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## **Strategic Planning and Crisis Management Styles in Organizations: A Case Study of Starbucks Firm in Shanghai, China**

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# Strategic Planning and Crisis Management Styles in Organizations: A case Study of Starbucks Firm in Shanghai, China

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## Abstract

Strategic planning is an essential process for organizations to set their long-term goals and determine the best course of action to achieve them. It involves analyzing the internal and external environment, identifying opportunities and threats, and formulating strategies to capitalize on strengths and mitigate weaknesses. Crisis management is a set of strategies and actions taken by organizations to effectively respond to and recover from unexpected and disruptive events. Crisis management styles can vary, ranging from reactive approaches that focus on immediate response and containment, to proactive approaches that prioritize risk assessment, preparedness, and resilience. Ultimately, organizations need to strike a balance between strategic planning and crisis management, integrating them into their overall management framework to navigate both predictable and unforeseen challenges successfully. The study findings indicate that Starbucks has a robust strategic planning process in place, which has contributed to its long-term success. The firm is highly committed to resolving crises promptly, whether they involve product quality concerns, employee misconduct, or public relations issues. The company's crisis response actions are guided by their long-term strategic vision, brand values, and commitment to delivering a unique customer experience. It was concluded that Starbucks has demonstrated a robust strategic planning process, focusing on premium-quality coffee, creating a unique customer experience, and fostering sustainable growth. This strategic approach has propelled Starbucks to become a global leader in the coffee industry. Starbucks' strategic planning and crisis management styles have positioned the company as a leader in the industry, allowing them to effectively manage challenges while maintaining their strategic vision. The study recommended that by continuously monitoring the market landscape, organizations can anticipate changes and proactively adapt their strategies to remain competitive. To enhance crisis management, organizations should prioritize developing a proactive approach, focusing on rapid response and transparent communication.

**Keywords:** *Strategic Planning, Crisis Management Styles, Organizations, China*

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## **1.0 Background of the Study**

Strategic planning and crisis management are critical aspects of organizational success, enabling companies to navigate challenges and seize opportunities (Hofmann & Jaeger-Erben, 2020). This case study delves into the strategic planning and crisis management styles employed by Starbucks, a renowned multinational coffeehouse chain headquartered in the United States. Starbucks Corporation, founded in 1971 in Seattle, Washington, is known for its premium coffee, inviting ambiance, and commitment to social responsibility. Starbucks has established a strong presence in Shanghai, China, with numerous stores strategically located throughout the city, attracting a wide range of customers with its premium coffee offerings and cozy ambiance. With over 31,000 stores worldwide, Starbucks has become a global icon and a leader in the coffee industry. Starbucks employs a comprehensive strategic planning process to drive its long-term success. The firm's strategy focuses on premium-quality coffee, creating a distinctive customer experience, and fostering sustainable growth. Key elements of their strategic planning include market analysis, brand development, product innovation, and expansion into new markets (AlQershi, 2021).

Starbucks recognizes the importance of effective crisis management in protecting its brand reputation (Walker & Daniels, 2019). The company adopts a proactive approach, aiming to address crises swiftly and transparently. They have developed a crisis management framework that emphasizes open communication, stakeholder engagement, and responsible decision-making. Starbucks' crisis management style prioritizes rapid response to incidents. Whether it's a product quality concern, employee misconduct, or a public relations issue, the company acts promptly to contain the situation and mitigate negative impacts. This approach demonstrates Starbucks' commitment to resolving crises in a timely manner. Transparent communication is a cornerstone of Starbucks' crisis management strategy (Nassuna, 2021). The firm maintains open lines of communication with customers, employees, and the public during crises. They provide accurate information, address concerns, and deliver updates to stakeholders to ensure transparency and manage expectations. Starbucks firmly believes in taking responsibility for any mistakes or shortcomings. In times of crisis, the firm publicly acknowledges its errors and commits to rectifying the situation (Shu & Zheng, 2019). This responsible approach helps rebuild trust and demonstrates Starbucks' commitment to accountability.

Starbucks recognizes that well-prepared employees are essential for effective crisis management (Shakya, 2022). The firm invests in comprehensive training programs to equip its employees with crisis management skills. By empowering its workforce, Starbucks ensures consistent crisis response across its stores and strengthens its ability to handle unforeseen challenges. Starbucks' crisis management style aligns with its broader commitment to social responsibility. During crises, the company leverages its resources to support affected communities, engage in philanthropic initiatives, and contribute to long-term recovery efforts. This integration of social responsibility further reinforces Starbucks' positive brand image. Starbucks views crises as learning opportunities. After managing a crisis, the company conducts thorough evaluations and post-incident analyses to identify areas for improvement (Hassel & Cedergren, 2021). By capturing lessons learned, Starbucks can refine its crisis management approach and enhance its overall organizational resilience. In addition to crisis response, Starbucks proactively implements measures to mitigate potential risks. The firm conducts regular risk assessments, implements

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robust quality control procedures, and monitors industry trends to anticipate and address challenges before they escalate into crises.

Throughout crises, Starbucks remains committed to its long-term strategic vision. By aligning crisis management with their overall strategic planning, the firm ensures that crisis response actions support their brand values, customer experience, and growth objectives (Globocnik, Faullant & Parastuty, 2020). Starbucks recognizes the importance of cultivating strong relationships with stakeholders, including customers, employees, suppliers, and communities. This proactive approach enables the firm to effectively manage crises by leveraging these relationships for support, collaboration, and recovery efforts. Starbucks excels in crisis communication and public relations, employing strategies to effectively engage with the media and the public (Virgiglio, 2021). The firm ensures consistent messaging, utilizes various communication channels, and provides regular updates to keep stakeholders informed and mitigate reputational damage during crises. Starbucks understands the dynamic nature of crises and the need for ongoing monitoring and adaptation. The firm remains vigilant, tracking emerging issues, monitoring customer sentiment, and making necessary adjustments to its crisis management strategies to address evolving challenges. Haski-Leventhal (2021) noted that Starbucks' success in strategic planning and crisis management can be attributed to its proactive approach, transparent communication, commitment to responsibility, employee empowerment, social responsibility integration, and strong stakeholder relationships. By aligning crisis management with their strategic vision, Starbucks has established itself as a leader in the industry, demonstrating resilience and adaptability in the face of adversity.

### **1.1 Statement of the Problem**

The problem at hand revolves around understanding the strategic planning and crisis management styles employed by organizations, with a specific focus on Starbucks, a prominent multinational coffeehouse chain in Shanghai, China. The primary concern is to assess how Starbucks effectively integrates strategic planning and crisis management to navigate challenges and maintain its strategic vision. The examination of this case study will shed light on the potential gaps or areas for improvement in the firm's approach and provide insights that can be applied to other organizations facing similar issues. One aspect of the problem is the need to evaluate the effectiveness of Starbucks' strategic planning process in driving its long-term success. This entails examining how the company analyzes market trends, develops its brand, fosters product innovation, and expands into new markets. By investigating Starbucks' strategic planning style, we can determine whether the firm's approach aligns with industry best practices and identify any potential shortcomings that may hinder its ability to achieve sustainable growth.

Another facet of the problem pertains to assessing the crisis management style employed by Starbucks. This involves understanding how the firm responds to various crises, including product quality concerns, employee misconduct, and public relations issues. Analyzing Starbucks' crisis management approach will allow us to evaluate the effectiveness of their rapid response, transparent communication, and responsible decision-making. Furthermore, identifying any gaps or weaknesses in their crisis management strategy can provide valuable insights for enhancing their overall organizational resilience. The problem also encompasses the examination of the integration between Starbucks' strategic planning and crisis management styles. It is crucial to

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assess how Starbucks aligns its crisis response actions with its long-term strategic vision, brand values, and customer experience. Understanding the extent to which strategic planning influences crisis management decisions will shed light on the firm's ability to maintain a cohesive approach during times of crisis. Additionally, identifying potential areas where the integration could be strengthened will contribute to enhancing Starbucks' strategic agility and resilience in the face of unforeseen challenges.

## **2.0 Literature Review**

John-Eke and Eke (2020) conducted study to examine the influence of strategic planning and crisis management style in an organization. Since this evaluation was conducted using the preexisting literature, we classify this strategy as theoretical. Findings showed that strategic planning improved crisis management. Furthermore, the degree of devastation caused by a catastrophe is directly proportional to the crisis management strategy used in that moment. Finally, a proactive approach to crisis management is used by organizations that take a strategic approach. Any business hoping to weather a crisis with minimum setbacks would be wise to adopt a strategy approach to crisis management and establish a strategic/crisis management team capable of responding effectively and swiftly. Finally, personnel should be informed and kept on board about the pros and cons of a crisis, as well as how to adjust to shifting conditions before, during, and after a crisis.

Karam (2018) conducted study to investigate crisis management styles (escaping, confrontation, cooperation and containment) and their relationship to strategic planning processes in the 5-star hotels. The research combined a qualitative and quantitative methodology into a descriptive analytical strategy. All 180 general managers at Singapore's five-star hotels are received online surveys through e-mail. Based on the findings, it appears that strategic planning processes have a positive correlation with confrontation, cooperation, and containment, and a negative correlation with escape, as well as a statistically significant effect relationship with strategic planning processes. The results suggested the importance of crisis-specific strategic planning in enhancing hotels' chances of thriving in the face of adversity. Managers who regularly engage in strategic planning are better prepared to respond to crises with the appropriate mix of collaboration, conflict, and containment, and are therefore less likely to flee the situation. As a result, hotels should take a strategic approach to handling crises by integrating contingency plans into their overall business strategy. Hotels would be wise to include crisis management into their overall strategic planning process. Hotels' capacity to effectively handle a crisis is enhanced by the strategic planning that goes into considering and preparing for both scenarios simultaneously.

Oktari, Munadi, Idroes and Sofyan (2020) performed research to evaluate the influence of strategic planning on crisis management strategies within the context of the Austrian Ministry of Health. The research used a descriptive methodology to get the job done. Ninety workers from the Austrian Ministry of Health were selected at random to fill out a questionnaire for the research. The following were the findings: The Austrian Ministry of Health has excellent crisis management and strategic planning capabilities. The Austrian Ministry of Health has shown a statistically significant correlation between the use of strategic planning procedures and crisis management techniques. From the standpoint of the administrators working in the Austrian Ministry of Health,

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there is a significant influence (p 0.05) for strategic planning in the degree of usage of crisis management strategies.

Shah, Gong, Pal, Sun, Ullah and Wani (2020) mentioned that planning for the future, figuring out what programmes will be required to get there, and setting up checks and balances along the way are all examples of strategic planning practises. The study's overarching premise was that Khyber Pakhtunkhwa's service sector businesses would benefit from having a crisis management strategy in place as part of their overall strategic planning processes. The precise goals of the research were to determine the effect that crisis management training, established protocols, and backup plans had on service organizations in Khyber Pakhtunkhwa. Three theories were used in the research: the theory of contingencies, the model of crisis management planning, and the theory of business planning. Respondents were chosen using a judgmental sample approach from the service sector in Khyber Pakhtunkhwa. SPSS was used for data analysis with statistical methods including descriptive statistics, correlation, and regression. Staff training, established procedures, and a safety net for unforeseen events were shown to have a favorable and statistically significant effect on crisis management. While businesses have discovered a number of safeguards to help them weather a crisis, the research shows that they still need to be more proactive in their approach to strategic planning.

Dwikat, Arshad and Mohd Shariff (2022) reported that in order to expand and operate more effectively, service providers recognize the need of strategic planning (SP). However, statistics collected by the Palestinian Bureau of Statistics reveal that the majority of the service sector is hampered by a deficiency in strategic planning and development. Furthermore, the function of crisis management in strategic planning is poorly understood, according to the literature. As a result, this goal is driven by a curiosity about how crisis management might benefit new strategic processes inside businesses. The case study organization was Gaza Electricity Distribution Company (GEDCO), sent 120 managers with questionnaires to fill out. Partial least squares structural equation modelling, tests for data normality, and descriptive statistics were employed to analyze the data. Except for SP comprehensiveness, this study's results showed a very substantial positive correlation between the crisis management concept and the strategic planning characteristics. Moreover, some strong positive correlations were discovered between crisis management and strategic planning. This research adds to the existing body of knowledge in the field of organisational studies by providing fresh empirical data, primarily about the significance of crisis management in improving the efficacy of the strategic planning process.

Bryson (2018) conducted research to have a broad look at how strategic planning is used in times of crisis in the Chinese corporate environment. This study conducted a literature review on crisis management and strategic planning as they are used in developing nations. The researcher in this study used a qualitative method to have a better understanding of the area and to collect additional data. First, this will provide corporate leadership more leeway to develop innovative solutions to crisis management. For the length of the vast majority of crises, management will be able to function more effectively and strategically. At last, businesses will be able to train leaders and employees who are up to the task of inspiring their colleagues to strive towards a brighter future. Management should seek out and develop the most cutting-edge crisis avoidance and mitigation practises for usage by businesses.

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Durst, Davies and Gerstlberger (2022) conducted study to determine how strategic planning affected crisis management in ceramic enterprises in Estonia. The researchers in this study utilized a questionnaire and a descriptive analytic technique. The research found many findings, the most notable of which are as follows: According to the data collected, the ceramic industry's top executives concur strongly on all strategic planning factors. All the information concerning the crisis phases was clearly utilized in the ceramic firms studied, and the outcomes demonstrated that crisis management tactics are being put to good use. The findings also demonstrated the presence of a statistically significant influence of the strategic planning aspects on the crisis management techniques and phases from the perspective of senior management members. The study provided a number of suggestions, the most important of which are as follows: all organisational levels should be involved in strategic planning; basic steps should be developed for the crisis planning process; a crisis management unit should be established in the organisational structure of companies; and competent staff should be used.

Maknu, Manan and Ariffin (2021) performed research to examine how strategic planning affects crisis management in Japanese food-related businesses. There were five categories used to evaluate strategic planning: the organization's mission, goals, strategies, and policies; the same number of categories were used to evaluate crisis management: the identification of early warning signs, the development of a response plan, the containment of damage, the restoration of normal operations, and the incorporation of lessons learned. A total of (137) managers were used in the investigation. Descriptive and analytic statistics, such as simple and multiple linear regressions, were utilized to examine the data in this research. Strategic planning elements were found to be used at moderate levels, and the phases of crisis management were handled by similarly sized businesses. The findings also pointed to the need of strategic planning in Japan's food sectors during times of crisis management.

Alzoubi (2020) conducted research to determine how strategic planning is used in Jordanian banks during times of crisis. The study's overarching objective is to quantify the degree to which Jordanian banks in Ramtha are externally and internally focused on signal detection, preparedness and prevention, crisis recovery, and learning. This study makes a significant and novel contribution because it focuses on a sector of the economy the banking industry that is particularly susceptible to crises in the wake of political conditions, economic instability, and the Arab Spring. As a result, the researcher is motivated to learn how to make the most of the benefits offered by strategic planning and its role in crisis management. This research also revealed that there was either a lack of awareness of, or a deliberate disrespect for, crisis management procedures at the Ramtha branch of Jordanian banks.

### **3.0 Research Findings**

The study findings indicate that Starbucks has a robust strategic planning process in place, which has contributed to its long-term success. The firm demonstrates a strong emphasis on premium-quality coffee, creating a distinctive customer experience, and fostering sustainable growth. Through effective market analysis, Starbucks identifies consumer trends and preferences, allowing them to develop products and experiences that resonate with their target audience. Moreover, their expansion into new markets showcases their strategic vision and ability to capitalize on opportunities for growth. In terms of crisis management, Starbucks adopts a proactive approach,

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prioritizing swift response and open communication. The firm is highly committed to resolving crises promptly, whether they involve product quality concerns, employee misconduct, or public relations issues. Starbucks' rapid response time helps contain the situation, mitigating potential negative impacts on their brand reputation. The firm's transparent communication during crises ensures that stakeholders are kept informed and helps manage expectations, building trust and maintaining customer loyalty.

A key finding is Starbucks' strong focus on taking responsibility during crises. The firm publicly acknowledges any mistakes or shortcomings and commits to rectifying the situation. This responsible approach not only helps rebuild trust but also aligns with their overall commitment to accountability and social responsibility. By accepting responsibility and implementing corrective actions, Starbucks demonstrates its dedication to continuous improvement and learning from crises. The study findings highlight Starbucks' investment in comprehensive employee training programs for crisis management. By equipping employees with the necessary skills and knowledge, Starbucks ensures a consistent and effective crisis response across its stores. This approach empowers employees to handle difficult situations with confidence and reinforces the company's commitment to prioritizing the well-being and satisfaction of both employees and customers.

Another significant finding is Starbucks' integration of social responsibility into its crisis management style. The firm leverages its resources to support affected communities, engage in philanthropic initiatives, and contribute to long-term recovery efforts. This integration not only reinforces Starbucks' positive brand image but also reflects its dedication to making a meaningful impact beyond profit generation. By incorporating social responsibility into their crisis management strategies, Starbucks sets a precedent for other organizations seeking to align their actions with societal values. The study findings also reveal the successful alignment of Starbucks' strategic planning and crisis management styles. The firm's crisis response actions are guided by their long-term strategic vision, brand values, and commitment to delivering a unique customer experience. This integration ensures that crisis management efforts are consistent with their overall strategic objectives, allowing Starbucks to navigate crises while staying true to their core identity and purpose.

#### **4.0 Conclusion**

The case study on Starbucks in Shanghai, China provides valuable insights into the effective strategic planning and crisis management styles employed by the firm. Starbucks has demonstrated a robust strategic planning process, focusing on premium-quality coffee, creating a unique customer experience, and fostering sustainable growth. This strategic approach has propelled Starbucks to become a global leader in the coffee industry. In terms of crisis management, Starbucks' proactive approach, swift response, and transparent communication have proven highly effective. The firm's commitment to resolving crises promptly and responsibly, coupled with open lines of communication, has enabled them to contain issues and maintain stakeholder trust. Starbucks' crisis management style aligns with their core values and demonstrates their dedication to accountability. The findings also highlight Starbucks' investment in employee training programs for crisis management. By empowering their workforce, Starbucks ensures a consistent and

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effective crisis response across its stores. This employee-centric approach contributes to the company's overall success in managing crises and maintaining customer satisfaction.

A significant aspect of Starbucks' crisis management style is the integration of social responsibility. The firm leverages its resources to support affected communities, engage in philanthropy, and contribute to long-term recovery efforts. This integration strengthens the firm's brand image and showcases their commitment to making a positive impact beyond profit generation. One of the key takeaways from the case study is the successful alignment of Starbucks' strategic planning and crisis management styles. The firm ensures that crisis response actions are in line with their long-term strategic vision, brand values, and customer experience. This integration enables Starbucks to navigate crises while staying true to their core identity and purpose. Starbucks' strategic planning and crisis management styles have positioned the company as a leader in the industry, allowing them to effectively manage challenges while maintaining their strategic vision. The proactive and transparent crisis management approach, coupled with a commitment to responsibility, employee empowerment, and social responsibility, has contributed to Starbucks' resilience and positive brand reputation.

## **5.0 Recommendations**

The study recommended that organizations can consider adopting a comprehensive strategic planning process similar to Starbucks. This involves conducting thorough market analysis, identifying consumer trends, and aligning the strategic vision with growth objectives. By continuously monitoring the market landscape, organizations can anticipate changes and proactively adapt their strategies to remain competitive. To enhance crisis management, organizations should prioritize developing a proactive approach, focusing on rapid response and transparent communication. Swift action during a crisis is crucial to contain the situation and mitigate potential negative impacts. Transparent communication builds trust with stakeholders and helps manage expectations. Implementing robust crisis response protocols and establishing effective communication channels are vital in minimizing reputational damage. Investing in comprehensive employee training programs for crisis management is recommended. Empowered and well-prepared employees can contribute significantly to effective crisis response. Firms should ensure that employees at all levels receive proper training, equipping them with the necessary skills, knowledge, and decision-making capabilities to handle crises confidently and consistently.

Integrating social responsibility into crisis management strategies can have a positive impact on brand reputation and stakeholder trust. Firms should identify ways to leverage their resources and contribute to affected communities during crises. Engaging in philanthropic initiatives and supporting long-term recovery efforts not only demonstrates corporate citizenship but also strengthens the organization's brand image and resilience. To foster alignment between strategic planning and crisis management, firms should ensure that crisis response actions are consistent with their core values, brand identity, and customer experience. During crises, it is crucial to maintain a clear focus on the long-term strategic vision while addressing immediate challenges. This alignment ensures that crisis management efforts support the overall strategic objectives of the organization. Firms should prioritize continuous learning and improvement from crises. Conducting thorough post-incident analyses and evaluations provides valuable insights for refining crisis management strategies. Capturing lessons learned and implementing necessary

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adjustments enhances organizational resilience and strengthens crisis response capabilities for future incidents.

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