

Crisis Management & Business Continuity

MASY1-GC 3615 | 100 | Spring 2024 | 01/24/2024 - 05/01/2024 | 3 Credit

Modality: In-person

Course Site URL: <https://brightspace.nyu.edu/>

General Course Information

Name/Title: John A. Ladyzinski / Adjunct Assistant Professor

NYU Email: John.Ladyzinski@nyu.edu

Class Meeting Schedule: 01/24/2024 - 05/01/2024 | Wednesday | 02:00pm -- 04:35pm

Class Location: Bldg: 7E12 Rm: 329

Office Hours: Students will have an opportunity to schedule via email. Meetings are by appointment.

Description

This course focuses on the business decisions and management processes necessary to anticipate, plan for, manage, communicate about, and recover from crises affecting corporations and other complex organizations. It covers the key component steps for the development of a corporate Business Continuity Plan as a vital part of the day to day operations of enterprises. Additionally, the course examines the way companies in distress, and the constituencies who matter to those companies, predictably behave during crises. Students learn that crisis management is an ongoing process and learn to establish enterprise crisis training. They also create emergency preparedness and response plans such as mitigating hazards, executing crisis communication strategies, and managing business recovery and continuity.

Prerequisites

N/A

Learning Outcomes

At the conclusion of this course, students will be able to:

- Use appropriate principles and processes of dynamic of emergency and crisis management
- Create an emergency management team to address hazards within an organization
- Analyze for areas of highest business interruption risk
- Select methodologies to minimize systems and operational recovery times
- Develop a viable crisis management program including a Business Continuity plan
- Create continuity and emergency plans using appropriate software tools
- Conduct a hazard vulnerability analysis

Communication Methods

Be sure to turn on your [NYU Brightspace notifications](#) and frequently check the "Announcements" section of the course site. This will be the primary method I use to communicate information critical to your success in the course. To contact me, send me an email. I will respond within 24 hours.

Structure | Method | Modality

There are 14 session topics in this course. The session topics are organized into three (3) areas of study: 1) History, 2) Learning Principles, and 3) Instructional Design in Practice.

Active learning experiences and small group projects are key components of the course. Assignments, papers, and exams will be based on course materials (e.g., readings, videos), lectures, and class discussions. Course sessions will be conducted synchronously on NYU Zoom, which you can access from the course site in [NYU Brightspace](#).

Expectations

Learning Environment

You play an important role in creating and sustaining an intellectually rigorous and inclusive classroom culture. Respectful engagement, diverse thinking, and our lived experiences are central to this course, and enrich our learning community.

Participation

You are integral to the learning experience in this class. Be prepared to actively contribute to class activities, group discussions, and work outside of class.

Assignments and Deadlines

Please submit all assignments to the appropriate section of the course site in [NYU Brightspace](#). If you require assistance, please contact me BEFORE the due date.

Course Technology Use

We will utilize multiple technologies to achieve the course goals. I expect you to use technology in ways that enhance the learning environment for all students.

Feedback and Viewing Grades

I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace. You can access your grades on the course site Gradebook.

Attendance

I expect you to attend all class sessions. Attendance will be taken into consideration when determining your final grade.

Refer to the [SPS Policies and Procedures page](#) for additional information about attendance.

Textbooks And Course Materials

Title: *Harvard Business Essentials - Crisis Management: Master the Skills to Prevent Disasters*
Publisher: Harvard Business School Publishing Corporation, 2004
ISBN-10: 1591394376
ISBN-13 978-1-59139-437-2

Title: *Business Continuity & Disaster Recovery for IT Professionals (2nd Edition)*, 2013
Author: Susan Snedaker
Publisher: Syngress (Division of Elsevier)

ISBN-10: 0124105262

ISBN-13: 978-0124105263

FEMA IS 230d -Fundamentals of Emergency Management:

<https://emilms.fema.gov/IS0230d/index.htm>

Suggested Readings

- Leadership – Rudolph Giuliani (Hyperion) ISBN-10: 0786868414
- FEMA IS 1-Emergency Manager: An Orientation to the Position
- FEMA IS 100.b- Introduction to the Incident Command System
- FEMA IS 235.b- Emergency Planning

Full FEMA ISP On-line training courses. <http://training.fema.gov/IS/crslist.aspx>

Both book and text can be purchased either at the NYU Bookstore or online (Amazon.com).

Other recommended reading materials for this course are:

1. Wall Street Journal
2. Fortune Magazine
3. Forbes Magazine
4. Online Business News Sites: CNN Money, NY Times, Reuters

Grading | Assessment

• Homework/Forum Assignments (10%)

Your grade in this course is based on your performance on multiple activities and assignments. Since all graded assignments are related directly to course objectives and learning outcomes, failure to complete any assignment will result in an unsatisfactory course grade. All written assignments are to be completed using APA format and must be typed and double-spaced. Grammar, punctuation, and spelling will be considered in grading. Please carefully proof-read your written assignments before submitting them for a grade. I will update the grades on the course site each time a grading session has been completed— typically three (3) days following the completion of an activity.

Homework assignments will involve a set of problems and computer projects taken from both the textbook and other sources. Missed assignments will lower the student's grade based on the percentage of the grade allocable to it. Relevant reading and writing assignments are listed next to the topic outlined in the course coverage section below. You will be graded on the quality, completeness, thoughtfulness and of your submission.

Assignment (due **04/03/24**) are to be submitted electronically through Brightspace in Microsoft Office (Word, Excel, PowerPoint) or equivalent form.

- Please list your name, course and section number at top of each page
- Homework must be posted by the BEGINNING of the class following the assignment

Forums assignments are to be submitted thru Brightspace as well. There will be one forum assignments due **02/07/24**

- **Class Participation (10%)**

Active participation in class discussion is an important part of the classroom experience. The goal is to learn from others and allow them to learn from you. All contributions count, including questioning, listening, and responding. Prior to class, make sure you prepare by reviewing the current readings and topics in relation to the course. Other ways to contribute to the class include building on what someone else has said, paraphrasing a point someone has already made and build on it, or disagreeing with someone (including the instructor) in a respectful and constructive way. You might reflect the comment back to the speaker to indicate that you have listened well. If possible, point out what is interesting or compelling in someone's comment before explaining why and how you disagree.

- **Midterm Exam (25%) /Final Exam (25%)**

Exams require a thorough understanding of the concepts covered both in the classroom lectures and in the textbooks. The midterm and final exams may include multiple choice, true/false and case studies requiring problem-solving techniques. If you cannot attend a scheduled exam you must have a very good, documented reason and you must contact me in advance. In the event there is a compelling, authenticated reason, a make-up exam may be given at my discretion. However, it need not be of the same type, length or format as the original exam.

The mid-term exam is worth 25% of your grade and will be given on **03/06/24**. The Final Exam will be given on **05/01/24** and is worth 25% of your grade.

- **Business Continuity/Disaster Recovery (BC/DR) Plan and Presentation (30%)**

The purpose for BC/DR Plan is the same for every organization, to document the specific procedures to be performed before, during and after a disaster declaration. Your BC/DR plan will be a group project/ presentation will outline the following:

1. The plan fundamentally needs to state the risks, the vulnerabilities, and the potential impact to each of the mission-critical business functions.
2. For each of these, there should be associated mitigation strategies.
3. Next, you need to determine how and when those strategies are implemented and by whom.

The Assignment

Create a BC/DR Plan for “*GPS Systems*” that includes the *Mandatory* items listed in the Disaster Recovery Plan Outline. Items marked as *Elective* are not required but can be added if desired.

The plan should go into detail as to how your company would recover from a specific type of disaster. The approved disaster types include: Earthquake, Pandemic, Power Outage, Cyber Attack, Fire/Flood, or Weather (Hurricane/Blizzard).

The deliverable is twofold:

1. A written Disaster Recovery Plan that follows the outline listed below
2. A PowerPoint presentation, appropriate for a Board of Directors, that highlights your plan, discusses some of the challenges your company faces and how you worked around them (mitigated).

Submission & Grading

You will be graded on:

1. The quality of your materials, the organization and clarity of the presentation and written plan.
 - A **group component (40%)** which all members of that group will receive. The Group will be graded on the quality of your materials, how everyone works together as a team - the sharing and collaborating on ideas, materials and research - and the clarity of the overall presentation.
 - An **individual component (60%)** where each student will be assessed on their portion of the presentation and written plan, uses of supporting materials, organization and completeness of their section, and the overall clarity of the material presented. Students must provide a breakdown of their individual responsibilities in the overall group project by dividing specific sections of the project and identifying the sections the student was responsible for.
2. The written plan and presentation must be submitted by 11:55pm on 04/14/24. The presentations will take place starting on 04/17/24 and 04/24/24. The PowerPoint presentation should highlight the plan's major components and be presented to the class by each group starting the next class.
3. The plan should be a minimum of twenty (20) pages, and the presentation should be no less than 20 minutes.

Assignment and Evaluations Breakdown

Individual performance will be based upon class participation, and the results of homework assignments, a midterm exam, a cumulative final exam, and the Disaster Recovery plan. The respective weights in determining your final grade will be as follows:

DESCRIPTION	PERCENTAGE
Class Participation	10%
Homework/Forum Assignments	10%
Midterm Exam	25%
BC/DR Plan (30% Overall)	
Group Component (40%)	12%
Individual Component (60%)	18%
Final exam (cumulative)	25%
Total Possible:	100%

See the [“Grades” section of Academic Policies](#) for the complete grading policy, including the letter grade conversion, and the criteria for a grade of incomplete, taking a course on a pass/fail basis, and withdrawing from a course.

Course Outline

Start/End Dates: 01/24/2024 - 05/01/2024 / Wednesday

Time: 06:20pm - 08:55pm

No Class Date(s): Wednesday, 03/20/24

Special Note(s): Spring Break 03/18/24 - 03/24/24

The course will cover the chapters listed below. Prior to each class session, please read the chapter(s) listed that will be covered on that specific date. Completed assignments, midterm, final, and group project should be uploaded to Brightspace when due.



#	Date	Material Covered	Readings	Assignment	Assignment Due
1	24-Jan	Course Introduction Fundamentals of Emergency Management	FEMA IS-230.d	None	
2	31-Jan	Business Continuity & Disaster Recovery Overview Legal and Regulatory Obligations Regarding Data & Information Security	BC/DR: 1 BC/DR: 2	Run a Credit Report on Yourself Forum: Credit Report	7-Feb
3	7-Feb	Project Initiation Risk Assessment	BC/DR: 3 BC/DR: 4	None	
4	14-Feb	Business Impact Analysis Risk Mitigation Strategy Development	BC/DR: 5 BC/DR: 6	None	
5	21-Feb	Risk Mitigation Strategy Development (cont) BC/DR Plan Development	BC/DR 6 BC/DR 7	None	
6	28-Feb	Emergency Response & Recovery Training, Testing, Auditing Industry Spotlight #3: Financial Service	BC/DR 8 BC/DR 9 Financial Spotlight 3	None	
7	6-Mar	Midterm Exam	FEMA IS-230.d Business Continuity & Disaster Recovery: Chap. 1-9		
	13-Mar	Novel Coronavirus (COVID-19)			
8	20-Mar	Spring Break - No Class			
9	27-Mar	Crisis Management · Taking Stock of Potential Perils · Avoiding the Avoidable	HBR Crisis Management Chapters 1-3	Assignment: 10 Worst Things.. Forum: Rogue Employees	3-Apr
10	3-Apr	Crisis Management · Contingency Planning · Crisis Recognition	HBR Crisis Management: Chapters 4-6		
11	10-Apr	Crisis Management · Crisis Containment · Crisis Resolution · Mastering the Media	HBR Crisis Mgmt: Chapters 7-8	None	
	13-Apr	Disaster Recovery Plan Submitted			
12	17-Apr	Disaster Recovery Presentation - Part I		None	
13	24-Apr	Disaster Recovery Presentation - Part II		None	
14	1-May	Final Exam	Business Continuity & Disaster Recovery: Chap. 1-9 Novel Coronavirus (COVID-19) HBR Crisis Management: Chapters 1-8		

Class #1 - 01/24/24

Course Introduction

Fundamentals of Emergency Management

- The Emergency Management Function
- Emergency Management Goals, Principles, & History
- Emergency Management Legislation
- National Preparedness Goal
- National Incident Management System
- Define Emergency Management Partners / Emergency Operation Plan

Review: FEMA IS 230.d -Fundamentals of Emergency Management:

<https://emilms.fema.gov/IS0230d/index.htm>

Homework: *None*

Class #2 - 01/31/24

Business Continuity & Disaster Recovery Overview (Ch.1)

- Business Continuity and Disaster Recovery Defined
- Components of The Business
- The Cost of Planning vs. The Cost of Failure
- Types of Disasters to Consider
- Business Continuity and Disaster Recovery Planning Basics

Legal and Regulatory Obligations Regarding Data & Information Security (Ch.2)

- Impact of recent history
- Current Regulatory Environment
- Information Security Management

Read Chapters: Business Continuity & Disaster Recovery for IT Professionals, Chapter 1-2 prior to class.

Homework: *Run a Credit Report on Yourself – Due prior to Class #3*

Forum: *What did you learn from your Credit Report – Due prior to Class #3*

Class #3 - 02/07/24

Homework (*Run a Credit Report on Yourself*) due prior to start of class

Forum (*What did you learn from your Credit Report*) due prior to start of class

Project Initiation (Ch.3)

- Elements of Project Success
- Project Plan Components
- Key Contributors and Responsibilities

- Project Definition
- Business Continuity & Disaster Recovery Plan

Risk Assessment (Ch.4) – Part I

- Risk management basics
- Risk assessment components

Read: *Business Continuity & Disaster Recovery for IT Professionals*, Chapter 3-4 prior to class.

Homework: *None*

Class #4 - 02/14/24

Risk Assessment (Ch.4) – Part II

- Threat assessment methodology
- Vulnerability assessment

Business Impact Analysis (Ch.5)

- Business Impact Analysis Overview
- Understanding Impact Criticality
- Identifying Business Functions and Processes
- Gathering Data for the Business Impact Analysis
- Determining the Impact
- Business Impact Analysis Data Points
- Preparing the Business Impact Analysis Report

Risk Mitigation Strategy Development (Ch.6) – Part I

- Types of Risk Mitigation Strategies
- Risk Mitigation Process

Read: *Business Continuity & Disaster Recovery for IT Professionals*, Chapter 5-6 prior to class.

Homework: *None*

Class #5 - 02/21/24

Risk Mitigation Strategy Development (Ch.6) – Part II

- IT Risk Mitigation
- Backup & Recovery Consideration

Business Continuity & Disaster Recovery Plan Development (Ch.7)

- Phases of business continuity & disaster recovery
- Defining BC/DR teams and key personnel
- Defining tasks and assigning resources
- Communications plans

- Event logs, change control, and appendices

Read: Business Continuity & Disaster Recovery for IT Professionals, Chapter 6-7 prior to class.

Homework: None

Class #6 - 02/28/24

Emergency Response & Recovery (Ch.8)

- Emergency Management Overview
- Emergency Response Plans
- Crisis Management
- IT Recovery
- Business Continuity

Training, Testing, Auditing, Maintaining (Ch.9)

- Training for emergency response, disaster recovery, and business continuity
- Testing your business continuity and disaster recovery plan
- Performing IT systems audits

Industry Spotlight #3: Financial Services

- Regulatory Overview
- Financial Industry Requirements for Business Continuity
- 9/11 Attacks
- Hurricane Sandy
- Cyber Threats

Read: *Business Continuity & Disaster Recovery for IT Professionals*, Chapters 8-9, Industry Spotlight #3: Financial Services prior to class.

Homework: None

Class #7 - 03/06/24

Mid-Term Exam

- Midterm Exam

Review *Business Continuity and Disaster Recovery for IT Professionals: Chap. 1-9*; FEMA IS-230.d – Fundamentals of Emergency Management for exam

Class #8 - 03/20/24

Novel Coronavirus (COVID-19)

Class #9 - 03/27/24

Crisis Management (Ch.1-2)

- Define Crisis Management, Risk Management, Disaster Recovery, Contingency Planning, Business Continuity
- Review the Lifecycle of a Crisis & Sources of Potential Crises
- Case Study: Lessons from the BP Oil Disaster
- Identifying & Prioritizing Potential Crises
- Prioritizing Risk

Read Chapter: *Crisis Management*, Chapter 1-2 prior to class

Homework: *None*

Class #10 – 04/3/24

Crisis Recognition, Containment, & Resolution (Ch.3-4)

- Five (5) Steps of Contingency Planning
- Non-Traditional Crisis sources
- Rogue Employees
- Crisis Recognition
- Warning Signs of an Impending Crisis
- Crisis Containment
- Four Rules of Crisis Containment
- Case Study: Tylenol Scare, 1982
- Five Crisis Management Lessons from Tylenol Murders

Read Chapter: *Crisis Management*, Chapters 3-4 prior to class.

Homework: *10 Worst Things that Could Happen List. – Due prior to Class #11*

Class #11 - 04/10/24

Homework (*10 Worst Things...*) due prior to start of class

Crisis Management (Ch.5-6)

- Crisis Communication
- Crisis Resolution
- The Rules of Containing a Crisis

Read Chapters: *Crisis Management*, Chapter 5-6 prior to class.

Homework: *None*

Class #12 - 04/17/24

Crisis Management (Ch.7-8)

- Mastering the Media
- Learning from your Experience
- How to write a Press Release

Read Chapters: *Crisis Management*, Chapter 7-8 prior to class.

Homework: *None*

Class #13- 04/24/24

Business Continuity/Disaster Recovery (BC/DR) Plan Presentation

- Student BC/DR Group Presentation

Homework: *None*

Class #14 - 05/01/24

Final Exam

- Student BC/DR Group Presentation (continued, if necessary)
- Course Review
- Final Exam

Please Review the following materials for the Final Exam:

- FEMA IS 230.d -Fundamentals of Emergency Management
- *Crisis Management*, Chapter 1-8, Appendices
- Business Continuity & Disaster Recovery for IT Professionals, Chapters 1-9

At the discretion of the faculty, the syllabus may be modified to better meet the needs of the students and to achieve the learning outcomes established in the syllabus.

NOTES:

The syllabus may be modified to better meet the needs of students and to achieve the learning outcomes.

The School of Professional Studies (SPS) and its faculty celebrate and are committed to inclusion, diversity, belonging, equity, and accessibility (IDBEA), and seek to embody the IDBEA values. The School of Professional Studies (SPS), its faculty, staff, and students are committed to creating a mutually respectful and safe environment (*from the [SPS IDBEA Committee](#)*).

New York University School of Professional Studies Policies

1. Policies - You are responsible for reading, understanding, and complying with [University Policies and Guidelines](#), [NYU SPS Policies and Procedures](#), and [Student Affairs and Reporting](#).

2. Learning/Academic Accommodations - New York University is committed to providing equal educational opportunity and participation for students who disclose their dis/ability to the [Moses Center for Student Accessibility](#). If you are interested in applying for academic accommodations, contact the [Moses Center](#) as early as possible in the semester. If you already receive accommodations through the Moses Center, request your accommodation letters through the Moses Center Portal as soon as possible (mosescsa@nyu.edu | 212-998-4980).

3. Health and Wellness - To access the University's extensive health and mental health resources, contact the [NYU Wellness Exchange](#). You can call its private hotline (212-443-9999), available 24 hours a day, seven days a week, to reach out to a professional who can help to address day-to-day challenges as well as other health-related concerns.

4. Student Support Resources - There are a range of resources at SPS and NYU to support your learning and professional growth. For a complete list of resources and services available to SPS students, visit the [NYU SPS Office of Student Affairs site](#).

5. Religious Observance - As a nonsectarian, inclusive institution, NYU policy permits members of any religious group to absent themselves from classes without penalty when required for compliance with their religious obligations. Refer to the [University Calendar Policy on Religious Holidays](#) for the complete policy.

6. Academic Integrity and Plagiarism - You are expected to be honest and ethical in all academic work. Moreover, you are expected to demonstrate how what you have learned incorporates an understanding of the research and expertise of scholars and other appropriate experts; and thus recognizing others' published work or teachings—whether that of authors, lecturers, or one's peers—is a required practice in all academic projects.

Plagiarism involves borrowing or using information from other sources without proper and full credit. You are subject to disciplinary actions for the following offenses which include but are not limited to cheating, plagiarism, forgery or unauthorized use of documents, and false form of identification

[Turnitin](#), an originality detection service in NYU Brightspace, may be used in this course to check your work for plagiarism.

Read more about academic integrity policies at the NYU School of Professional Studies on the [Academic Policies for NYU SPS Students](#) page.

7. Use of Third-Party Tools - During this class, you may be required to use non-NYU apps/platforms/software as a part of course studies, and thus, will be required to agree to the “Terms of Use” (TOU) associated with such apps/platforms/software.

These services may require you to create an account but you can use a pseudonym (which may not identify you to the public community, but which may still identify you by IP address to the company and companies with whom it shares data).

You should carefully read those terms of use regarding the impact on your privacy rights and intellectual property rights. If you have any questions regarding those terms of use or the impact on the class, you are encouraged to ask the instructor prior to the add/drop deadline.