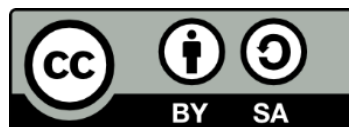


# ΑΓΓΛΙΚΑ III

## Ενότητα 11: Crisis Management

Ζωή Κανταρίδου  
Τμήμα Εφαρμοσμένης Πληροφορικής



Ευρωπαϊκή Ένωση  
Ευρωπαϊκό Κοινωνικό Ταμείο



ΥΠΟΥΡΓΕΙΟ ΠΑΙΔΕΙΑΣ ΚΑΙ ΘΡΗΣΚΕΥΜΑΤΩΝ  
ΕΙΔΙΚΗ ΥΠΗΡΕΣΙΑ ΔΙΑΧΕΙΡΙΣΗΣ

Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης



ΕΣΠΑ  
2007-2013  
Πρόγραμμα για την ανάπτυξη  
ΕΥΡΩΠΑΪΚΟ ΚΟΙΝΩΝΙΚΟ ΤΑΜΕΙΟ

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*επένδυση στην κοινωνία της γνώσης*  
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# Answer in your own words (1)

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1. What types of organization can be affected by a crisis?
2. How would you define 'perceptual' crises?
3. Of the four types of organizational crises,
  - which could be avoided?
  - can be insured against?
  - should be remedied through careful market research?
  - is completely unexpected?

# True or False?

1. Crisis management only refers to business enterprises.
2. Crises are unexpected.
3. There is more than one definition of crisis management.
4. Crisis management proposes ways to tackle crises after they have emerged.
5. The prediction is that over 80% of companies will face a crisis in the period 2007-2013.
6. When a crisis breaks the Crisis Management team appoints specific people to speak to the public.
7. When making a public statement, not all aspects of the crisis should be revealed.

# Guess the meaning of the following words

1. Crisis management also involves establishing **metrics** to define what scenarios constitute a crisis and should consequently **trigger** the necessary response mechanisms.
2. **Compliance** with regulatory and ethical requirements, e.g. corporate social responsibility
3. Protected and often enhanced reputation, a much reduced risk of post event **litigation**.
4. The plan should clearly stipulate that the only people to speak publicly about the crisis are the **designated** persons, such as the company spokesperson or crisis team members.
5. Providing incorrect or **manipulated** information has a tendency to **backfire** and will greatly exacerbate the situation.

# 1. Tylenol (Johnson & Johnson):

Type of crisis:

- \_\_\_\_\_
- \_\_\_\_\_

Company reaction:

- \_\_\_\_\_
- \_\_\_\_\_

Cost in sales:

- \_\_\_\_\_
- \_\_\_\_\_

# 1. Tylenol (Johnson & Johnson):answers

Type of crisis:

- **Bizarre (sabotage)**
- **Smoldering** (could have been controlled)

Company reaction:

- **Inform media**
- **Destroy affected batch**

Cost in sales:

- **100 million dollars**
- **Sales bounced back**



# 2. Odwalla Foods:

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Type of crisis:

Company reaction:

- Immediate response: \_\_\_\_\_
- Post-crisis: \_\_\_\_\_

Cost in sales: \_\_\_\_\_

# 2. Odwalla Foods: answers

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Type of crisis: **smoldering**

Company reaction:

- Immediate response: **press release**
- Post-crisis: **consult experts**

Cost in sales: **1/3 of market value**

# 3. Ford with Firestone Tire & Rubber Co:

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- Explain the problem/ crisis in your own words
- Decide on the type of crisis: \_\_\_\_\_
- Explain in your own words the mistakes the companies made, and
- Suggest the actions that the companies should have taken to contain the impact of the crisis.

# 4. BP oil spill: Gulf of Mexico

- The BP oil spill began on 20 April 2010 in the Gulf of Mexico on the BP-operated Macondo Prospect. It claimed eleven lives and is considered the largest accidental marine oil spill in the history of the petroleum industry.
- Following the explosion and sinking of the Deepwater Horizon oil rig, a sea-floor oil gusher flowed for 87 days, until it was capped on 15 July 2010.
- The US Government estimated the total discharge at 4.9 million barrels. After several failed efforts to contain the flow, the well was declared sealed on 19 September 2010.
- Some reports indicate the well site continues to leak.

# Press release: Mattel, Inc

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## Match the titles with parts of the text

- The recalled product
- Company's statement
- Compliance with regulations
- Source of the problem
- The countries affected
- The company's quality processes

# Press release: M & Ms

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**Match the titles with the text para**

- Health concern
- Identification of the problem
- Packaging
- The recalled product
- Company's reaction

# Derivatives-1

The UK's Department for Business, Enterprise and \_\_\_\_\_ (1-REGULATE) Reform (2008), describes a crisis as "an abnormal situation, or even perception, which is beyond the scope of everyday business and which \_\_\_\_\_ (2-THREAT) the operation, \_\_\_\_\_ (3-SAFE) and reputation of an organization. The department advocates that businesses treat crisis management planning with the same \_\_\_\_\_ (4-ATTEND) as other business plans.

# Derivatives-2

- "... The crisis should be dealt with as an \_\_\_\_\_ (5-OPERATE) management issue that is simply being undertaken in extreme circumstances. The crisis \_\_\_\_\_ (6-MANAGE) framework for \_\_\_\_\_ (7-RESPOND) is normally based on existing management structures and \_\_\_\_\_ (8-RESPONSE). It must also reflect (or improve upon) existing lines of communication, both within the company, and with other organizations which may be affected.
- This approach, when developed in conjunction with the operational managers, will confirm \_\_\_\_\_ (9-OWN) of plans and prepare the proposed framework for practical \_\_\_\_\_ (10-IMPLEMENT)." (United Kingdom, 2007)

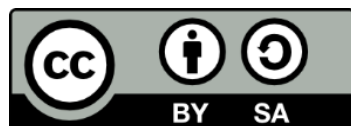


# Tenses

•Diffusion of Innovation Theory:

•Another theory that can \_\_\_\_\_ (1-APPLY) to the sharing of information is Diffusion of Innovation Theory. \_\_\_\_\_ (2-DEVELOP) by Everett Rogers, the theory describes how innovation \_\_\_\_\_ (3-DISSEMINATE) and communicated through certain channels over a period of time. Diffusion of innovation in communication occurs when an individual \_\_\_\_\_ (4-COMMUNICATE) a new idea to one or several others. At its most elementary form, the process \_\_\_\_\_ (5-INVOLVE) : (1) an innovation, (2) an individual or other unit of adoption that has knowledge of or experience with \_\_\_\_\_ (6-USE) the innovation, (3) another individual or other unit that does not yet have knowledge of the innovation, and (4) a communication channel \_\_\_\_\_ (7-CONNECT) the two units. A communication channel is the means by which messages get from one individual to another.

# Τέλος Ενότητας



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