CHAPTER 2
The Theoretical Framework of Crisis Management

2.1 Introduction

Governments have to deal with growing number of crises, which often consist of new and emerging threats and risks. This increasing number of crises and associated risks can potentially spread beyond national borders and develop significant economic chain of events. Crisis management is a typical procedure involving coordination of the institution’s responses to a particular incident that poses potential threats to create harm to the organization’s people, operational capabilities, structures, reputation, image and or valuable assets.

Crisis is often associated with the concept of stress or a negative or fraught experience. However, in the UK it is treated as a hazardous event or a potential danger. In general context, a crisis is a situation arising in a complex system (e.g. a government or non-profit organization, or economy, society or even family), in which an immediate action is usually mandatory.

Crisis management deals with handling a sudden and unpredictable change that may result in a potentially urgent trouble that needs immediate action. Managing crisis essentially involves figuring out the effective method for identifying the exact crisis or issue and thereby coordinating with the organizational and / or inter-organizational response as and when needed. The present study aims to assess crisis management with respect to Ministry of Internal Affairs and Ministry of Health in Jordan country and the associated incident responses using human capital and their impacts. The study aims to identify the characteristics and mechanisms adopted by the Ministries of Jordan in successfully implementing crisis management activities. In this context, the

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changing roles of governments and the rapidly increased demand from the citizens and media compels the governmental bodies to take considerable measures to deal with the emergence of new threats and vulnerabilities.

2.2 Definition of Crisis

As stated by Criaco et al., the term „crisis” often defines the major events and are conceptually perceived as unpredictable, sudden and exceptional situations. Crisis is a potentially threatening phenomenon capable of creating abrupt change on one or more variable keys of the overall organizational system. On the contrary, Gennaioli and Porta said that crisis is a triggering event that can challenge the existing culture, firm culture, routine operations or survival of the organization.

According to Massingham, Nguyen and Massingham, it is said to be a „crisis” when a particular system or organization/ governmental figure is confronted with a specific event, which is often unexpected, unpredictable and sudden. To be more precise, the consequences of this event usually develop in time with fast, dynamic approach producing potential threats. These risks usually exceed the preexisting resources of the firm with respect to the actions and procedures.

The utilization of proper crisis management begins with the public managers in terms of different phases of a cycle. It is a systematic approach starting from crisis preparation, managing crisis and crisis evaluation. Responding to a crisis in non – profit organizations involves a crisis/ incident response team. In addition to that, preparedness for crisis deals with an important element of planning based on the different crisis scenarios. A well-established system consisting of staffs, clients, volunteers and other stakeholders is responsible for running the response team.

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Crisis can imply to a mishap, a catastrophe, a grave occurrence or a calamity. The ministries of Jordan are responsible for their own individual areas of responsibilities. Another proposal fixated on collaboration to make an interagency elected consultative board that incorporates outside specialists to work with the administration on emergency administration. Charities can offer critical aptitude as far as both organizing a viable emergency data administration arrange and assessing how the legislature may have the capacity to enhance its reaction later on after significant emergencies have happened. The ministries should deal with a specific crisis by taking the following actions:

- Take the responsibility of receiving and thereby passing in alerts regarding the occurrence of the crisis event
- After that, the ministries should alert the concerned personnel within the organization
- The ministry should further call staff from the crisis management team for working on mitigating the adverse consequences of the particular situation
- They should contact and coordinate with the agencies within the area of responsibility of the Ministry

The Government Offices and Crisis Management Council individuals meet to trade data. Under typical circumstances, the Council meets twice every year for general instructions on the work in the zone of emergency possibility arranging. The Council may likewise meet for data trade between the Government Offices and offices amid genuine occurrences and emergency circumstances.

2.3 The difference Between Crisis and Other Terms

Disaster

A disaster is a different phenomenon from a crisis. As opposed to the concept of crisis, disaster can be referred to as a particular cultural construction of reality. A disaster is referred to as a particular occurrence of a mishap that disrupt the normal

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operating conditions by means of causing a degree of suffering, which in turn exceeds the capacity of adjustments of the affected community. A disaster development process should involve individual phases such as disaster preparedness, prevention, rehabilitation and response planning.

A disaster is not at all similar to an emergency or crisis, as it specifically represents a product of the later. In other words, disaster indicates the overwhelming as well as irreversible result of a mishandled emergency or crisis.

Reacting to what is portrayed as fiasco may regularly include managing a number of littler continuous emergencies and crises. Calamity is maybe the most troublesome marvel to characterize because of its obvious shapeless nature. For this situation utilizing the relationship given for crisis and emergency, the debacle would have brought about obliteration and/or genuine death toll. Reaction staff, then, would manage the inability to oversee crisis and emergency – for instance, a house has smoldered to the ground.

A crisis and disaster are two diverse and related occasions. The two terms are at times utilized conversely. Human created disasters that happen at organizations may form into an industrial crisis. Emergency can happen to any association. It has been noticed that there were no generally acknowledged definitions yet produced for catastrophe and emergency. There is additionally no around accessible criteria, to characterize the calamity regarding the results, for example, the setbacks and the expense of harm. This paper audits the definitions, sorts, qualities, criteria and models of debacle and emergency. Likewise, the sorts of emergency were improved and the contrasts between the calamities and emergencies have been compressed. According to


Dawson, disaster creates potential loss and involves significant risks, some of the insurable risks are drought, flood and so on\textsuperscript{15}.

**Emergencies**

Emergency is a situation or state that suspends the normal procedures, functions and operations of a specific organization. In other words, if an emergency situation arises, the firm needs to take extra-ordinary steps and measures in order to efficiently respond to the disaster situation\textsuperscript{16}. Not only that, the firm has to adopt adequate precautions and preventive measures so as to be able to avert a possible disaster.

A disaster has several potential causes, which can be broadly classified into two groups, namely, natural causes and man-made causes. Natural causes of disaster involve incidents such as storm, earthquake, landslide, flood, volcanic eruption and so on\textsuperscript{17}. On the other hand, human causes can be fire, economic crisis, collision, explosion, structural collapse and environmental pollution.

Disaster may occur due to certain vulnerabilities existing in the system. For example, an organization may encounter a sudden disastrous situation due to limited access to power structures, resources or weak ideologies and flawed economic systems\textsuperscript{18}. Dynamic pressures and poor economic conditions can further be responsible for lack of appropriate skills, pressure with respect to local markets and local investments, lack of educational and practical training.

Unlike disaster management, emergency management requires an iterative cycle of recovery. It involves a thorough vulnerability assessment that identifies all the major risk factors capable of creating an emergency\textsuperscript{19}. In the context of emergency management, the firm includes multiple phases and activities. These are as follows:


Mitigation involves taking structural and non-structural measures in order to reduce or limit the impact of disaster. More specifically, structural mitigation refers to building an appropriate layout with the capability to resist disasters. On the other hand, non-structural mitigation involves taking certain measures, which improves the structure of building.

Crisis

According to Silos and Smith, the crisis management law defines ‘crisis’ as an expected or unexpected change in the organization. The different aspects of crisis involve formulating response strategies by involving the organization’s employees. On the contrary, Abegunde et al. says crisis can be evaluated by the crisis managers for the purpose of selecting the appropriate strategy for responding to crisis. In addition to that, crisis can be contrasted with every day emergencies. Organizations need to relate the entities and define performance standards with respect to handling of a sudden crisis.

Researchers Acemoglu, Gallego and Robinson have critically pushed the distinction between crisis and emergencies. On the other hand, disasters are usually thought of from a different perspective that is usually more „large scale“. Nahapiet opined that the differences between disasters and crises can be taken into consideration from the point of view of organizational, societal as well as community levels.

Assistance from adjacent groups cannot be given. In numerous disasters not just are all or the vast majority of the occupants in a specific group influenced, yet frequently those in close-by territories are additionally affected. It has frequently happened in the run of the mill tropical storms that hit the Philippines, and this additionally happened in numerous zones around Chernobyl after the mishap at the atomic plant there. To

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put it plainly, disasters tend to influence numerous groups, and frequently have a provincial character. This sort of emergency, for occurrence, can and affects the enormous union that commonly dives upon any stricken group after a fiasco. In a calamity there is normally one and only significant focus for the merging after a calamity\textsuperscript{25}. In a disaster, numerous close-by groups not just cannot contribute to the inflow, yet they themselves can get to be contending hotspots for a consequent unequal inflow of merchandise, faculty, supplies and correspondence. For instance, under different circumstances, the crushed little urban communities in southern Mississippi after Hurricane Katrina could have foreseen a joining of assistance furthermore, help from the real metropolitan city in the region, obviously there was none by any means\textsuperscript{26}. There are different types of crises including community crisis, industrial crisis, natural crisis, political crisis and economic crisis.

\textbf{2.4 Approaches to Crisis Diagnosis}

Governments play an important role and perform significant responsibility in managing crises with respect to organizations. In the context of promoting the different rules and regulations in the organizational context, it is also important that they should consider effective and smart approaches to identify and recognize consequences.

To look more closely in this matter, researchers Peng, Sun and Markóczy suggested a specific approach towards diagnosing crisis in organizational respect. Corporations utilize specific CMS (Crisis Management Strategy) for primarily preventing crisis and accelerate company improvement. Organizations take up different approaches towards successfully managing crisis. For achieving this objective, organizations require a thorough understanding of the most appropriate method for handling a crisis\textsuperscript{27}. Researchers Guo, H. Xiao, and X. Yang have talked about the crisis arc,


which comprises of „crisis avoidance”, „crisis mitigation” and „crisis recovery”\textsuperscript{28}. On the other hand, researchers Khasawneh have mentioned the three different stages or phases of crisis management\textsuperscript{29}. These three phases of the particular crisis management approach being discussed are explored underneath:

\textit{Crisis management planning:} typically implements a model having a number of distinct phases to incorporate and manage the change or crisis created by certain circumstances.

\textit{Pressure and arousal:} This particular process starts at the accurate time when the organization feels potential pressure to cope with the identified change. In other words, the crises management personnel can sense the pressure that comes before the actual occurrence of the crisis\textsuperscript{30}. Therefore, the organization assess the overall factors and components including the internal factors of productivity, turnover and high absenteeism issues, employee grievances as well as serious employee unrest.

\textit{Intervention and reorientation:} When leaders sense the possible arrival of a crisis, they need to take measures to analyze the problems in an accurate manner and then accordingly take appropriate actions\textsuperscript{31}. To be more precise, under certain circumstances, crises leaders often find it potentially difficult to manage the situation by applying proper measures by defining the problem and getting the whole organization to concentrate on the critical issue.

\textit{Diagnosis and recognition:} In this particular stage, the entire organization with its people should be able to recognize the source of problem. The whole association gets to be included in deciding the genuine reasons for issues requiring change by social event important data. A mutual methodology between the pioneer and staff is normal in this stage. The basic leadership process has been expanded as the pioneer


demonstrates her eagerness to perceive intense issues and to change. Analysis of the issue territories prompts acknowledgment of particular issues. This progression has a tendency to be stayed away from in endeavors including unsuccessful change.

**Figure 4: Contingency Variables in Crisis Management**
(Source: Klomp and de Haan 2013, pp. 56)

**Invention and commitment**: The organization moves towards an appropriate solution for the problems that potentially disrupts the organizational normal business productivity. Appropriate and efficient crisis management team dedicatedly commits themselves towards the proper solutions.

**Experimentation and search**: The solutions typically trialed in medium and small-scale pilot programs and the results and outcomes dissected. For instance, in a potentially large institution, one office may experiment with a thought before it is endeavored in the association overall. Along these lines, the crisis leader can work out the problems before presenting the change on a vast scale. Through control

systems, the crisis leader decides to what degree the arranged change is succeeding in helping the issue, how well it is being gotten, and how usage can be progressed.

**Reinforcement and acceptance:** The final step tests the action and analyzes its desirability before willingly accepting it as the unique solution to the given problem. Moreover, in this phase, the individual crisis team members need to make proper and effective modifications using the techniques such as employee recognition, promotion, reward systems, salary increases and incentives, praise as well as a constant participation in all the crucial business processes including the crisis management stages.\(^ {35}\)

**Business continuity planning:** Crisis can potentially create significant disruption to the normal operations going on an organization. However, appropriate business continuity plan is targeted to minimize this disruption of normal running of operations. Firstly, business continuity planning should be focused on identifying the major and critical functions and processes necessary or keeping the organization’s operations and functions at a normal flow.\(^ {36}\) This particular activity should come at the earliest stages and should be adequately included in the Business Impact Analysis process.

**Unequal human capital theory:** Researchers Morrisson and Murtin have analyzed the concept of organizational crisis and the discrimination lawsuits that can potentially generate crises in an institution.\(^ {37}\) Wright, Coff and Moliterno demonstrated a theory of unequal human capital, which typically talks about the social position derived from the several economic theories of both social and human capital. It concludes that the minority of employees tend to receive very less organizational rewards compared to those that have adequate access to the executive management.\(^ {38}\)

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36 Criaco, Giuseppe, Tommaso Minola, Pablo Migliorini, and Christian Serarols-Tarrés. “‘To have and have not’: founders’ human capital and university start-up survival.” *The Journal of Technology Transfer* 39, no. 4 (2014): 567-593.


2.5 The Causes of Crises

As opposed to the symptoms of organizational crisis, the “causes” of crisis are specifically responsible for the occurrence of the particular negative event or situation. With respect to finding out the ways for resolution of the crisis, it is important to analyze and identify the exact causes of a specific crisis without concentrating on its symptoms. The appropriate causes of the occurrence of a certain crisis and the analysis of the same involve identifying the areas, processes, appearances and events. The crisis management team seeks to reduce and restrain the effects of these factors.

Researchers Mayer, Somaya and Williamson have categorized the causes of crisis into two divisions, namely, external and internal.

The external causes of crisis most commonly emerge from the environment of a particular firm or organization. The external causes of crisis can be frequently dominated as exogenous or objective. On the other hand, the internal causes usually emerge within the organization and are thereby, treated as endogenous or subjective.

The external causes are determinant of certain changes in the company’s external environment, which has not been recognized or identified in a timely manner and the firm did not appropriately react to the situation.

The change in the environment can thereby be resulting on an unfavorable condition for a particular company, while another company can get significant opportunities or favor from the same change that occurred in the environment. This change in the external environment of any organization is a continuous process, thereby making it a

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common phenomenon to deal with crisis. There are several external causes, state aids being amongst one of them. To be more precise, budgetary funds typically intend to resolve and prevent organizational crisis.44

There are a number of examples for internal causes that can be found in the following dimensions as mentioned below:

i. Improper competences of the management
ii. Inefficient informational system
iii. Over-expensive production
iv. Uncompetitive market position
v. Neglected financial function
vi. Retarding organization
vii. Problems in the personnel management domain

These identified causes of crisis are typically considered as the helping tool to analyze the company’s position. It is essential for every organization, alongside its procedures, items, history and the included members, speaks to a curious corporate framework and should likewise be concentrated on the individual factors.45

2.6 The Characteristics of the Crisis

According to Akingbola, Crisis is a broad term, but it can be conceptualized in two terms:

Organizational Crisis and Disaster sudden events that disrupt the system’s routine and require new action strategies to overcome the dangers posed to social goals and values are defined as Disasters.46 A crisis that threatens the performance of an organization negatively and put the expectations of stakeholders at stake in regards to economic, safety, environmental and health issues is known as Organizational Crisis.


As opined by Ployhart and T. Moliterno, Crisis management comprises of four factors – preparation, prevention, revision and response. In **Preparation**, Crisis Management Plan (CMP) is required for crisis management. An organization needs to have a CMP, but its process is not readily visible even though it is a crisis management process. This process involves crisis vulnerabilities diagnostics, choosing a crisis management team and spokespersons and training them, making a crisis portfolio, and rectifying a crisis communication system\(^{47}\). **The response** is where the components of crisis preparedness are put to work. It simulates the fitness and drills of the required in a real world event because the crisis management team of an organization if often criticized if it fails to respond on time. The outcome of a proper response lessens the impact of the crisis of the organization and its stakeholders. It can also limit the brand damage, reputational erosion, loss of sales, and public safety among many\(^{48}\). The three-stage Crisis Management stages are discussed below. The ideal model would accommodate the different models with more inputs from experts in crisis management.

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(Source: Ployhart and Moliterno 2011, pp- 32)

Sanders and Taber stated that, for detecting and responding to potential, a system needs to be developed by the crisis managers. Before it can happen, the crisis managers need to be ready by identifying the signs of warning, collect all relevant information on them and analyze them. Preparation involves identifying the crisis vulnerabilities, a creation of crisis teams, spokesperson selection and drafting of


CMPs, crisis portfolio development, and crisis communication system structuring. A crisis event includes recognition of crisis and its containment. At this stage, an organization communicates with stakeholders, which it does by actions and words and is necessary to the plan. To recognize a crisis, the people involved in the organization that crisis exists and needs to respond to them as a measure. Crisis containment puts emphasis on the response of the organization’s crisis, including the initial response’s content and importance, organizations communication effectiveness to reputational management, contingency strategies, and follow-up plans.

According to Wang, Jaw and Tsai, a variety of developments all over have made the firms much more prone to crises, and therefore, now a high premium is placed on crisis management. It also, in turn, raises the cost for the management. Managers saw this as layoffs, reduction in revenue, more media and government scrutiny, loss of corporate reputation, share price reduction, and rising interest in social media discussion.

Reputation through crisis management can be either favorable or unfavorable for an organization and is, therefore, purely speculative. Favorable reputation is linked with the generation of interest in revenue, recruiting employee talents, attracting customers, motivating workers, and garnering positive reviews from financial analysts. Indirect and direct experiences of stakeholder build a company’s reputation.

As stated by Murthy and Mouritsen, organizations are widening their view for crises that can be from nearby facilities. 9/11 attacks, which was a wake-up call for the crisis managers, have increased the emphasis on emergency and security preparedness, as safety is an element of mitigation and prevention. Increased

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security also means less workplace violence. An organization, therefore, has to be prepared for any emergency.

As opined by Rauch and Rijsdijk, in a crisis communication and crisis management, leadership is often the most overlooked resource. A leader can influence an individual or a group to work towards achieving a common goal, and hence, they can provide effective management leading a team in a crisis management. Good leaders can follow plans, solve problems and build visions. Crisis leadership is different and special because it is under the scrutiny of the stakeholders. Under pressure to make the crisis disappear, the leaders strive to take shortcuts, but it can prove to be ineffective in the long term.

2.7 The Types of Crises and Divisions

During the crisis management process, the managers need to identify the types of crises that require the use of different strategies. The different types of crises are discussed underneath:

i. Natural Crisis: Natural crises are those that typically involve disturbances in the nature and environment such as the different natural phenomena leading to crisis e.g. volcanic eruptions, landslides, hurricanes, floods, tornados, earthquakes, storms, tsunamis, droughts and so on. Natural crises are usually out of the scope of control by human beings.

ii. Technological Crisis: Technological crises are most commonly created by human application of technology and science. Technological accidents occur at times when science and technology become significantly complex or when a particular thing goes wrong in the organizational system. Some technological crises occur due to human error causing disruptions and breakdown. Individuals have a tendency to appoint fault for a mechanical calamity since innovation is liable to human control while they do not consider anybody in charge of common fiasco. At the point when a mischance


makes noteworthy natural harm, the emergency is classified as mega damage. Samples incorporate programming disappointments, modern mishaps, and oil slicks.

iii. Confrontation Crisis: Confrontation crisis occurs when individual employees in an organization that is suffering from conflicts or fights amongst them. In these types of crisis, employees tend to disobey their superiors or higher management authorities. Apart from that, other common types of confrontation crises include picketing, boycotts, and sit-in, blockade, disobeying or resisting police or occupation of buildings. Ineffective communication and internal disputes and lack of coordination provide to confrontation crisis.

iv. Crisis of Organizational Misdeeds: Management takes action for the harm caused by stakeholders without adequate precautions. There are different types of crises associated with organizational misdeeds, crises of management misconduct, deception as well as of skewed management values. In addition to that, a number of crises regarding organizational misdeeds require the management to take certain decisions by understanding the impacts and consequences of the crisis. Furthermore, there can be different classifications of crises arising from organizational misdeeds.

For example:

a) Crisis of skewed management values takes place when the company management adequately provides support to the short-term development and does not concern with the broader issues and aspects.

b) Crisis of deception arises when organizations is encountered with a specific condition where the management deliberately tampers with the information. In addition to that, this type of crisis out of deceptive behavior may include making fake promises and wrong commitments to the clients. Moreover, interpretation of wrong information about the company can lead to crisis of deception.


c) **Crisis of management misconduct** is typically certain misconducts by the management faced by the organization when it can potentially indulge on the deliberate acts of taking bribes in an illegal manner, spreading confidential information and so on\(^\text{60}\).

v. **Crisis Due to Workplace Violence:** Workplace violence may create crisis when an employee indulges in violence or aggressive acts such as beating or abusing employees or even their superiors in the organizational premises.

vi. **Crisis Due to Rumors:** This type of crisis arises from employees spreading rumors about their colleagues, employees or even their superiors. Spreading false rumors tidbits about the association and brand lead to emergency\(^\text{61}\). Workers must not spread anything that would discolor the picture of their association.

vii. **Crisis of Malevolence:** Crisis from malevolence takes into consideration of the organizational behavior including their employees. For example, crisis due to malevolence include kidnapping, tampering, terrorism, espionage and malicious rumors\(^\text{62}\). Organizational crisis due to malevolence additionally include certain acts such as kidnapping the organization’s officials, spreading of false rumors and so on all of which can potentially lead to organizational crisis.

viii. **Bankruptcy:** Bankruptcy is another type of crisis that involves organizations failing to pay its creditors and other parties associated with the company\(^\text{63}\). Apart from that, this type of crisis can also be created by lack of fund of the company.

ix. **Crisis Due to Natural Factors:** This type of crisis arising due to natural factors is mainly categorized as the disturbances in the environment and the nature such as volcanoes, hurricanes, storms, droughts, earthquakes, flood and so on [58].

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x. Sudden Crisis: In sudden crisis, potential damage has already taken place and usually gets worse if the response time is longer than it is required. Sudden crisis arises quite suddenly in different situations and are usually of very short notice types. In this type of context, crisis managers do not get appropriate warning signals in this type of crises. Some examples of sudden crises can be sudden disruption of normal operations due to death, serious injury or illness of employees, managers, customers, visitors and contractors. Apart from that, this type of crises may be caused from accidents from disruption of utility service or telephone services. It also involves natural disasters that potentially disrupts operations and endangers the lives of the organizational personnel, members and employees.

xi. Smoldering Crisis: Smoldering crisis, on the other hand, can occur by means of neglecting minor problems and issues that can significantly lead to a negative consequence. In addition to that, managers often find themselves capable of foreseeing a potential chance of crisis. However, in this type of situations, managers should not wait. In fact, they should take immediate action to apply certain measures of crisis management strategies.

Apart from that, there are multiple levels of crisis. These levels are discussed as follows:

i. Level 1 – Limited Crisis: Limited crisis is typically referred to those that particular incident, which does not potentially affect the total functional capacity of the organization at a serious level, however, requires certain degree of attention and necessary action. To be more precise, in certain cases a limited crisis can be significantly mild or small that is not capable of potentially affecting the firm and therefore, it can effectively resolve the issue.

ii. Level 2 – Issue Driven Crisis: Issue driven crises are typically those that involve slowly developing a situation having a negative impact on the organization. The crisis may be severe and thereby can create potential harm in the functional capacity and


There can be a number of examples of issue driven crises, such as planned or unscheduled disruptions or protests, unauthorized occupancy, civil disturbances, hate crimes, controversial speakers as well as sexual assaults.

**iii. Level 3 – Major Crisis:** A major crisis is typically a particular incident that poses major risk to the organizational work force, including the employees, managers, along with the organizational assets and resources. It can further be referred to as a „state of emergency” and thereby needs an emergency incident response. There can be a number of examples of major crises including infectious diseases, severe weather conditions, fire, explosions, earthquake, flood, chemical release, building collapse, storms and tornadoes, major civil disturbance and radioactive contamination, terrorism and so on. Level 3 crises may be developed from level 1 or level 2 stages.

### 2.8 Crisis Management and Management by Crisis

Crisis management is the procedure of an organization to deal with the major threats. The activities of the crisis management involves a number of factors. The aspects and methods for managing crisis are pretty much decided by the managers and crisis leaders appointed by the organization.

The manager is responsible for taking the most appropriate strategy in order to recover from a bad situation. Moreover, the manager is capable of making sure that the process undertaken for completion of the action plan does not fail. In addition to that, taking precautions and preparations for recovering from a crisis is mandatory.

Studies and surveys conducted by prior researchers have shown that a general crisis management approach is based on certain assumptions and practices. These basic assumptions and practices are taken into consideration underneath:

**Pre – crisis plan:** It is essential for any institution to own a detailed and relatively static pre crisis plan. This particular plan should be documented and updated at least

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twice every year. Planning in a common ‘Crisis Management’ strategy is fundamental to retain normal business operations.\(^{69}\) In addition to that, having a detailed crisis management plan is important to be documented as a hard copy or backed up online. Apart from that, the organization needs to update this plan along with a considerably adaptable, regularly and flexible.

**Outsourcing a crisis response:** When the organization goes through a crisis, it needs to call the „experts” by means of establishing proper coordination and communication strategies. It takes into consideration of the major expertise required for performing the job. According to Teixeira and Tavares-Lehman, the fundamental problem with it is that most of the organizational set ups and agencies understand every detail aspects of the corresponding business.\(^{70}\)

**Effective risk management:** ERM or Enterprise Resource Management is to be used as a basic framework for managing risk in the organization. Despite of the existence of numerous ERM projects are progressed and carefully conceived, they are constructing generally in light of confidential and valuable information and extrapolations from this information. There are several methods for risk management and assessment including probabilistic methods, qualitative and quantitative methods.\(^{71}\) Risk management and assessment structures are crucial for all organizations, however are insufficient – associations should likewise consider and get ready for those occasions that have never happened or in ways that have at no other time been experienced.

**Well - trained crisis management team:** Crisis management team involves all the employees that are adequately trained and possess good skills and competency regarding the job that need to do. Most of the crises usually are a result of internal or external errors. In other words, errors generally originate from within the company, which have not been rectified over a long period of duration. A crisis management


team (CMT) needs to consider the different activities to a certain extent of time\textsuperscript{72}. During crisis management, the manager needs to build a proper systematic approach involving a certain degree of prevention, recovery, stability and regaining balance.

Management by crisis is an expression used to portray the normal issue of permitting unforeseen occasions, interferences, issues, or crises to direct your needs and activities. Viable emergency administration is a critical best practice; it is a fundamental expertise of successful time directors in light of the fact that sudden things do happen in each undertaking. Infrequently we do need to respond rapidly to an emergency and contain it before it accomplishes more harm. The issue comes when emergency administration turns into the routine instead of the exemption. In the event that you invest a greater amount of your energy putting out flames than doing your work, you are overseeing by emergency.

When crisis management becomes an necessary activity of an organization, it can easily lead to urgency addiction. People that are addicted to urgency enjoy putting out fires, they like stepping in and solving problems, and their bosses often reward them for doing so. They have no incentive to avoid or prevent the fires because they get a payoff every time they put one out.

In order to omit the worst practice regarding management by crisis you need to take two important steps. First, the management must distinguish between a real crisis, which is something important that requires your immediate attention, and other lesser problems, events, or interruptions that do not qualify as a true crisis.

A standout amongst the most vital standards of crisis management is that it must be all encompassing, including all representatives to more noteworthy or lesser degree. Experts will likely dependably be required, however now and then your workers can be a key weapon in taking care of emergencies that outcome from notoriety harm\textsuperscript{73}. At the point when an association has endured a reputational emergency, getting representatives to give their own record of reality through online movement and online networking stages and other discussions is unsafe, yet a capable support of the


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brand – expecting the association has nothing to hide. A standout amongst the most vital standards of notoriety administration is that it must be all encompassing, including all representatives to more prominent or lesser degree. Experts will presumably dependably be required, however now and again your representatives can be a key weapon in taking care of emergencies that outcome from notoriety harm. At the point when an association has endured a reputational emergency, getting representatives to give their own particular record of reality through online movement and social networking stages and other discussions is unsafe, however an effective underwriting of the brand – expecting the association has nothing to stow away.

2.9 The Principles of Crisis Management

The job of managing crisis involves proper decision-making capabilities and skills based on the nature and severity of the unexpected situation. The process of crisis management is not particularly fixed. In other words, every crisis is different from the other and thereby required distinct crisis management techniques as well as approach. However, a particular set of rules needs to be followed in order to deal with a hypothetical crisis that aligns with the practical value associated with a real life crisis. To be more precise, there is a certain number of principles of crisis management, which is followed by any government or non-profit organizations as well as by business managers. A key element in the implementation of an effective crisis management strategy is to critically analyze and review the overall process and key characteristics of the individual crisis from the perspective of a good team leader and thereby manage the relationships and expectations amongst those involved with the organizational crisis. Therefore, the basic crisis management key principles are discussed as follows:

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i. **Decisive and Consistent Crisis Leadership:** It is crucial for any organization to focus on the leadership characteristics associated specifically with their crisis management strategy. In fact, it is the first step for responding to any type of crisis that the organization might face. Hence, it is important to assign proper ownership to a particular manager of the event. Leading the crisis team in a decisive, confident and organized way is the fundamental requirement for dealing with any type of crisis. In other way, an institution may often find it difficult to concentrate on crisis management while continuing to run the daily business operations, thereby causing major or minor diversion from the normal operations. Hence, a distinct and dedicated C level executive is important who is assigned the sole activity of leading the crisis management process. It can be a chief executive officer, chief legal officer or chief risk officer in case of any crisis, which involves certain aspects of legal challenge outside of the scope of crisis manager’s capabilities.

Decisive leaders need to maintain a proper balance and ensure a quick reaction based on proper and valid information. On the contrary, waiting for a long time for specific “valid or perfect” information may cause delay in taking the necessary steps and thereby paralyze the overall process. Sometimes crisis managers or even leaders fail to recognize the event of a crisis and as a result, make poor decisions.

**ii. Active Crisis Communication:** Accurate, active and appropriate communication during a crisis is another important aspect for organizations. It is in fact crucial to ensure constant communication between the owners, managers down to the vendors, suppliers and employees and even outside the public and media. The firm is responsible for controlling message and ensuring that valid and perfect information is spread across instead of false, inaccurate, or misleading information by means of designating the crisis leader or manager to be the only responsible spokesperson and the sole source of consistent and valid information.

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Apart from that, it is additionally important to keep records or archives that hold all the crucial facts and information associated with the crisis so as to ensure that the crisis leader or managers know the overall details of the process at each point. In addition to that, this can be potentially considered as one of the best practice for crisis management and communication, as it helps the concerned personnel and managers to keep track of the status of crisis and progress of management procedure. Moreover, based on the perfect availability of valid information, the responsible group of personnel, chief executive of crisis management can take required measures; respond to potential lawsuits in an effective manner. Concisely, in a proper crisis management process, it is critical to actively communicate following both top down and bottom up approach of the organizational hierarchy, along with ensuring the involvement of the clients, customers, vendors, third parties and employees in the communication process. Apart from that, the overall communication should have a specific set of characteristics such as honestly, clarity and transparency.

iii. Continuous Framing of the Crisis: It is another key principle for effective crisis management that necessitates the crisis managers to analyze and identify the crisis in a constant approach that even may involve a weekly or hourly frequency. The crisis manager should properly analyze the first impression along with the nature of the particular crisis. Apart from that, the managers need to know the significance of staying adequately focused and planning the response plans by thorough analysis of the chain if incidents.

iv. Be Ready for the Unexpected: During a particular crisis, the leadership often tends to confuse the data or information and their corresponding intelligence. In other words, it is crucial for the crisis manager to know that the individual persons may act differently in a crisis. Apart from that, leadership needs to prepare for operating in a

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specific situation where there is no involvement of technology, tools or data/information. To be more precise, numerous organizations conduct simulations to test whether their emergency reaction groups and plans are prepared for the unforeseen.

v. **Actionable Intelligence:** At the point when amidst an emergency, authority should frequently explore confounding information and knowledge. It is critical, along these lines, to cast a wide net, as critical data can originate from a scope of sources, including clients and representatives. Nevertheless, those sources must be qualified, as deception can be as pervasive as data. Notwithstanding listening to inside voices - a mysterious organization tip line inside the association is one great procedure - administration can recognize early cautioning signs by drawing in an outsider danger appraisal proficient. Since an outsider examiner has no personal stake in the result, it can be an important asset for minimizing struggle inside the association.

vi. **Focusing on Crisis Management Life Cycle:** The effectiveness and timeliness of the crisis response team is determined by the specific approach of crisis management. Apart from that, the preparation for responding to the event along with proper application of the techniques and tools should support all the major stages. To be more specific, identification and preparation of handling and managing of strategic risks, thereby leveraging on a range of tools that is applied for simulation, monitoring, response and communication. It further includes an integrated approach that immediately acts upon a crisis one it strikes.

### 2.10 Phases of Crisis Management

In order to formulate and implement an appropriate crisis management process, it is important to identify the individual but correlated phases of crisis management. An effective crisis management strategy essentially incorporates a systematic approach that consisting of a specific set of stages. An organization requires planning the way crisis will be handled by decomposing and dividing the overall activity into a number

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of smaller tasks, which can also be referred to as phases or stages of crisis management. These individual phases of crisis management are discussed underneath:

i. Phase 1 - Crisis Prevention: There can several kinds of situations where a potential disastrous situation can be prevented from happening. Multiple negative conditions can be avoided by establishing proper degree of crisis communication team, which is able to brainstorm a list of comprehensive ideas for reducing the impacts and consequences of the event on the organization. It incorporates taking into consideration the past occurrences and guaranteeing that legitimate assets are set up to maintain a strategic distance from repetitive circumstances. Carrying out a thorough review of this list can help distinguishing circumstances that are preventable by adjusting existing procedures and systems.

ii. Phase 2 - Crisis Preparation: Organizations with efficient strategies for handling crises properly what actions they should take in order to effectively handle the disaster at the point when it strikes. It further involves the generation of list potential responses that adequately considers both the best case and worst - case scenarios. The designation of an organization crisis manager and spokesperson, available resources and a systematic planning for combating the crises essentially help the firm in handling it in a professional, unified manner by avoiding any type of chaos. The entire process of crisis communication is depending on a team that develops the plan and is aware of the collective final processes and procedures.

iii. Phase 3 - Incident Response: The incident response team is responsible for preparing a response to the event of crisis. The concerned personnel from the company must determine the exact problem that needs to be addressed and resolved. The issue is regarded as debilitating in the event that it could adversely affect benefits, be unfavorable to the organization's notoriety, create undesirable media consideration or result in close government investigation. Perceiving the earnestness of the issue is vital in producing a proper reaction.


iv. Phase 4 - Follow-Up: It is important to perform authorization and maintenance for conducting primary and secondary response plans. It takes into consideration of the legal perspectives on following up and recovery efforts associated with the crisis management techniques\(^90\). The final stage of crisis management incorporates a number of recovery efforts that deals with effective solutions, which in turn puts into practice the planned activities. Furthermore, it involves a variety of incident response solutions defined by emergency response contractors.

2.11 Obstacles in Crisis Management

There are significant challenges and obstacles faced by different organizations with respect to implementing proper crisis management strategies. An efficient crisis management plan involves appropriate coordination, communication, consistent and decisive leadership traits\(^91\). However, barriers to establishing coordination amongst the crisis management personnel crop up from different aspects and perspectives.

**Obstacles in Coordination:** Firstly, possible barriers to establishing coordination can be significant amount of pressure and stress in terms of time, effort or unwillingness to work with the others. Apart from that, different priorities such as diverse perspectives among private and public sector organizations. Inconsistent procedures as well as conflicts based on crisis management responsibilities, roles and domains. In addition to that, lack of proper leadership can be another significant challenge in establishing coordination for applying crisis management strategies\(^92\). Lack of leadership creates mismanagement, lack of skills and expertise in handling and identifying the necessary linkages. Moreover, it also causes lack of knowledge, experience, skills and competency with respect to the way organizations respond to the negative situations and embed in the structure. Furthermore, other challenges include lack of trust and lack of shared institutional awareness inside the organization.

**Obstacles in Communication:** Obstacles in communication can be caused by several factors. For instance, the organization may be facing disruption or sudden breakdown

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in the communication system. Moreover, potential involvement of distribution process such as virtual collaboration, video conferencing versus face-to-face and physical meeting and conversation. Possible communication challenges in crisis management involve asynchronous communication to some particular degree of delay in the transmission of data or message. In addition to that, lack of proper interpretation or understanding of the message may be wrong. Lack of continuous feedback for the purpose of regulating necessary actions and thereby maintaining appropriate alignment with the firm’s objectives may potentially pose obstacles in the way of establishing crisis management principles in the organization. Furthermore, obstacles may exist if there is inadequate informational value resulting in lack of richness and accuracy in the collected and shared information, which is then transmitted amongst the organizational authorities and personnel.

Apart from these major two obstacles or challenges, there are other types of obstacles in the process of crisis management. During the execution of crisis management capabilities and exercises, certain issues may crop up. These are discussed as follows:

**Unclear organizational policy and senior leadership approval:** An association's emergency administration ability should be created inside the one of a kind setting of that association and will, with time, get to be subject to it. For the emergency capacity to have any validity, it ought to be produced in view of unmistakably characterized hierarchical arrangements endorsed by senior initiative. The ability to oversee emergencies ought not to be seen as something that can be produced as and when required. It requires a precise methodology that makes structures and procedures, trains individuals to work inside them and is assessed and created in a nonstop, deliberate and thorough way. The improvement of emergency administration ability ought to be seen as a standard action and one that is proportionate to an association's size and limit.

**Lack of well-established crisis management system:** An organization must be able to organize a well-established crisis management system, which is in turn a

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potential part of the mainstream organizational management process. Situational aware and well-prepared associations that arrangement viably with genuine or potential emergencies may rise up out of the experience more grounded, inside and as far as their image, even in the wake of agony critical transient misfortunes\textsuperscript{96}. It implies that the crisis management system should be closely related to the set of arrangements by the firm to respond to the actual day of crisis. However, by developing certain changes in the process it is possible to utilize a crisis management particular purpose and thereby ensuring higher levels of morale and confidence. To be more precise, lack of well-established crisis management system require then again, associations that are seen to have neglected to get ready for an emergency will endure conceivably monstrous reputational harm. They may even be seen as having sold out their staff, clients, and partners.

**Indecisive leadership:** It can be said that indecisive leadership can be one of the major obstacles in the way of establishing a proper crisis management system. In other words, indecisive leadership may lead to inability of identifying the source of crisis and thereby hamper the process of taking steps that limit the damage already caused. Strong leadership, on the other hand, ensures adequate flexibility, teamwork, coordination as well as communication across the organization\textsuperscript{97}. To be more precise, leaders of crisis management should be more organized and decisive to be able to take necessary steps and apply proper skills and techniques to mitigate the complex situation. Proper leadership will defuse tensions, inspire confidence as well as provide a focus for activity. Furthermore, proper leadership should ensure different scenarios have been assessed so as to develop efficient contingency plans with each exercise.

**Not engaging all stakeholders:** During crisis management, stakeholders must be adequately engaged. Stakeholder is a group or person or an organization that can effectively influence the actions, future, policies and even business goals of the concerned organization. Some examples of key stakeholders in any organization can be suppliers, shareholders, unions and the community from which the firm attempts to


draw the resources. In this particular context, the crisis managers need to make sure that the stakeholders are adequately informed, engaged in the process of managing the actual crisis. In addition to that, the communication strategy developed by the organization should identify, analyze and prioritize all the external and internal stakeholders, along with deciding what information is to be shared, who is responsible and who the targeted stakeholder is.

**Limited external relationships (reputational capital):** Another challenge is to deal with the limited organizational assets along with proper external relationships. The CEO of the organization is responsible for delivering messages and communicating in an effective and efficient manner. On the other hand, it is important to ensure that the organization’s crisis communications along with its long-term reputation is highly effective and responsive. Obtaining third party support may be potentially difficult, as it involves engaging the parties. Increasing outsider backing incorporates connecting with consistently with the sorts of outsiders who can loan their backing amid an emergency. Encouraging great relations with the nearby police and fire offices are critical. So too are developing cozy associations with those constituents your business relies on upon – clients and their groups, news media, representatives, government authorities. As a major aspect of your endeavors to develop outsider bolster, the firm will need to be a decent corporate national, obviously supporting things your constituents worth, for example, nearby training, games, medicinal services and social projects.

**Lack of situational awareness (SA):** Key component of crisis management is to identify all the major situational conditions in an accurate fashion. At a particular point, information is processed and thereby used as a basis for taking better and informed decisions. Furthermore, diversity is another challenge associated with crisis response missions. Situational awareness is a particular concept, which concerns with developing the ability to observe the corresponding environment, make proper decisions, orient rapid changes and ultimately act upon those decisions during high tempo operations. However, during the occurrence of a specific crisis, it is crucial

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to identify and recognize a clear and transparent understanding between something, which is known and true, and something that is an assumption or rumor. In addition to that, situational awareness should also concern with the information that is being reported by other external entities such as social media, regulatory agencies, and local first responders and so on. Lack of situational awareness further leads to improper understanding of the nature and characteristics of the particular crisis. In addition to that, situational awareness (SA) must be constantly active, deliberate and a disciplined process requiring significant practice, which is exercised in a regular manner. Besides, any organization should acquire the ability to achieve situational awareness (SA), along with individual achievements having the ability to achieve it as a whole.

**Lack of a situational reporting system:** Lack of situational reporting system refers to an agreed level of situational awareness that is a part of common operational picture (COP). This common operational picture (COP) typically generates periodic situational reports, which is also called as SITREPS. Choices can then be founded on the best level of accord that can be accomplished on the circumstance, its elements and its suggestions, which has been through a thorough procedure of appraisal, confirmation and reviewing. By having a concurred explanation of comprehension, it lessens the inclination for individuals from basic leadership groups to put clashing translations on data at the purpose of choice. The point is not to shut down dialogs, but rather to build the velocity and certainty with which choices can be made. Choice makings turn out to be sure, because they realize that the data they are constructing choices with respect to has been through a procedure of thorough, multi-division investigation, affirmation and confirmation. Choices turn out to be all the more effortlessly faultless, since they can be identified with a concurred proclamation of SA, in light of a mutual procedure of thorough, multi-division examination, affirmation and check. Moreover, it is crucial

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Lack of pre-defined decision-making process: Responding to a particular crisis essentially requires pre-determined decision-making model that takes into consideration the previously employed personnel by the crisis management team. Profitable time that could be utilized to balance out the circumstance and begin the recuperation procedure will be lost. This slip-up can be amended. Corporate and military associations amid times of emergency have utilized various basic leadership models effectively. These models incorporate multiple stages, procedures, and varieties of each. While any of these basic leadership models can be adequately utilized by your association, to a huge degree your prosperity with utilizing any model will largely be controlled by your group's recognition with the model's procedure. That is, the emergency administration group needs to direct activities utilizing the basic leadership model chose by authority and join diverse situations so colleagues will have a decent comprehension of the procedure and their parts and obligations before a genuine emergency happens. Roles and responsibilities for each team member require the implementation of the processes and strategies of crisis management.

2.12 Methods of Crisis Management

Researchers Gathmann and Schönberg mentioned about the five basic leadership competencies required for developing and restructuring organization’s functions after a crisis has occurred. The organization needs to consider crisis management method and an accurate, to-the-point crisis management plan. The creation of the crisis management plan should ensure a specific number of crisis management activities. Communication strategy concerns with the detailed information on the way the business. Methods and components of a Crisis Management Plan should include a number of techniques, tools and components.

Recovery strategies: The crisis management policy should contain certain strategies for recovering from the negative impacts of the situation. International co-operation significantly supports several functions regarding crisis management with adequate partnership using best practices. Different approaches in crisis management takes into

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consideration of both traditional crises and dealing with novelty. Considering both of these crisis management mechanisms, the individual phases (such as Preparedness Phase and Response Phase) differs from certain aspects. These are compared and contrasted below:

<table>
<thead>
<tr>
<th>Dealing with novelty</th>
<th>Traditional crisis management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Crisis Preparedness Phase</strong></td>
<td><strong>Crisis Preparedness Phase</strong></td>
</tr>
<tr>
<td>• The Risk Assessment process involves risk radars, horizon scanning and forward looking analysis for identifying the emerging threats. In addition to that, other key attributes include different time scales, frequent updates, international analysis sharing and multidisciplinary approaches</td>
<td>• Risk assessment in the traditional crisis management is dependent on basic historical events</td>
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<tr>
<td>• It additionally concerns with capability based networking development and planning</td>
<td>• Training for testing procedures and plans in crisis management</td>
</tr>
<tr>
<td>• For learning agility and adaptability, develop partnerships and networks, the strategic crisis management training and methods are applied</td>
<td>• Scenario based emergency planning</td>
</tr>
<tr>
<td>• Strategic engagement from centers of government</td>
<td>• Preparedness additionally involves early warning systems based on forecasting, monitoring, communication, warning messages and proper connection with crisis incident response</td>
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<table>
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<tr>
<th><strong>Crisis Response Phase</strong></th>
<th><strong>Crisis Response Phase</strong></th>
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</thead>
<tbody>
<tr>
<td>• Identification of crisis and crisis monitoring should be considered for selecting the role of expertise</td>
<td>• Traditional crisis management approach includes command and control</td>
</tr>
<tr>
<td>• Response team for dealing with novelty in crisis management incorporates multi – purpose and flexible crisis management group and corresponding facilities</td>
<td>• It essentially depends on the utilization standard operating procedures to manage the crisis</td>
</tr>
<tr>
<td>• Common concepts cross the different departmental agencies for informing about leadership along with highly adaptive capacities</td>
<td>• Traditional crisis management further incorporates strict lines of duties and responsibilities for the individual team members of the crisis management team</td>
</tr>
<tr>
<td>• In the response phase, the crisis management team utilizes similar tools and protocols for managing multiple crises</td>
<td>• It involves feedback system for improving the SOPs (Standard Operating Procedures)</td>
</tr>
<tr>
<td>• It requires international co-operation</td>
<td>• It also deals with sectoral approaches and principle of subsidiarity</td>
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<tr>
<td>• To respond properly to the crisis, the large response networks should be effectively built and managed</td>
<td></td>
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<tr>
<td>• It deals with ending the crisis and thereby restoration of trust in the concerned or affected system</td>
<td></td>
</tr>
<tr>
<td>• It essentially involves feedback process</td>
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There are several methods in crisis management that are used for developing insight. Some of the useful methods involve:

**Forecasting:** It is typically based on several assumptions on how the particular crisis can affect the organization. A forecast is usually concerned with budgeting, forecasting the future events, possibilities and estimations necessary to successfully manage the crisis and bring the overall impact under control.

**Issue management:** A strategic crisis management tool helps organization obtain adequate credibility and legitimac\textsuperscript{108}. It is a complex process involving a number of sequential steps starting from identifying the specific issue, monitoring and analyzing the issue, hereby implementing and evaluating the situation.

**Scenario analysis:** Scenario analysis includes identifying and describing all the plausible alternative futures. Situations bring issues to light of future dangers and conceivable outcomes, and subsequently, animate associations into planning possibilities, having gotten to be sharpened to what may happen\textsuperscript{109}. Discontinuities can come about because of a surprising mix of danger components and are likely to increment as an aftereffect of intricacy inside the worldwide economy. By considering dangers and open doors through situation examination and different prospects techniques, associations turn out to be less defenseless against vulnerability. Situations can be industry-based, affectability based, expansion based or open issue-based.


Pre crisis: The pre crisis is particularly focused on preventing the crises by means of applying appropriate risk assessment technique that includes process of crisis identification, analysis and response. Employees should be prepared for crisis management by obtaining adequate amount of knowledge and training for using the organizational resources. It can be achieved by means of attending training sessions for making them aware of the rules and protocols, operations, procedures and action plans for deploying at the time of a particular impending crisis. The designated crisis team, which is essentially multidisciplinary in nature, contains diverse expertise and skills based on public relations, operations, human resources, finance, security and legal functions. According to Gathmann and Schönberg, the pre crisis management plan is essentially aligned with the organization’s goals and strategies. In this context, the company bases itself upon a business impact analysis for analyzing the aspects that are critical to the organization’s mission. It is an important step to be able to prioritize the functions in case of a crisis for being able to ensure "business continuity" (i.e. the capability to continue the delivery and production of goods and services at a specific and predefined degree after a disruptive occurrence of event)\textsuperscript{110}. Planning ought to incorporate administration of

offices, store network, HR and the earth, and include all phases of the improvement of operations, and additionally all outsiders upon whom an association is basically reliant on, for example, suppliers\textsuperscript{111}.

\textit{Post crisis:} A crisis in a company most commonly takes into consideration of the required damage and repair needed to be done. Besides, it additionally involves effective and efficient communication strategies employed during crisis for the purpose of safeguarding the reputation of the organization.

This is likewise an ideal opportunity to satisfy any duties made amid the crisis communication and correspondence stage, for example, casualty pay and catch up communication. The organization ought to discharge reports on the recovery procedure, depict restorative moves being made, and promote corrective measures and actions from examinations of the particular crisis\textsuperscript{112}. Amount of subsequent communication process required relies on upon the measure of information promised at the time of the crisis and the period of time it needs to finish the recovery process.

At the point when the emergency dies down, the business enters the last stage, the post-emergency stage, in which the danger is over and business is continuing not surprisingly, so the emergency is no more the point of convergence of administration's consideration despite the fact that regardless it requires some consideration\textsuperscript{113}. Presently the organization can center its assets on recouping from the emergency and remaking trust and believability by overseeing open observation. Recuperation includes endeavors to "gain from the occasion inside and "handle" the occasion remotely.


2.13 Theoretical Framework

Figure 6: Theoretical Framework for Crisis Management
(Source: Created by the Author)

2.14 Crisis Management in Islamic Thought

Islamic human advancement had financial contemplations which was more critical than eastern musings and was a pioneer progress that has financial considerations to regard monetary issues as Muslims researchers had pioneer accomplishments and they are likewise the main individuals who put physical and money related arrangements to oversee emergencies before the appearance eastern fiscal and Keynesian speculations. The Holy Quran put logical and pragmatic guidelines of emergency administration science by giving a case of emergency when the lord of Egypt saw a dream that cautions that a starvation will be happened in Egypt and the prophet Joseph peace upon him put the logical arrangement to complete the emergency calmly, Allah god-like said "He answered: 'You might sow for a long time similar to your direction. Leave in the ear (of corn) you harvest, with the exception of a little which you eat", and the prophet Joseph has asked that Egyptian individuals must become hard and
effectively, eat a tad bit of what they developed and leave wheat in its ears to shield it from worms and give chopsticks as sustenance for creatures.

Allah said "From there on, seven hard years will happen upon you which will expend everything except little of that which you have put away." Allah all-powerful said "Then, there will come a year in which individuals are aided, in which the general population will press". The Holy Quran and Hadith or Sunnah consider the most essential Islamic enactment sources, and their part were noteworthy in the improvement of Islamic thought, enactment doesn't rely on upon the announcement of Islam and call for Virtue and Prevention of indecency, yet the enactment likewise talked about common matters and individual status of the deal and lease thus on, if there is no content in the Quran and the Sunnah, accord and brain consider third and fourth wellspring of enactment sources.\textsuperscript{114} It likewise should be stressed that the Islamic monetary framework has its particular and extraordinary subject which contrasts in numerous perspectives from the constructive financial frameworks, whether private enterprise or communism, we find that the objective of the Islamic monetary framework is to fulfill the essential needs of the individual and give necessities to individuals to carry on with a decent life and help them on reproduction of the earth and love of God Almighty, and it additionally means to accomplish fulfillment of material and the profound man, thus the premise of the expressions of God "

\textbf{2.15 Crisis Management in Jordan}

The way Jordanian Government handles crisis, can be conceptualized as three distinct levels or arenas upon which they base their crisis management approach. These levels are internal strategic, external strategic and internal operational. Jordan’s approach to handling crisis essentially utilizes a crisis management team that primarily focuses on a particular area \cite{9}. However, this team is also sensitive about the other areas or levels. This is mainly because failure in any of these areas can significantly affect the other arenas; potentially destabilize the nation as well as the entire region.

The Palace (King and Crown Prince) handled the primary issues at the external strategic level. Moreover, Jordanian government needed to decide the way the country needs to position itself in both inter-Arab and international affairs.

Crisis Management in the governmental organizations of Jordan takes into consideration the major activities. To be more specific, Jordan employed its strategic/political requirement for managing crisis. The internal strategic level or middle level team formed by the Jordan government is typically headed by the Prime Minister, which is precisely composed by a number of Ministries. These Ministries include Ministry of Social Development, Finance, Information, Planning, Health, Foreign Affairs and Ministry of Interior. These Ministries interlinked the operations from each of the levels or arenas. The multilevel matrix structure potentially reduces the overall impact of crisis surprises for quickly providing information to the people who needs it. The chair of the operations area team along with the Ministry of Interior involves experts who speak multiple languages fluently.

Therefore, each of the team members of the crisis management team utilizes their skills, competency and suitability based on the roles and responsibilities. It specifically justifies the usefulness of applying the multiple level matrix structure in the area of crisis handling by an organization. In addition to that, Jordanian refugee crisis management team effectively establishes link among the organizational structure and its characteristics with respect to the crisis management strategy and operations.

The crisis management multi-level structure is significantly complex, as it is interconnected with executive, middle as well as operational levels. The Islamists were also adequately associated and provided enough cooperation by giving facilitation of goods and services to the evacuees. Three ministries, namely, the members of the Islamic movement held Social Welfare, Labor and Education Ministries.

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ministries are entirely committed to the goals and objectives that are devised for meeting the crisis.

2.15.1 Crisis of the health and interior ministries in Jordan: causes and sources and types.

Jordanian Ministry of Health is responsible for providing efficient healthcare services by following several objectives. It aims to improve the quality of healthcare services and ensure the continuity.

The service will likewise concentrate on the change of crisis administrations and foundation alongside fortifying the wellbeing data framework and improving its utilization. It will likewise enhance the IT foundation at open doctor's facilities and enhance Human Resource administration, highlighting the checking and oversight part of the service over all wellbeing administrations in the nation\textsuperscript{118}.

One of the most important factors considered by Jordanian Government to manage crises is its human capital. Given the absence of normal assets joined with the inundation of outcasts influencing each division of Jordan's base, the legislature is insightful to put resources into its kin. Keeping in mind the end goal to encourage monetary and social improvement, nonetheless, it is basic that Jordanians stay sound and solid. Guaranteeing that the youngsters and youth are sound today will secure a solid workforce for tomorrow. In addition, protection measures coordinated at youth will be essentially less costly than corrective measures taken after the onset of diabetes. At last, designs set ahead of schedule in life will probably get to be changeless examples of conduct than those set up in adulthood\textsuperscript{119}. Given that kids and youth are among the most powerless populaces in the public eye, it is essential to ensure and teach them at a youthful age so that the monetary returns are more noteworthy.

Ministry of Health in Jordan follows a multi – level matrix structure for crisis management, of which, each of the matrix focuses on the seven different aspects.


These are based on equal strategy analysis. Matrix incorporated inside the sectorial goal is to improve the communication amongst the crisis management team. In addition to that, it helps promoting healthy practices and behaviors. Institutional limit depends on working for natural wellbeing observation program on the quality of drinking water in all its stages.

Apart from that, the Jordanian government, during its crisis management strategies takes into concern the financial administration and management of human resources. In addition to that, the crisis management strategies specifically concentrate on the knowledge management, communication, coordination and leadership matrix.

The Jordanian Government follows a certain rule for their response strategy. The assessment of a crisis in Jordan requires a combination of emergency incident response. The maintenance and care mechanisms adopted by the ministries are properly considered in accordance with the crisis manager’s decisions.

On the other hand the ministry of interior is facing the below discussed challenges in the area of the crisis management.

The Syrian evacuee inundation into Jordan has been monstrous. As of June 2015, more than 620,000 Syrians were enrolled with the United Nations Refugee Agency in Jordan. Eighty-four percent of these Syrians live in host groups rather than outcast camps.

Syrian displaced people have focused on financial and asset foundation in Jordan, which was at that point experiencing basic issues before the exile emergency.

The Jordanian open reliably exaggerates the negative effects of the Syrian displaced person flood, while the constructive effects get far less consideration, highlighting the politicized way of the evacuee emergency in Jordan. Open assumption toward Syrian evacuees deleteriously affects the administration's capacity to react gainfully to the outcast inundation.

2.15.2 Role of human capital in crisis management in the health and interior ministries in Jordan.

The concerns of the interior ministry of Jordan are discussed in this section. In Jordan, by far most of families living in exile camps depend on compassionate help to meet their day by day nourishment needs and - outside of the camp - sustenance use by outcast families constitutes more than 1/3 of their financial plans. The living states of the Syrians settling outside of the camp (84%) are declining. Various exasperating variables that would undermine the evacuees' nourishing prosperity have been recorded; e.g. pockets of sustenance uncertainty, restricted dietary assorted qualities for the all inclusive community and kids (6-23 months) specifically, ailment patterns and poor sanitation. Stuffing among Syrians in host groups is expanding, from a normal of 4.1 individuals for every sanctuary in March to 7.1 in late May. While lawful access to the work market is not allowed to Syrians, finding illicit business openings, both in the formal and casual parts, is testing. It's assessed that more than 90% of outcasts are unemployed in Jordan. Ladies and people with incapacities, both among evacuees and the neighborhood group, experience the ill effects of extra difficulties in getting to the work advertise. Those displaced people who can look for some kind of employment, generally occupied with incompetent day by day work, regularly at far lower compensation than the national normal, in situations without protection or sufficient wellbeing measures. Tyke work is likewise common, regularly in risky conditions, imperiling lives to the detriment of instructive open doors. Late appraisals on outcasts in host groups have found that the wage versus consumption hole brought about by restricted job openings, rising rent and administration costs, actuates expanded utilization of negative adapting techniques. Thusly, the contention keeps on dissolving kids' defensive surroundings. Just 29% of Syrian youngsters have enlisted for schools in camps and host groups; by far most of kids are not going to class because of the absence of adjacent offices, the absence of assets for related costs, money related requirements for kids to work, fears of wellbeing and segregation and absence of enlistment records to select. Continuous, long haul presentation to extraordinary savagery, hardship and uprooting are known to lastingly affect youngsters' psychosocial prosperity. Relocation has additionally exacerbated dangers

of trafficking and kid work. One in ten outcast kids (30,000) is evaluated to work. Information on tyke relational unions among Syrians in Jordan demonstrates an expanding predominance of the marvels\textsuperscript{123}. All these are the major areas under the ministry of interior in Jordan that can be managed by proper utilization of the human capital.

On the other hand, the Ministry of health (MOH) will expand the rate of guaranteed people and increment the quantity of the secured residents under the umbrella of common protection program. The third tranche will incorporate recipients of the National Aid Fund enlisted without membership charges: under-advantaged individuals, the crippled, occupants of the poorest and remote zones, and the government managed savings arrange\textsuperscript{124}. Along these lines the rate of individuals secured by the common protection program will reach around 47\% in 2017. Occasional surveys of installment scales and traditions and the bundle of administrations secured by medical coverage will be attempted, and scope will balanced by assets to guarantee economical financing of wellbeing administrations.

The MOH sees essential human services as a vital range with potential for expanding productivity of monetary assets. This incorporates bolster for essential human services by expanding the yearly assignment for these administrations as a rate of aggregate government wellbeing consumption from 19\% in 2013 to 22\% by the year 2017. In 2013, 19\% of aggregate government wellbeing consumption was allotted for essential social insurance administrations, and the MOH will build this portion to 22\% by the year 2017\textsuperscript{125}. This will add to expanding the quantity of screening projects and early identification of ailments.

Additionally the quantity of dialysis machines will be expanded in MOH doctor's facilities to diminish the rate of dialysis treatment occurring outside of these healing centers. Use of standard valuing rates in the general population part and colleges will


be stressed, and in addition expanding direct consumptions for advancement ventures.\textsuperscript{126}

The MOH will fortify its oversight and association of wellbeing experts in the Kingdom and wellbeing establishments in the private area, giving a steady domain to therapeutic tourism in Jordan through mindfulness raising furthermore, advancement of the medicinal tourism benefits inside and outside of Jordan.\textsuperscript{127} The MOH will likewise add to the advancement of enactment overseeing restorative tourism, for example, the reception of the law of responsibility, building up oversight and control of therapeutic tourism workplaces.

\textbf{2.16 Conclusion}

It can be concluded that crises management involves potential risks and challenges in terms of required leadership, coordination, cooperation and communication among the organizations. Most common types of crises involve effective risk assessment strategies and political leadership in numerous nations, regularly due to sudden or unexpected circumstances, additionally because of unexpected conditions and sudden breakdowns in the flow of information across all of the organizational departments. Besides the rise of newly emerging vulnerabilities, threats and risks, components to consider in the evolving worldview for emergency administrators identify with the development of governments. While for both governmental, non–profit and private organizations, crisis management will dependably stay one of their major parts or processes. The incorporation of privatization and decentralization has lessened in general limits in numerous governmental authorities to take direct activities to anticipate or relieve potential threats in parts that are basic for the running of social orders, for example, utilities and base. Significant failure in the process of crisis management has regularly centered on arranging the company of crisis related incident responses after certain negative incidents happen. Progress in science, innovation as well as information processing in later decades has prompted a superior comprehension of the exposures of the manufactured environment to risks and threats,


in addition to that, the vulnerabilities of populaces, financial resources and natural assets. This has empowered danger administration to improve utilization of danger appraisal for a more extensive and important methodology, which additionally joins counteractive action arrangements and alleviation projects to decrease presentation and weakness.