



International Diploma in Risk Management

Specialist module: Business Continuity and Crisis Management

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.

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.

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.