and learn from the best practices in corporate communication by visiting global companies.



Part IV
Master thesis
Master thesis.



To obtain the master degree you must complete all four modules. Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.

www.rsm.nl/mcc



Accredited by



RSM Executive Education

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Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.