



**MANAGEMENT 780X: MANAGEMENT OF CRISIS RELIEF PREPAREDNESS AND  
RESPONSE**  
**SPRING 2011/TUESDAYS, 4:30-7:30PM – 245 JMHH**

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**COURSE DESCRIPTION**

From 2000-2010 natural disasters affected (displaced, injured, killed) nearly 3 billion people around the world. Additionally, during this time, irreparable disasters have struck numerous high profile corporations and organizations from Enron to more recently BP.

Natural disasters, business failures, and organizational upheavals are some of the most pressing challenges faced by today's leaders. This course is an opportunity for business school students to learn crisis management skills, but more importantly to learn how to implement systems to prevent and mitigate the impact of potential crisis. Students will develop an understanding of how a disaster impacts various institutions from developing countries to for profit corporations. In addition to completing course readings and attending lectures, students will utilize their talents to assist organizations dedicated to mitigating the effects of disasters. The curriculum is designed to leverage the talented Wharton community (students, faculty, and alumni) to improve the lives of disaster victims through a well-coordinated strategic response.

**FORMAT**

The course will meet for one semester once a week for 3 hours. Each class will consist of a one-hour lecture followed by a presentation from an outside speaker. Outside of class, students will be expected to work on a field study project with an organization dedicated to disasters response, rebuilding, or prevention. These projects will be organized by the TA's.

Deliverables will include weekly class participation and a final presentation on the work completed in the field study project.

## **COURSE MATERIALS**

1. *Learning from Catastrophe*, Kunreuther and Useem (optional)
2. WebCafé readings and videos

## **EVALUATION**

Field Project	60%
Class Participation	25%
Peer Evaluation	15%

## **SPEAKERS**

We will inform students of the next week's speaker as far ahead in advance as possible. Each speaker's bio and area of expertise will be posted in webCafé for you to review before the class, so please come prepared with questions.

## COURSE OUTLINE

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Session/Date	Reading Assignments/Preparation
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### Overview

- **Class 1 / January 18 – Impact of Natural Disasters**

**Readings:**

Dayton, Bruce (ed.). “Managing Crises in the 21<sup>st</sup> century”, *International Studies Review* 6, 2004.

Chapter 1: Kunreuther, Howard and Michael Useem. “Principles and Challenges for Reducing Risks from Disasters.” *Learning from Catastrophes: Strategies for Reaction and Response*. Ed. Howard Kunreuther and Michael Useem. New Jersey: Wharton School Publishing, 2009. 1-17.

**Case:**

Misión Cumplida Chile: Leading the Rescue of the Chilean Miners

**Guest speakers:**

Howard Kunreuther, Co-Director of the Wharton Risk Management and Decision Processes Center

Michael Useem, Professor of Management and Director of the Center for Leadership and Change at the Wharton School

Rodrigo Jordán, Adjunct Professor of Leadership and Innovation at the School of Business Administration at the Catholic University of Chile and a partner at Vertical SA, a firm that provides outdoor education in leadership and team-building

Matko Koljatic, Professor of Strategic Management and editor of Revista de Economía y Administración UC at the School of Business Administration at the Catholic University of Chile

- **January 25 – No Class**

### Aftermath of Disasters

- **Class 2 / February 1 – Effects on communities**

**Readings:**

Rada, Beth and Kalpana Ramiah. "Academic Public Health Community responds to Hurricane Katrina", *Public Health Reports* 120, Nov-Dec 2005.

Gunderson, L. "Ecological and human community resilience in response to natural disasters", *Ecology and Society* 15, 2010.

**Guest Speaker:**

Dr. Sharon Ravitch, senior lecturer in the University of Pennsylvania Graduate School of Education and senior international advisor to the Haitian Ministry of Education for its Education Reconstruction Plan

**Logistics**

- **Class 3 / February 8 – Logistics**

**Readings:**

Ozdamar, L., Ekinici, E., and B. Kucukyazici. "Emergency logistics planning in natural disasters", *Annals of Operations Research* 129, 2004.

Duwadi, S. "Taking a key role in reducing disaster risks", *Public Roads* 73, May 2010.

Thevenaz, C. and S. Resodihardjo. "All the best laid plans ... conditions impeding proper emergency response", *International Journal of Production Economics* 126, 2010.

**Guest speaker:**

Sam Bloch, founder of GrassRoots United

**Organizational preparedness and response**

- **Class 4 / February 15 – Strategies of health care organizations**

**Readings:**

Cass, William and Maria Mattammal. "Perfect Storm: Organizational Management of patient care under natural disaster conditions", *Journal of Healthcare Management* 48:5, October, 2003.

Hamaoka, D., Kilgore, J., Carlton, J., Benedek, D. and R. Ursano. “Military and civilian disaster response and resilience: From Gene to Policy”, *Military Medicine* 175, July, 2010.

Hilhorst, D. and N. Schmiemann. “Humanitarian principles and organizational culture: Everyday practice in Medecins Sans Frontieres”, *Development in Practice* 12 Oxfam, August 2002.

**Guest speakers:**

Dr. Rodney Finalle, Director of Global Health and International Patient Services at the Children’s Hospital of Philadelphia

Dr. Peter Sananman, ER physician at Penn-Presbyterian Hospital and member of the Medical Board of Directors for the Housing Works Clinics in Haiti

Dr. Adam Cooper, head ER Physician on USNS Comfort responding to the earthquake in Haiti

- **Class 5 / February 22 – Preparing for disasters**

**Readings:**

Rawls, C. and M. Turnquist. “Pre-positioning of emergency supplies for disaster response”, *Transportation Research* 44, 2010.

Mas Bermejo, P. “Preparation and response in case of natural disasters: Cuban programs and experience”, *Journal of Public Health Policy* 27, 2006.

Guest speaker

**Aftermath of Disasters**

- **Class 6 – Economics of disasters**

**Readings:**

Noy, I. and T. Vu. “The economics of natural disasters in a developing country: The case for Vietnam”, *Journal of Asian Economics* 21, 2010.

Xu, X., Qi, Y., and Z. Hua. “Forecasting demand of commodities after natural disasters”, *Expert Systems with Applications* 37, 2010.

Chapter 8 (KU) “Hedging against tomorrow’s catastrophes”

**Guest speaker:**

Dr. Erwann Michel-Kerjan, Managing Director of the Risk Management and Decision Processes Center at the Wharton School

- **March 8 – No Class**

**Organizational Preparedness and response**

- **Class 7 / March 15 – Cooperative efforts**

**Readings:**

Goodspeed, Peter. “World disasters call for ‘red-helmet brigade: Demand grows for international reaction force”, *National Post (Canada)*, August 18, 2010.

Bauroth, C. “Disaster losses magnified by short-sighted planning”, *National Underwriter*, May 10, 2010.

Thomas, A. and L. Fritz. “Disaster Relief, Inc.”, *Harvard Business Review*, 2006.

Guest speaker

**Supply Chains**

- **Class 8 / March 22 – Supply Chains**

**Readings:**

Dillion, R. and J. Mazzola. “Management of disruption risk in global supply chains”, *IBM Journal of Research and Development* 54, May-June 2010.

Pearson, M. and B. Read. “Sifting through the supply chain ashes”, *Material Handling Management*, July 2010.

Balick, B. and B. Beamon. “Facility location for humanitarian relief”, *International Journal of Logistics* 11, 2008

Guest speaker

- **Class 9 / March 29 – Technology and Measurement**

**Readings:**

“Technology advancing philanthropy”, Report of Council on Foundations, 2009.

Strom, S. “Boon for red cross via texting”, *New York Times*, 1/19/2010.

Tuan, M. “Measuring and/or estimating social value creation: insights into eight integrated cost approaches”, Report of the Bill and Melinda Gates Foundation.

Guest speaker

### **Aftermath of Disasters**

- **Class 10 / April 5 – Politics and Reporting**

**Readings:**

Shughart, W. “Katrinanomics: The politics and economics of disaster relief”, *Public Choice* 127, April 2006.

Tierney, K., Beve, C., and E. Kuligowski. “Metaphors Matter: Disaster myths, media frames, and their consequences in Hurricane Katrina”, *Annals of the American Academy of Political and Social Science* 604, March 2006.

Guest speaker

- **Class 11 / April 12 – Fundraising**

**Readings:**

“Haiti: how can I help? – Models for donors seeking long-term impact”, Report of The Center for High Impact Philanthropy, University of Pennsylvania, 2010.

Walker, P., Wisner, B., Leaning, J., and L. Minear. “Smoke and mirrors: deficiencies in disaster funding”, *British Medical Journal* 330, 2005.

Guest speaker

- **Class 12 / April 19 – Chile Case Study**

**Guest speakers:**

Jeff Klein, Director, Wharton Graduate Leadership Program  
Wharton Social Enterprise Fellows

- **Class 13 / April 26 – Student Presentations**