

**COURSE INSTRUCTOR**

Sérgio Miguel Raminhos Carrilho Da Silva Pinto

**SHORT BIOGRAPHY**

Navy Commander graduated in 1992 in Weapons and Electronics Engineering from the Naval Academy. He holds a Masters in Business Administration (MBA) from NOVA SBE (2002/2004) and is currently a PhD student in International Relations.

While a junior officer, he served on board several war ships leading technical teams responsible for the readiness of all combat systems. As a senior officer he took part in the negotiation and procurement of two Frigates from The Netherlands Navy (2006/2009), being responsible for the start-up of an international users' group for the cooperative support of these ships. Later he participated in the implementation of a strategic management process all over the Navy, based on the Balanced Scorecard methodology (2010/2013). He was then a Counsellor of the Portuguese Ambassador to NATO, in Brussels (2013/2016), dealing with different committees related to cyber defence, naval operations, civil emergency planning and the NATO Crisis Response System. In 2016 he was nominated Head of Plans and Policy being responsible for the strategic planning of the Navy capabilities and operations, and in 2018 he became the Assistant of the Chief of Defence, advising on the participation of the Armed Forces in crisis response missions and strategic management.

He also collaborates with universities, lecturing on strategic management and security and defence matters, as well as with Made2Coach Consulting within the scope of organizational resilience, with a focus on business continuity and crisis management.

**INSTITUTIONAL EMAIL**

sergio.pinto@novasbe.pt

**OFFICE HOURS**

By appointment.

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Scientific Area/Área Científica:	Gestão		
Frequency/Periodicidade:	Trimestral		
Number of Contact Hours/ Número Horas Contacto:			
(T) Teóricas/Theoretical:	0000:00	(TP) Teórico-Práticas/Theoretical-Practical:	0018:00
(P) Práticas/Practical:	0000:00	(OT) Orientação Tutorial/Tutorial Orientation:	0005:00
(PL) Práticas Laboratoriais/Practical Labs:	0000:00	(S) Seminário/Seminar:	0000:00
Horas Dedicadas/Dedicated Hours:	0075:00		
Total Horas/Total Hours:	0098:00		

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**PREREQUISITE(S) / PRÉ-REQUISITO(S)**

NA

### **COURSE UNIT AIMS**

In an interconnected, dynamic and complex world, businesses are increasingly faced with technological, environmental, economic, societal, and geopolitical risks, such as cyberattacks, data fraud, natural catastrophes, failure of critical infrastructure, pandemic, etc., that may lead to crisis situations carrying the potential to decisively compromise their future. These situations demand self-control, improved awareness, and swift decisions by managers, in an environment that is often of high tension, uncertainty, insufficient information and rapid change. To be ready to deal with operational risks and crisis situations, organizations need to develop transversal resilience capabilities throughout their workforce, namely by assessing those risks, formulating plans, defining processes and, above all, preparing people through training and exercises.

The Risk and Crisis Management course focuses on these two key elements of an organizational resilience capability, so that managers can recognize the importance of risk and crisis management strategies, structures, systems and associated plans and processes, and are able to take the lead, successfully steering the organization out of a crisis whenever it hits. The course also aims at underlying that superior risk and crisis management may turn adversity into organizational capabilities improvement, enhanced reputation, and the emergence of new opportunities.

### **COURSE UNIT CONTENT**

We will start by introducing the basic concepts related to organizational resilience, and then move to the discussion of advanced topics concerning risk and crisis management.

The consolidation of those topics will be achieved through the analysis of a case study depicting a major crisis in a large retail company.

We will conclude with a practical scenario-based discussion exercise, where students will be confronted with the communication, coordination and decision-making challenges encountered by managers in real-life crisis situations.

Throughout the course we will address how frameworks adopted by military organizations, such as NATO, may also be useful for managing risk and crisis in the business world.

### **LEARNING OBJECTIVES**

Upon completion of this course, students should be able to understand that the effective management of risk and crisis requires the development of an organizational resilience capability, only achieved with the establishment of the right strategy, structures, systems, plans, processes and people adequately trained. Managers face the challenge of effectively preparing their teams to assess risk and overcome crisis situations by working in a coordinated manner throughout the organization. These topics are covered in this course.

#### **A. Knowledge and Understanding**

Students are expected to understand the importance of organizational resilience for business success and to become knowledgeable on how to develop risk and crisis management capabilities across the organization, including at the top level.

#### **B. Subject-Specific Skills**

The ability to identify the main risks to different businesses in different regions, to translate the organizational resilience concepts into management practice, and to deal with the operational and communication aspects of a crisis in a structured and systematic way.

#### **C. General Skills**

Written and oral communication skills, leadership, interpersonal relations and teamwork, and reflective and critical thinking.

### **DEMONSTRATION OF THE COHERENCE OF THE SYLLABUS WITH COURSE UNIT AIMS**

This is an elective course for the Master's in Management.

The materials covered will allow to achieve the course aim, which is to provide students with basic concepts and advanced knowledge on how to implement a resilience capability within any organization, focusing on risk and crisis management, as a critical element for business success under adverse circumstances.

### **TEACHING AND LEARNING METHODS**

The bibliography described below provides a good background of the materials covered in this course. Mandatory readings for each session will be indicated.

Furthermore, articles and a case study will be used, and a practical scenario-based discussion exercise will be performed.

The presence in class is therefore critical to the learning process and I am expecting students to be ready to ask questions, discuss the topics that will be presented, by me or colleagues, and actively engage in the practical exercise.

The four short quizzes spread over the course are meant to consolidate the learning process from the previous session.

### **DEMONSTRATION OF THE COHERENCE OF THE TEACHING METHODS WITH COURSE LEARNING OBJECTIVES**

A variety of teaching and learning methods will be used in this course: lectures, case study discussions, group presentations and a scenario-based discussion exercise.

The course is based on informal discussions of topics that will be introduced by the group presentations, which cover the different risk and crisis management practices, considering the most recent trends of organizational resilience.

The exercise provides students with an opportunity to experience the challenges of managing risk and crisis in the real world.

As a consequence, knowledge as well as general and subject-specific skills will be developed.

### **DEMONSTRAÇÃO DA COERÊNCIA DAS METODOLOGIAS DE ENSINO COM OS OBJETIVOS DE APRENDIZAGEM DA UNIDADE CURRICULAR [PT]**

### **ASSESSMENT**

- Group article presentation (20 slides max.) 25%
- Group report on case study (5 pages max.) 25%
- Four short quizzes (10 min) 20%
- Final Exam (1h 30min) 30%

Group article presentation:

- Groups will be formed in session 1. Its size will depend on the total number of students in class.

- Each group will choose an article, for a 15-minute class presentation and discussion. The articles cover topics included in the class content, for a broader student participation, and are available as required readings in the Moodle course page.

- Your goal is to present the main idea in the article and stimulate the class discussion, namely in terms of impact for the management of risk and crisis situations.

- The presentations should not exceed 20 slides and must be comprehensive as to the above goals, so that other students may study from them, not having to read all articles.

- The presentations will be graded on the following criteria: Coverage of main ideas of the article (45%); Stimulation of discussion in terms of the impact in the management of risk and crisis situations (30%); Oral and PowerPoint presentation (25%).

- A copy of the presentation is expected to be delivered one day before, until 5pm, to [sergio.pinto@novasbe.pt](mailto:sergio.pinto@novasbe.pt), and to be uploaded on Moodle for the whole class. No written report is required. Presentations not delivered in time will have a grade reduction of 10%.

Group report on case study:

- The case study allows you to apply the learning from the lectures to specific, real organizational situations, as well as to improve your analytical, communication and team-work skills.
- Each group must do 1 case study report for evaluation. The case study will be discussed in class.
- A report of 5 pages (max) is expected to be delivered by uploading on Moodle, 1 week (7 days) before session number 5. Reports not delivered in time will not be graded.

Four short quizzes:

- A short quiz of 10 minutes will be taken in class, on sessions 2 to 5, covering material from the previous session only.

Final exam:

- The exam will cover all articles and lectures material.
- Passing in this course requires a minimum grade of 10 in the final exam.

## **BIBLIOGRAPHY**

### **A. Risk and Crisis Management at the core of an Organizational Resilience Capability**

- Boin, A. & Van Eeten, M.J.G. (2013). The resilient organization: a critical appraisal. *Public Management Review*, 15(3), 429-445
- Borodzicz, E.P. (2005). Risk, crisis & security management. West Sussex: John Wiley & Sons (Chapter 7).
- Sallman, C. (2000). Guest Editorial: What is operational risk and why is it important. *Risk Management*, 2(3), 17-35.
- NATO. (2011). NATO's assessment of a crisis and development of response strategies. Available at: [https://www.nato.int/cps/en/natohq/official\\_texts\\_75565.htm?selectedLocale=en](https://www.nato.int/cps/en/natohq/official_texts_75565.htm?selectedLocale=en)

### **B. Crisis Management: Stages, steps, and teams**

- Devlin, E.S. (2007). Crisis management, planning and execution. Boca Raton: Auerbach (chapters 3-7)
- Mysore, W. & Usher, O. (2020). Responding to coronavirus: the minimum viable nerve center. McKinsey & Company. Available at: <https://www.mckinsey.com/business-functions/risk/our-insights/responding-to-coronavirus-the-minimum-viable-nerve-center>
- Smith, D. (2000). Crisis management teams: issues in the management of operational crises. *Risk Management*, 2(3), 61-78.

### **C. Risk Management: An integrated approach**

- Hubbard, D.W. (2009). The Failure of Risk Management: Why it's broken and how to fix it. Hoboken: John Wiley & Sons.
- Jain, R., Nauck, F., Poppensieker, T. and White, O. (2020). Meeting the future: Dynamic risk management for uncertain times. McKinsey. Available at: <https://www.mckinsey.com/business-functions/risk/our-insights/meeting-the-future-dynamic-risk-management-for-uncertain-times>
- Zurich Financial Services (2010). Pushing the boundary: risk management beyond insurance. Available at: [http://www.hubbardresearch.com/wp-content/uploads/2012/04/Pushing\\_the\\_Boundary.pdf](http://www.hubbardresearch.com/wp-content/uploads/2012/04/Pushing_the_Boundary.pdf)
- WEF. (2020). Regional Risks for Doing Business. Available at: <https://widgets.weforum.org/regionalrisks2020/>

**D. Risk and Crisis Management: The hidden opportunities inside the threat**

- Lagadec, P. & Topper, D. (2012). How Crises Model the Modern World, *Journal of Risk Analysis and Crisis Response*, 2(1), 21-33.
- Sheffi, Y. (2007). *The resilient enterprise: overcoming vulnerability for competitive advantage*. Cambridge: MIT Press.
- Smith, D. (2006). The crisis of management: managing ahead of the curve. In Smith D. & Elliot D. (Eds.) *Key readings in crisis management: Systems and structures for prevention and recovery* (pp. 301-317). Oxon: Routledge.

**E. High-Reliability Organizations**

- Roberts, K.H. (1989). New challenges in organizational research: high reliability organizations, *Industrial Crisis Quarterly*, 3, 111-125.
- Weick, K.E. & Sutcliffe, K.M. (2007). *Managing the unexpected: resilient performance in an age of uncertainty*. San Francisco: John Wiley & Sons.

**F. The key role of Communication in Crisis Management**

- Argenti, P. (2002). Crisis communication lessons from 9/11, *Harvard Business Review*, 80(12), 103-119.
- Fink, S. (2013). *Crisis communications: the definitive guide to managing the message*. New York: McGraw-Hill.

**G. Leadership in a Crisis**

- Blythe, T.B. (2014). *Blindsided: a manager's guide to crisis leadership*. Brookfield: Rothstein Publishing (Chapter 1)
- Boin, A., Kuipers, S. & Overdijk, W. (2013). Leadership in times of crisis: a framework for assessment. *International Review of Public Administration*, 18(1), 79-91.
- D'Auria G. & De Smet A. (2020, March,16) Leadership in a crisis: Responding to the coronavirus outbreak and future challenges. McKinsey & Company. Available at:  
<https://www.mckinsey.com/business-functions/organization/our-insights/leadership-in-a-crisis-responding-to-the-coronavirus-outbreak-and-future>
- Loop, P. (2017). How Your Board Can Be Ready for Crisis. Available at:  
<https://corpgov.law.harvard.edu/2017/07/07/how-your-board-can-be-ready-for-crisis/>

**ADDITIONAL INFORMATION**

RESOURCES: Lecture slides, articles and a case study will be provided.

**Course Impact Relation**

Throughout the teaching period, the course challenges students to reflect, discuss and deepen understanding on SDG 16, namely by exploring key concepts and processes on organizational resilience and risk and crisis management. This understanding is deepened through the use of case studies and real world practices.

