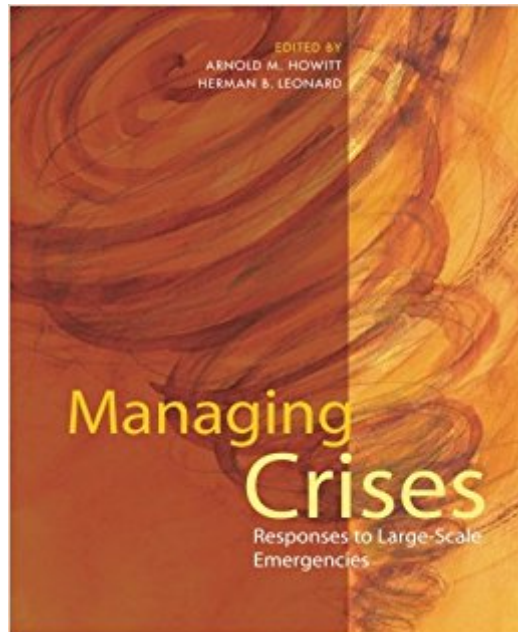




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Managing Crises: Responses To Large-Scale Emergencies



Synopsis

From floods to fires, tornadoes to terrorist attacks, governments must respond to a variety of crises and meet reasonable standards of performance. What accounts for governments effective responses to unfolding disasters? How should they organize and plan for significant emergencies? With fifteen adapted Kennedy School cases, readers experience first-hand a series of large-scale emergencies and come away with a clear sense of the different types of disaster situations governments confront, with each type requiring different planning, resourcing, skill-building, leadership, and execution. Grappling with the details of flawed responses to the LA Riots or Hurricane Katrina, or with the success of the Incident Management System during the Pentagon fire on 9/11, readers start to see the ways in which responders can improve capabilities and more adeptly navigate between technical or operational needs and political considerations.

Book Information

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Customer Reviews

Managing Crises fills a glaring need in the public administration literature to address how managers practically respond to extreme situations. For students of decision-making, policy planning and implementation, and organizational behavior, these studies will prove invaluable. --Herbert E. Gooch III, California Lutheran University
Managing Crises provides a wide-ranging, in-depth examination of a variety of catastrophic and emergency situations. Its main strength is its clear-eyed presentation of a variety of crisis management situations. This book will be an extremely valuable resource for courses dealing with emergency management, disaster response and recovery, homeland security,

and incident command. It could also be used as a supplementary text in courses in the areas of public administration, intergovernmental relations, public policy and sociology. --Steven D. Stehr, Washington State University

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Arnold M. Howitt is Executive Director of the Kennedy School's Taubman Center for State and Local Government and adjunct lecturer in public policy. He serves as faculty cochair of the executive program on Crisis Management and of the program for Beijing senior officials and teaches in several other KSG executive programs. For four years he directed KSG's research program on domestic preparedness for terrorism. Howitt served on an Institute of Medicine panel that authored *Preparing for Terrorism*, and is coauthor and coeditor of *Countering Terrorism: Dimensions of Preparedness*. Howitt's other research focuses on transportation and environmental regulation.

Herman B. Leonard is George F. Baker Jr. Professor of Public Management at the Kennedy School and professor of business administration at Harvard Business School. He teaches leadership, organizational strategy, crisis management, and financial management. His current research concentrates on crisis management, corporate social responsibility, and performance management. He is a member of the boards of directors of Harvard Pilgrim Health Care, of the ACLU of Massachusetts, and of the Hitachi Foundation. He was formerly a member of the board of directors of the Massachusetts Health and Education Facilities Authority and of Civic Investments, a nonprofit organization that assists charitable enterprises with capital financing; a member of the Research and Education Advisory Panel of the General Accounting Office; a member of the Massachusetts Performance Enhancement Commission; and a member of the Alaska Governor's

Council on Economic Policy. He served as Chair of the Massachusetts Governor's Task Force on Tuition Prepayment Plans.

I study crisis communication, so when I took a class outside of my department I was delighted to discover this as one of the required texts. I would never have learned about the intricacies of the LA Riots, or even probably ever heard of the Baltimore Tunnel fire (did you know about the tunnel fire in Baltimore in 2001? I never heard of it before reading in this book!) The case that is most striking to me is probably the 9/11 Pentagon case. Every case study I've read on 9/11 focuses on the WTC (understandably), but this one looks at the Pentagon. The case is compelling and stands out as an exemplar of excellent practice in a tough situation. I recommend this book to anyone who studies crises, or who simply wants good accounts of best- and worst-practices.

It's ok. Needed this for college. A little dated and costly..

Great book to read about emergencies that have occurred. This was a rental book and it could not have been easier to get and to return. Plan on doing this again if I need to. Thanks!

Super interesting book full of case studies on various crises and disasters. Rented it for a class, but actually really enjoyed just reading the book!

It was a great resource for the program, provided great literature for managing crisis related to public health.

This book was required for one of my Master's classes. It deals with emergency management by utilizing case studies ranging from Hurricane Katrina to the SARS outbreak. Excellent book for emergency managers and planners.

Good straight forward information.

The case studies are excellent and detailed. Research and references are extensive. Used as text in Homeland Securities course and made for tremendous discussion board

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