

<b>Module 3 International Management of Risks and Crises</b>			
Workload	ECTS-Credits	Semester	Length of Module
210 hours (54 hours class contact time, 156 hours self study time)	7	1 <sup>st</sup> semester	1 semester
Responsible academic			
N.N.			

Structure of the Module		
No.	Section	Class Contact Time
1	Risk Management Process in an International Context	1 SWS
2	Crisis Management in an International Context	1 SWS
3	Risk and Crisis Communication in an International Context	2 SWS
Module Description		
<p>Modern societies are vulnerable to a multitude of crises, ranging from terrorist attacks, floods, pandemics and critical infrastructure breakdowns to nuclear incidents and major disturbances of public order. In a globalised world, security concerns and crises are no longer exclusively managed by states. International cooperation, multilateral laws and policies are increasingly expected to deal with these phenomena.</p> <p>The internationalisation of crisis and security management raises questions concerning national sovereignty and the rule of law. Transnational cooperation has become more and more important, and international regulatory standards have become a relevant issue. They are more developed in Europe compared to other parts of the world.</p> <p>By exploring different conceptual and theoretical strands in academic literature combined with the in-depth study of empirical cases, students will examine the main concepts, processes, challenges and dilemmas of crisis management. Special attention will be paid to the effects of globalisation on effective crisis management, the role of leadership (crisis unit), state-private cooperation during crises, citizen responses to crisis situations and the evaluation and learning cycle once a crisis has been dealt with. Students will deepen their knowledge of crisis management by differentiating between the command and control style of crisis management and the resilience approach.</p> <p>Students will consider the importance of developing effective risk and crisis communication strategies and concepts and how best to communicate them.</p>		
Module Aims		
This module aims to:		

- help students develop an understanding of the importance, problems and limitations of risk management processes in an international context
- help students to develop advanced skills in identifying and assessing risks
- help students develop advanced understanding of professional methodologies in particular an understanding of statistical probabilities.

#### Learning Outcomes/Competences/Skills

By the end of this module, students will be able to:

- demonstrate a critical understanding of the geopolitical landscape in which crisis and security management operate
- undertake qualitative risk assessments
- demonstrate an understanding of relevant statistical methodologies
- demonstrate the ability to identify, prioritise and evaluate security risks by referring to organisational aims and strategies and the often contradictory interests of other groups
- demonstrate critical understanding of the importance of identifying cultural and psychological factors that affect risk perception of the various actors involved in the process of risk analysis and management
- demonstrate the ability to communicate risk strategies in a variety of contexts.

#### Content

##### **Section 1: Risk Management Process in an International Context**

Risk management process (e.g. ISO 31000): identifying, assessing, planning, managing, controlling and reporting risks

Identifying and assessing risks:

- Risk assessment methodologies
- Stochastic processes and statistics / statistical probabilities
- Analysis of different organisations' and other stakeholders' (sometimes contradictory) interests and strategies
- Definition of indicators and set-up of early warning systems
- Cultural and psychological factors affecting risk perception

Planning, managing, controlling and reporting risks

- Security planning
- Complexity reduction / problem solving
- Calculation of costs (economic aspects of risk management process)
- Implementation of security plans / concepts
- Evaluation

Risk management as an issue in European and international politics

- The role of public and private actors in international risk management
- Case studies (nuclear facilities, transports of dangerous goods, waste transports to the so-called developing world)

##### **Section 2: Crisis Management in an International Context**

- Complex and transnational crisis scenarios
- Globalisation of crises and effective crisis management

- European and international cooperation in crisis management: institutions, structures and challenges
- European and international policies
- The role of public-private partnership
- Crisis management organisation
- Command and control structure / crisis unit
  - Decision-making under crisis conditions (changing situations, emotions, inadequate information, time pressure etc.)
  - Community-oriented crisis management (resilience approach)
  - The role of state oversight
- Crisis management tools
- Post-crisis learning cycle

### **Section 3: Risk and Crisis Communication in an International Context**

International, cross-cultural, and comparative risk and crisis communication research

- Cross-cultural differences in risk perception as fundamentals of risk and crisis communication (see also section 1)
- Basic concepts of risk communication
- Principles and best practices of crisis communication
- Opportunities and threats of social media in risk and crisis communication
- Preparing and leading a press conference
- Preparing and evaluating a crisis unit exercise focusing on the different communication processes, styles and frictions of team leader, core team and extended staff.

Prerequisites for attending

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Teaching Language

English

Examination

active participation [aktive Teilnahme] & Management game [Planspiel], not graded

Relevance of the Examination for the final Scale

0 %