



## Business Continuity and Crisis Management: Syllabus detail

**Aim:** To develop the students' understanding of the key elements of Business Continuity and Crisis Management and the role of risk managers and their organisations in ensuring business continuity.

**Learning objective:** Students should understand the difference between risk and business continuity/crisis management and should demonstrate skills in preparing an organisation to be able to withstand crises and ensure resilience in the organisation in meeting its responsibilities and objectives.

### **Core Content**

#### **a) Understanding the risks**

- track the development of risk management from its roots of origin to modern practice
- provide risk related definitions
- provide a link between risk management and business continuity management as part of a risk management framework
- develop the theme of risk management and business continuity management as part of good governance and business management

#### **b) Stakeholders and their role**

- begin the process of understanding the operational risks to the organisation and above all the potentially destructive impact of some risks.
- recognise the wide range of the stakeholders in the organisation; and understand their importance, their roles and their needs.
- ensure a sensitivity to these stake-holders' roles when undertaking risk assessments, business impact assessments any subsequent risk management activity.
- understand both the role of the stakeholder who plays a part before a risk incident; and the potential additional impact of new stakeholders' who emerge as a risk incident is unfolding.
- set the wider scene for the risk assessments, the business impact analyses and the recovery planning subjects that are covered in later chapters.

#### **c) Governance, Good Practice, Standards, Regulation and the Law**

- consider the position of governance, good practice, standards, regulation and the law in the risk management framework
- examine the relationship between governance, good practice, standards, regulation and the law

- explore each subject in sufficient detail to appreciate the position of these in terms of business continuity management
- analyse the global response of organisations to business continuity management regarding each of the issues

#### **d) Culture, Strategy, Performance, Risk and Business Continuity,**

- explore how risk management and business continuity management can be embedded as part of good management practice
- consider the position of risk management and business continuity management in the strategic and operational planning processes
- review the risk environment in the context of what is at risk and what impact discontinuity might have on an organisation and its vision, values, culture and risk tolerance
- consider business continuity at all levels internal and external to the business environment and in the context of enterprise risk management and enterprise business continuity management
- examine how the board is engaged and attention sustained through demonstrating how value can be added to the organisation

#### **e) The Business Continuity Management Cycle**

- consider how to engage the Board in appreciating the need for business continuity management
- discuss the communication and embedding of business continuity management throughout an organisation
- recognise the wide range of the stakeholders in the organisation; and understand their importance, their roles and their needs and engagement
- recognise the wider societal issues associated with business continuity management have you kept this particular promise
- introduce the business continuity management Cycle.
- compare and contrast the business continuity Cycle to the risk management Cycle

#### **f) The business impact analysis (BIA)**

- Understand the role and the values of a Business Impact Analysis (BIA) within the business continuity management process.
- Understand the BIA framework, its needs, its players and its ownership.
- Enable a consistency and clarity of objectives,
- Enable a consistent, clear, and measured communication of risk issues
- Access and evaluate sources of information
- Consider the opportunities for decision-making around risk information evolving from the BIA

#### **g) The business impact analysis: a hitch hikers guide**

- Understand practical considerations when moving forward to deliver a BIA
- Talk through some of the options to obtain information and gain a trust in the balanced picture being developed.

- Consider some options for tools to be able to present risk concepts in a clear and concise way ready for decision making.

#### **h) Application and uses of BIA information**

- Illustrate the wider role and the practicalities of the BIA by reference to individual risks.
- Consider individual risks to
  - Intellectual assets
  - Physical damage to workstations and production lines
  - Outsourcing and the value chain
- Illustrate the differing values of the BIA including the creation of tools and information that lead directly into business recovery plans.

#### **i) Technology exposures and continuity**

- Consider the special dependencies and the exposures around the technological services to an organisation.
- Embrace the dependencies and interdependencies of centralised computer services, distributed systems, communications and end user equipment. Furthermore to embrace the exposures around laptops and other remote equipment.
- Embrace the risks within both in-house and also outsourced services and dependencies
- Bring together and match the crucial, urgent operational needs and opportunities available from with the technology suppliers.
- Consider the special expectations, exposures and dependencies of e-commerce
- Ensure the risk management and continuity of computerised systems embraces the mutual dependencies between technical services and the “old technologies” and people are clearly recognised.
- Encourage the organisation, once the dependencies and opportunities are clear, to develop technological continuity plans that will precisely meet those urgent crucial needs.
- Ensure as best possible a credibility in technology risk management and continuity planning
- Establish ground rules and checklists in establishing technology continuity plans.

#### **j) Dependency Management: Supplier Management, Outsourcing and Business Support**

- Provide definitional language for supplier management, outsourcing and in-sourcing
- Explore the implications of supplier management and lead times for replacement following loss or disruption
- Examine the issues involved and the planning required in managing the exit from an outsourcing agreement
- Examine with the use of case studies the implications of single-source and critical components in production and supply-chain processes
- Investigate the issues associated with production-line management techniques including just-in-time
- Consider the services provided to support business continuity management and the issues of dependency associated with these
- Discuss an approach for dovetailing business continuity with supplier and outsourcing management

#### **k) Other applications for business continuity tools and principles**

- recognise where the business continuity principles and tools can be used elsewhere in the organisation

- make as much additional use as possible out of the Business Continuity tools, information and resources that have been created
- by maximising all such values, improve the business case further for the resources and time applied; and any monetary investment made in business continuity management.
- Illustrate these additional values by considering individual exposures

### **l) The role of People**

- to gain an appreciation of the issues associated with people and Business Continuity Management
- to gain an understanding of why some people excel following an incident whilst others falter - and what makes the difference
- examine the dynamics of team performance, the team players and issues associated with plan invocation and recovery
- to consider the people success factors of an invocation
- examine post trauma considerations and management
- consider supply chain, outsourcing and off-shoring people-related issues
- consider business continuity management training and education needs and the options for delivery

### **m) The values of insurance products in a crisis situation**

- To consider insurance products from the viewpoint of the critical or catastrophic risks carried by an organisation
- To understand whether and where insurers products and the insureds needs interface.
- To assess the value of conventional insurance products to organisations facing potentially catastrophic damage
- To identify in particular where these insurance products do not provide protection for the continuity needs of an organisation.

### **n) Communications in a crisis**

- Examine the role of communication
- Consider aspects of reputation
- Consider communication by stakeholder and the options available
- Gain an appreciation that building resilience applies to communication too
- Consider communication as part of the planning process
- Consider communication as part of the notification, invocation and recovery processes
- Evaluate the opportunities and threats associated specifically with the media
- Review the communications issues associated with team training, rehearsal and exercising

### **o) Relationships with Emergency and Governmental Services**

- To consider the role that Emergency Services and other Governmental Departments play in business continuity
- To consider the role that Emergency services and other Governmental Departments play in crisis management
- Explore the value in understanding those roles and in co-operation when undertaking a process of continuity management.
- Recognise the opportunities and challenges brought by public authorities throughout the management of a business-threatening incident that has occurred

**p) Rehearsals and exercising of plans and risk decision making.**

- discuss the importance of ensuring as much credibility as is possible in catastrophic risk management and continuity planning.
- consider the values of rehearsal training and exercising of people, and the resources that are expected to be used.
- understand the use of exercising and rehearsal training as a quality measuring tool for decision making around risk
- understand the importance of exercising plans as a vital check that these plans are still up to date.
- consider the different types of exercises that are available to the risk manager and where different styles best meet different requirements
- consider guides and standards that are available on exercising; and their use as benchmarking tools
- understand the limitations as well as the values of exercising

**q) Maintenance, Benchmarking, Assurance and Audit**

- Review the drivers and options for plan review and maintenance
- Consider the role of benchmarking tools
- Discuss quality assurance and compliance in the context of business continuity management
- Explore the validation of business continuity plans through the processes of internal and external audit

**r) The continuity plan and its role**

- Examine the purpose of a plan
- Explain the plan components
- Outline the stages of an incident and how plan design can address these
- Consider the differing needs of the small, medium and large organisation
- Review specialist plans needs from call centre to board level crisis
- Examine team characteristics at various positions within the an organisation's plan framework
- Review support services and suppliers
- Evaluate the role of software
- Consider where Business Continuity Management heading fits as a discipline both independently and as part of Risk Management