



Leading the risk profession

INTERNATIONAL DIPLOMA IN RISK MANAGEMENT

Specialist Module - Business Continuity and Crisis Management

Syllabus

Unit One: Introduction, overview and context

- This unit tracks the development of risk management from its roots of origin to modern practice.
- It provides risk related definitions and sets the theme of risk management, business continuity and crisis management as part of good governance and business management.

Unit Two: Stakeholders

- This unit recognises the wide range of the stakeholders in the organisation and positions their importance, their roles and their needs in resilience management.
- It sets the wider scene for the risk assessments, the business impact analyses and the recovery planning subjects that are covered in later chapters.

Unit Three: Governance, good practice, standards, regulation and the law

- This unit looks at governance, good practice, standards, regulation and the law in the risk management framework and explores each subject in sufficient detail to appreciate the position of these in terms of business continuity and crisis management.

Unit Four: Culture, strategy, performance, risk and business continuity

- This unit explores how risk management, business continuity and crisis management can be embedded as part of good management practice and also its positioning in the wider strategic and operational processes.

Unit Five: Getting started

- This unit discusses how best to engage the Board in appreciating the need for business continuity and crisis management and embedding them throughout an organisation.
- The unit introduces the business continuity and crisis management cycle and compares and contrasts this to the risk management cycle.

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Unit Six: Introduction to the business impact analysis

- This unit will enable students to understand the role, players and ownership of a business impact analysis (BIA) within the business continuity management process.
- It in particular studies the need for consistency and clarity of objectives, and clear, measured communication of risk issues.

Unit Seven: The business impact analysis: A hitch-hikers guide

- This unit discusses practical considerations when moving forward to deliver a BIA and the options to obtain information and gain trust in the balanced picture being developed.
- It considers some options in respect of tools that can be used to present risk concepts in a clear and concise way ready to aid decision making.

Unit Eight: Application and uses of the business impact analysis

- This unit illustrates the wider role and the practicalities of the BIA by reference to individual risks.

Unit Nine: Technology exposures and continuity

- There are special issues and exposures around the technological services to an organisation. This unit considers organisational dependencies and interdependencies of centralised computer services, distributed systems, communications and end user equipment.
- It discusses the development of technological continuity plans, often called IT Disaster Recovery Plans, that will meet urgent and crucial operational needs should normal technology services be interrupted.

Unit Ten: Dependency management: supplier management, outsourcing and business support

- This unit explores the implications of supplier risk management and reviews issues in relation to replacing suppliers that suffer loss or disruption.
- It examines, with the use of case studies, the implications of single-sourced critical materials and components in production and supply-chain processes.
- It discusses business continuity management integration in supplier and outsourcing risk management activities.

Unit Eleven: Opportunities and other applications for business continuity principles and tools

- This unit considers the principles established and the tools that have been created in the business continuity field and recognises, by considering individual exposures, where these can be used elsewhere in the organisation.

Unit Twelve: The people factor

- This unit looks at the issues associated with people and business continuity and crisis management and considers the people success factors in responding to disasters.

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Unit Thirteen: The value of insurance when facing potentially catastrophic risk

- This unit considers the value and myths of insurance products from the viewpoint of the critical or catastrophic risks carried by an organisation.
- It identifies in particular where these insurance products do not provide protection for the business continuity needs of an organisation.

Unit Fourteen: Communications

- This unit examines the crucial role of communication as part of reputation and brand management.
- It considers the importance of effective communications during the business continuity and crisis management cycle and also during the disaster invocation and recovery processes.

Unit Fifteen: Emergency and governmental services

- Emergency Services and other Governmental Departments play an enormous role in disaster management and business continuity. Organisations need to understand their roles, powers and objectives. This unit considers these areas and the opportunities open to and challenges faced by public authorities throughout their management of a business-damaging incident that has occurred.

Unit Sixteen: Rehearsals and exercising of plans and risk decision making

- This unit discusses the importance of establishing as much credibility as is possible in business continuity and crisis management by use of rehearsal training and exercising of people and the resources that are expected to be used.
- It considers guides and standards that are available in this area, their use as benchmarking tools, as well as their value and limitations.

Unit Seventeen: Maintenance, benchmarking, assurance and audit

- This unit explains the important issues of benchmarking tools and it discusses quality assurance and compliance in the context of business continuity management.

Unit Eighteen: Developing a business continuity plan – putting theory into practice

- This unit examines the purpose of a business continuity plan and explains its components.

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Module Learning Outcomes

By the end of the module students should be able to:

- Explain the value of embedding business continuity and crisis management within an organisation and the specific activities to be carried out at each stage of the process.
- Assess the influence of people and key stakeholders at all stages and describe the importance of awareness, communication, training and rehearsals in this respect.
- Demonstrate an understanding of the diverse nature of threats, dependencies and strategic options that need to be considered in relation to protecting the modern organisation.
- Discuss the interfaces which exist between business continuity management and enterprise-wide risk management, good governance, strategic and operational management, notably with regard to the leadership role of the board and senior management.
- Set out in detail specific aspects of business continuity and crisis management, including the purpose and content of policies, business impact analyses, plans and audits.
- Review the drivers and threats facing the *modern* organisation - both in its internal and external environment - and the role business continuity and crisis management can play in supporting the organisation to survive and manage these factors.
- Apply and evaluate the substance of the learning outcomes above in the context of a specific situation or organisation, i.e. a case study, scenario, example, either presented to the student or drawn from their own experience or knowledge.

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