

Chapter 3.2

**Phases of Business
continuity
Management**



Aim

To familiarize the students with various critical phases of Business Continuity including the teams involved in the BCP operations for the continuation of business activities after an emergency, and also to provide a chance to the organization to cope up with unusual operational interruption.



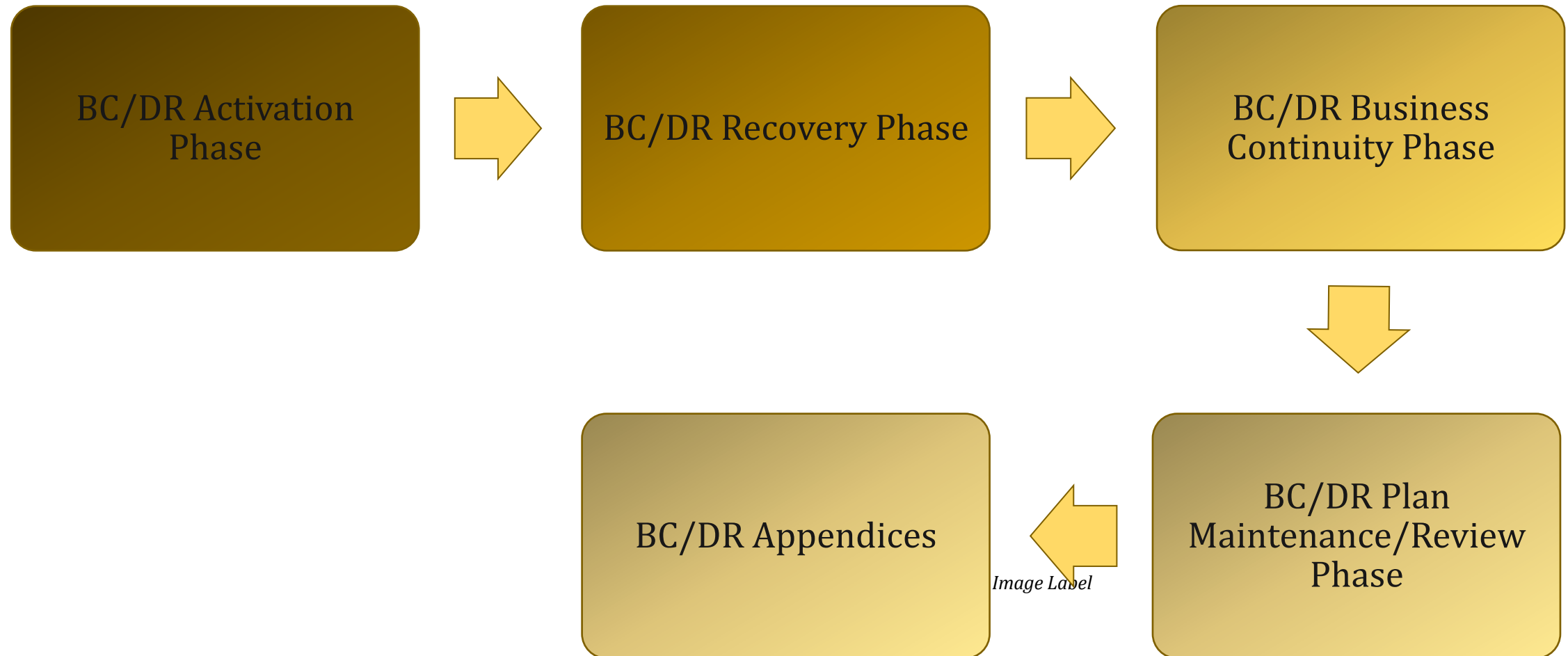
Instructional Objectives

Objectives of this chapter are:

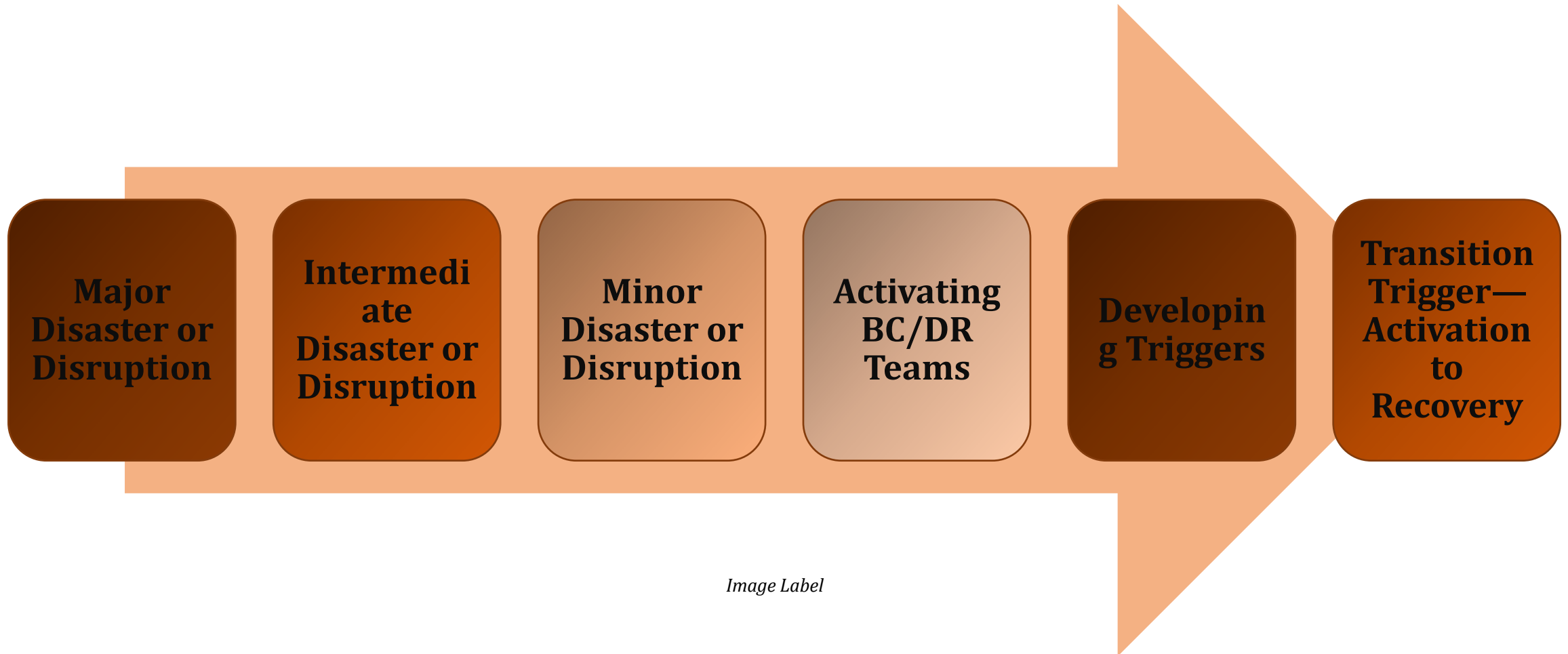
- Demonstrate the various phases of BC/DR based on the services provided by them in different stages of the organization
- Differentiate various teams and people involved in a Business Continuity (BC) or Disaster Recovery (DR) which are responsible for activation, implementation, and maintenance of the BC/DR plans
- Explain different methodologies used to perform task analysis, job allocation and resource allocation

Demonstrate The Various Phases of BC/DR Based on The Services Provided by Them in Different Stages of The Organization

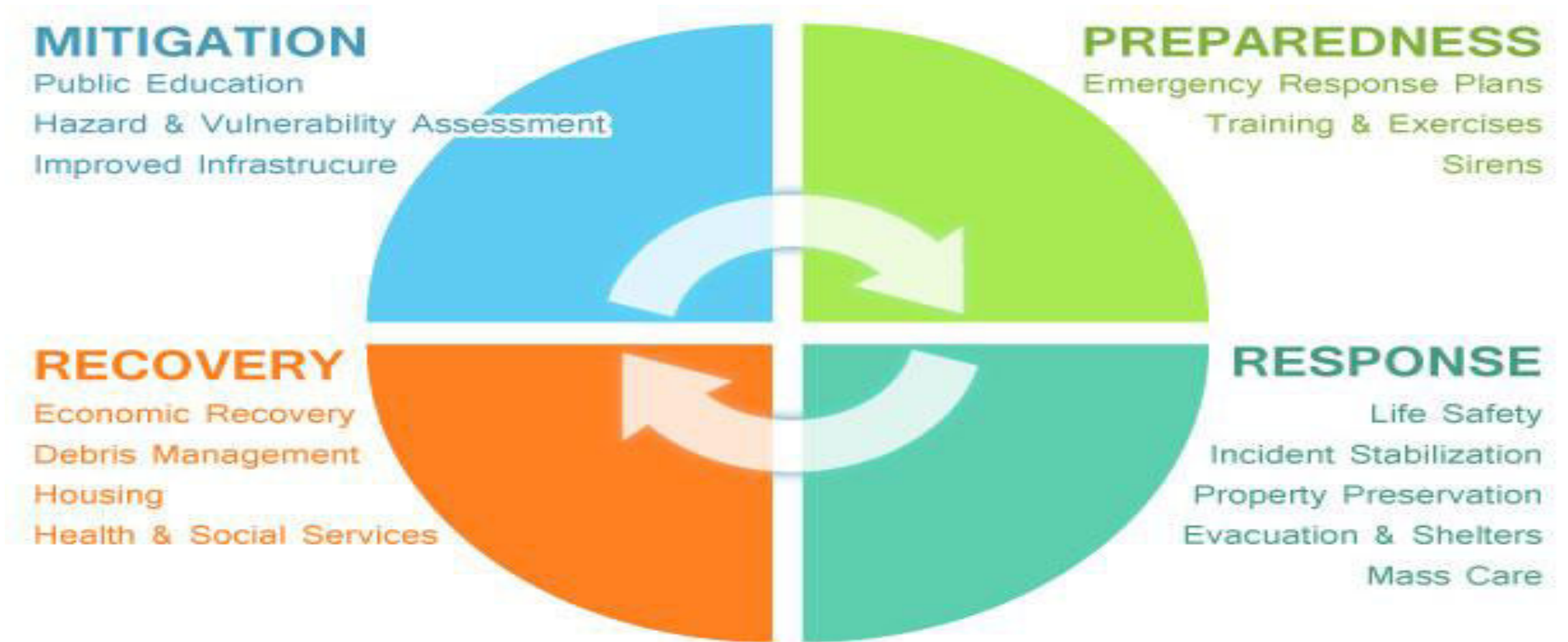
Phases of Business Continuity and Disaster Recovery



Activation Phase

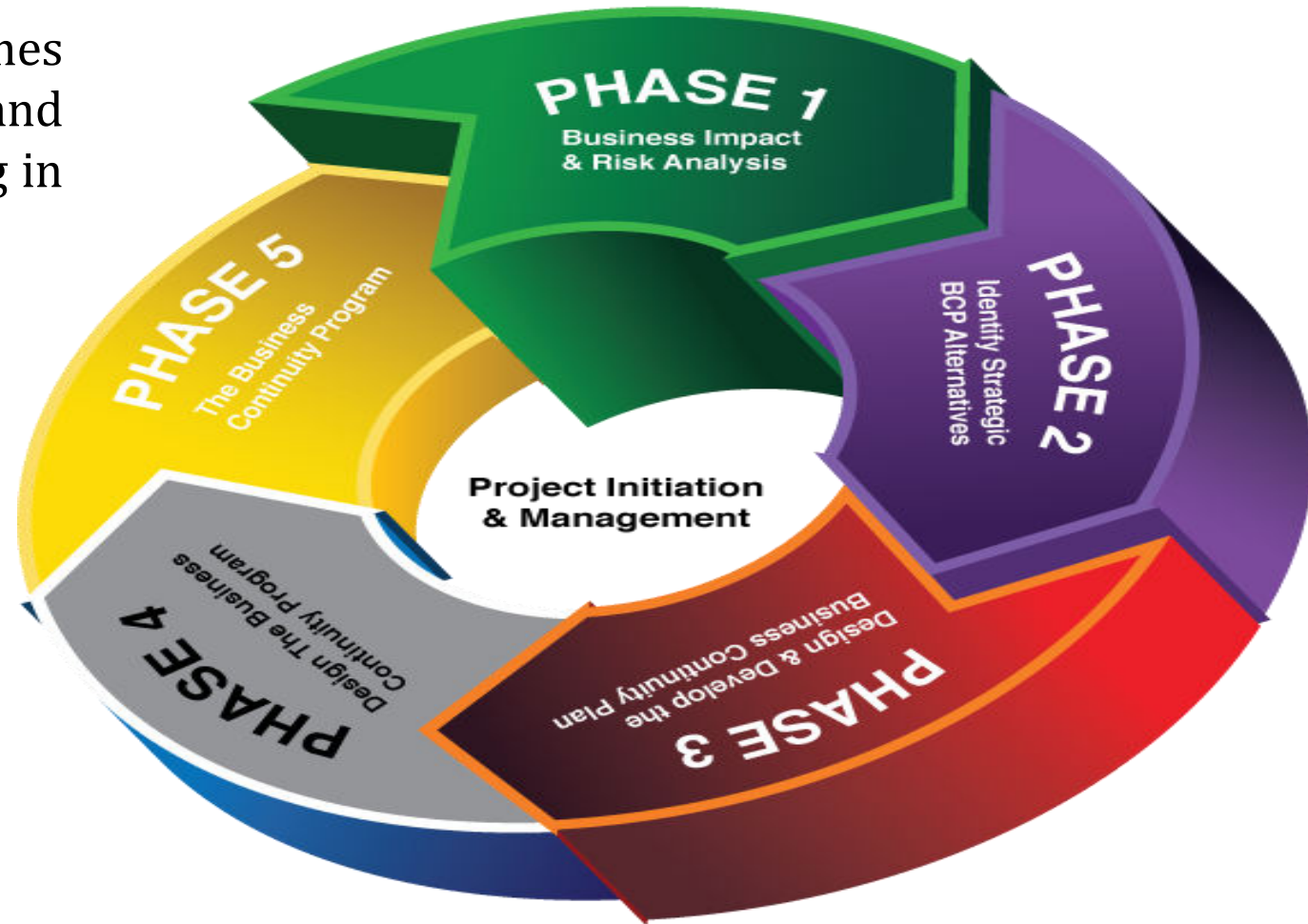


Recovery Phase

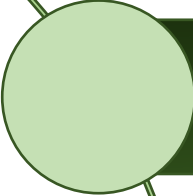


Business Continuity Phase

Business continuity phase comes into picture after recovery phase and it is about steps required for being in usual business.



Maintenance/Review Phase



BC/DR plan should go through periodic reviews so that it can ensure that they are relevant and up to date.



BC/DR plan should be up to date with changes in technology, facilities or locations

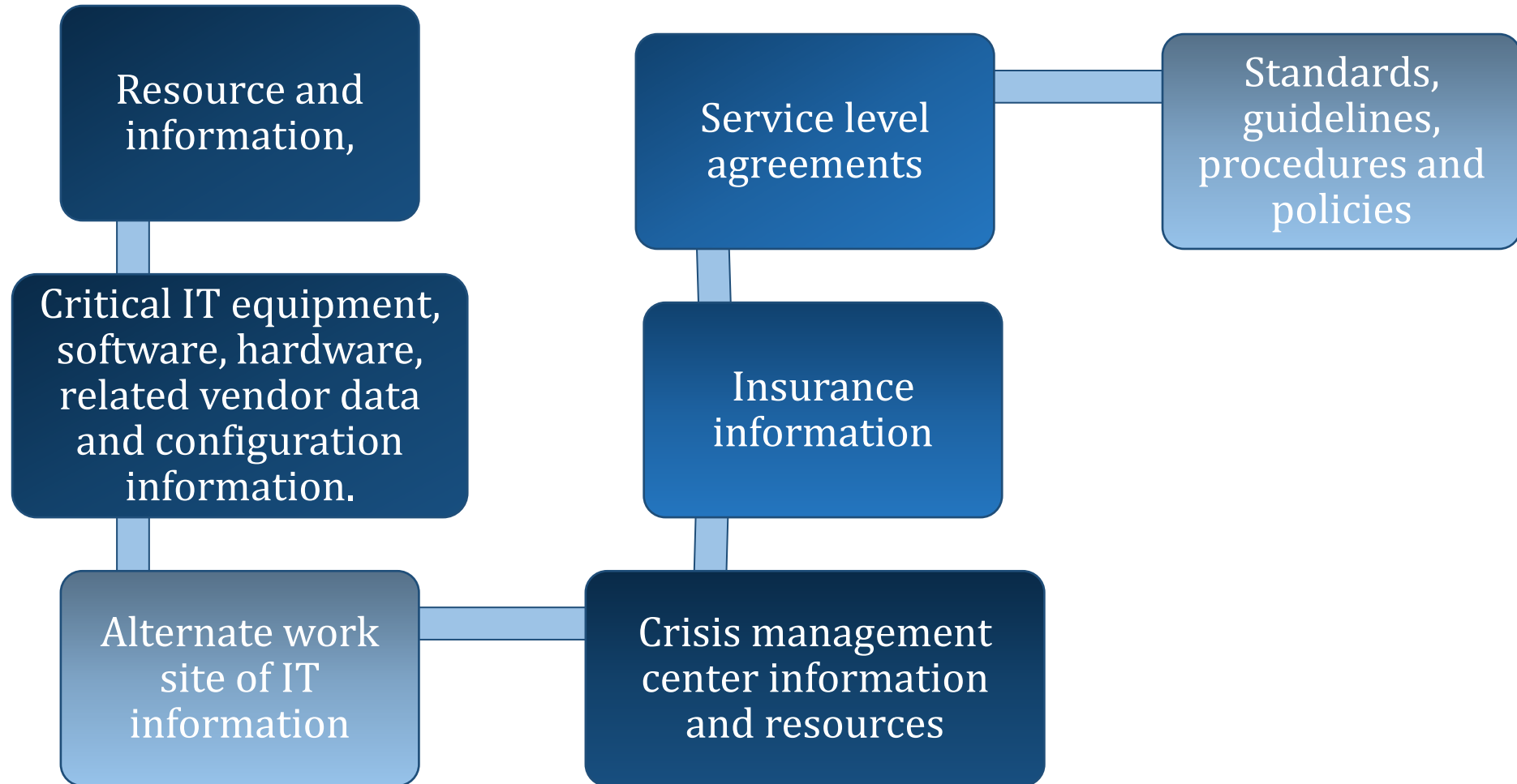


BC/DR plan is to be maintained



BC/DR plan when activated then is necessary to analyze how effective it is.

Appendices





Quiz / Assessment

1) _____ indicates the time soon after the disruption of business.

- a) Recovery Phase
- b) Business Continuity Phase
- c) Activation Phase
- d) Maintenance Phase

2) The intermediate disaster has more probability of occurrence compared to a major disaster.

- a) True
- b) False

**Differentiate various teams and people involved
in a Business Continuity (BC) or Disaster
Recovery (DR) which are responsible for
activation, implementation, and maintenance of
the BC/DR plans**

Defining BC/DR Teams and Key Personnel

Team	Role and Responsibilities
Crisis Management Team	Crisis management team are responsible for taking immediate action in many cases and have the authority to call senior management if required.
Management	Management should decide when there should be a transition from disaster recovery to business continuity and also how and when the BC/DR plan gets tested
Damage Assessment Team	This team should consist of people from a major area related with the company like operations, HR, IT and facilities.
Operations Assessment Team	The company can have a separate team for operations assessment that has individuals capable of guiding the immediate effects on the operations

Defining BC/DR Teams and Key Personnel

Team	Role and Responsibilities
IT Team	IT team is very important for the organization, they can assess damages that happen to systems, start with the tasks of business continuity and disaster recover when the plan gets activates
Administrative Support Team	There are so many administrative tasks to be handled at the time of business disruption. It is necessary to create an administrative support team that can support company at the time of disruptions and is capable of responding to unique needs.
Transportation and Relocation Team	It is necessary for making arrangements for transportation for equipment, records or documents as per the BC/DR plan and the kind of the company
Media Relations Team	Media relations is a major area of the plan under this. Media lives by selling stories. A business disruption may be a news, it is the responsibility of the company to inform that inappropriate way to the public rather than leaving to an outsider as distorted facts.

Defining BC/DR Teams and Key Personnel

Team	Role and Responsibilities
Human Resources Team	The crisis can be a stressful period for the employees. HR team hired for handling the employees' issues is important for employees' well-being and for company's long-term health.
Legal Affairs Team	It is necessary to identify the team who are going to handle legal concerns at the time of a disaster irrespective of legal experts from external or internal of the company
Physical/Personnel Security Team	It is necessary to have a team with people who are capable of handling physical safety of people and buildings. This team may comprise of representatives from HR team and facilities group
Procurement Team	Every company comes with their process for the procurement of supplies and equipment. Small companies take this under operations manager or office manager. Large companies have purchase department which handles the function.




Quiz / Assessment

- 1) _____ hired for handling the employees' issues is important for employees' well-being and for company's long-term health.
 - a) Legal Affair Team
 - b) Media Relations Team
 - c) Procurement Team
 - d) HR Team

- 2) IT team is very important for the organization, they can assess damages that happen to systems, start with the tasks of business continuity and disaster recover when the plan gets activates.
 - a) True
 - b) False

Explain Different Methodologies Used to Perform Task Analysis, Job Allocation and Resource Allocation

Defining Tasks, Assigning Resources and Communication Plan

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- 1. Largest tasks should be divided into smaller units until they are manageable
 - 2. Define the deadlines and durations
 - 3. Identify the milestones and assign the task owners
 - 4. Define the task requirements and task resources
 - 5. Find out the functional and technical requirements of the task
 - 6. Define the criteria for each task's completion.
 - 7. Identify the external and internal dependencies

Communications Plans

Name of communication team, members of the team, team lead, or chain of command

Responsibilities and activities for the team

The scope and limit of responsibilities

Escalation path

other information, as needed

Communications Plans

Some companies may need a specific team for it so that all forms of communications are delivered from them to all stakeholders. The company should take the decision on it.





Quiz / Assessment

- 1) _____ becomes a section in BC/DR activation or implementation plan.
 - a) Internal Communication
 - b) External Communication
 - c) Employee
 - d) Shareholders

- 2) The resources and tasks which have to get assigned should not be implemented with mitigation strategies which are defined and fleshes out another part of the plan.
 - a) True
 - b) False



Summary

- Business Continuity (BC) and Disaster Recovery (DR) are the watchwords of businesses in the Information Technology (IT) world.
- There are 5 phases of the plan of business continuity and disaster recovery plan, which helps the business to recover faster and quickly start with the normal operations
- Activation phase indicates that when the DR/BC plan should be activated.
- Recovery phase includes removing equipment that may get salvaged fast, evacuating the facility, assessing the condition of damage and deciding the recovery steps which should be followed.
- Business continuity phase outline the steps required for being in usual business
- Teams are created to carry out activities before, during and even after the disaster hits the business
- The resources and tasks which have to get assigned should be implemented with mitigation strategies which are defined and fleshes out another part of the plan.



e-References

- The Four Phases of a Business Continuity Plan. Retrieved on 12th July 2017, from <http://www.emergency-response-planning.com/blog/bid/32916/the-four-phases-of-a-business-continuity-plan>
- 4 essential phases of business continuity planning. Retrieved on 12th July 2017, from <https://www.google.co.in/search?q=Business+process+recovery+example&tbm=isch&bo=u&source>
- Six stages of business continuity management lifecycle. Retrieved on 12th July 2017, from <https://www.xmatters.com/business-continuity/six-stages-of-the-business-continuity-management-lifecycle/>



External Resources

1. Susan Snedaker (2013), Business Continuity and Disaster Recovery Planning (2nd edition) Syngress.
2. Harvard Business School (2004), Crisis Management Mastering Skills, Harvard Business Press
3. Jon William Toigo (2012), Disaster Recovery Planning: Preparing for the unthinkable (3rd Edition),