ISM561: Business Continuity and Disaster Recovery

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
This course covers a variety of concepts in the areas of business continuity and disaster recovery. Students gain an understanding of business continuity strategies, business impact analysis, recovery point objectives (RTO and RPO), planning techniques and also how to recover from disasters. Topics include risk assessment, fault tolerance, risk acceptance, risk transfer, backup strategies, off-site storage and business resilience.

Course Overview:
This course covers a variety of concepts in the areas of business continuity and disaster recovery. Students gain an understanding of business continuity strategies, business impact analysis, recovery point objectives (RTO and RPO), planning techniques and also how to recover from disasters. Topics include risk assessment, fault tolerance, risk acceptance, risk transfer, backup strategies, off-site storage and business resilience.

Course Learning Outcomes:

1. Identify integral aspects of an integrated and effective business continuity program
2. Analyze common organizational risks and threats to business system continuity
3. Assess resumption requirements for various business units and effect of lost IT systems or key personnel
4. Evaluate an organization’s ability to recover from a given disaster or event
5. Apply business continuity and disaster recovery principles to enhance a business continuity plan

Participation & Attendance

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical
problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

**Course Materials**

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

**Course Schedule**

**Due Dates**

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the opening exercise before reading each week’s content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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| 1      | • Chapters 1-2 in *Business Continuity* text.  
• Critical Thinking (75 points) |
| 2      | • Chapter 3 in the *Business Continuity* text.  
• Critical Thinking (75 points) |
| 3 | Chapter 4 in *Business Continuity* text.  
    • Critical Thinking (75 points) |
| 4 | Chapter 5 in *Business Continuity* text  
    • Critical Thinking (75 points)  
    • Portfolio Milestone (50 points) |
| 5 | Chapter 6 in *Business Continuity* text  
    • Critical Thinking (75 points) |
| 6 | Chapter 7 and 8 in *Business Continuity* text.  
    • Critical Thinking (75 points) |
| 7 | Chapter 9 in Business Continuity text | Discussion (25 points) |
• Chapter 10 in Business Continuity text  
• Portfolio (300 points) |

### Assignment Details

This course includes the following assignments/projects:

**Module 1**

**CRITICAL THINKING ASSIGNMENT (75 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Key Services**

Different disaster types often bring with them different needs for services. Select a company, either real or fictitious, and write a report that includes:

- The key services
- The way those services might be impacted by the different kinds of disasters (select at least 3 different types of disasters).
- Which services would first be affected, based on the type of disaster (natural, technical, or human)?
- The minimum services that must be maintained for that company after each of the selected disasters
- Which service should be restored first
- What services can be put off until later
- What recommendations you would offer to apply/add to the disaster recovery plan and to the business continuity documents

Different services will be needed for a human attack (internal or external) than those that will come into play in a natural disaster or that will be connected with a technical disaster. Buildings are rarely impacted by a loss of hardware. Organize your repost based on disaster types and address all of the assignment’s tasks listed.
Option #2: Department of Homeland Security

Visit the Department of Homeland Security website - http://www.dhs.gov/ - and review the types of disasters that fall within the department’s purview. Decide whether, in its disaster planning, the department leans towards terrorist events at the expense of more mundane events, like fires and flooding, etc. Write a report that includes:

- The department’s disaster recovery planning
- Key services important to the department
- Whether there is information about loss of IT systems
- Which services are the most important for the department to restore first (list the services in the order of importance to the department and in the order that they must be restored)
- What services can be put off until later
- What recommendations you would offer to apply/add to the disaster recovery plan and to the business continuity documents

PORTFOLIO PROJECT REMINDER

Option #1:
Review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder.

The first option is to create a plan for disaster recovery for an organization with multiple locations within a state or states and with only in-house infrastructure.

Start planning and collecting references; on Week 4 you will submit the table of contents for your Portfolio Project for Option #1.

Option #2:
Review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder.

The first option is to create a plan for disaster recovery for an organization with one location in a single state, and with cloud-based infrastructure integration.

Start planning and collecting references; on Week 4 you will submit the table of contents for your Portfolio Project for Option #2.

Module 2

CRITICAL THINKING ASSIGNMENT (75 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Disaster Recovery for a Small Business

Put yourself in the position of creating a disaster recovery planning team in a small organization (real or fictitious) with limited resources (capital and human).

Discuss the following:
- Describe the organization’s business
- Determine the most critical roles to fill on the team
- Describe how you might be combine or fill roles that you don’t have the resources to fill in-house

Your paper should be 3-5 pages in length including graphics, and conform to the CSU-Global Guide to Writing and APA Requirements. Include at least five credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

**Option #2: Disaster Recovery for a Home-Based Business**

Put yourself in the position of having a home-based business. You may have one or two part-time employees, including family members.

Discuss the following:
- Describe the business that you have and what goods or services you provide.
- Determine how you would best cover the key roles on a disaster recovery team.

Identify situations where you might lack resources or knowledge. Where would you get extra help?

The recovery locations in your situation may be quite different than for a large organization. What might you use as a recovery location for your home business?

Your paper should be 3-5 pages in length including graphics, and conform to the CSU-Global Guide to Writing and APA Requirements. Include at least five credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

**Module 3**

**CRITICAL THINKING ASSIGNMENT (75 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Department Risk Assessment**

Select a department in your current or past organization and work on a risk assessment from that single department level. Use OCTAVE risk assessment methodology and generate the risk assessment report. You will deliver a report on issues associated with the use of this methodology, and the risk assessment within that single department, the impact of a disaster on the department, and as well as the impact of the disaster of the department on the organization.

Your paper should be 3-5 pages in length including graphics, and conform to the CSU-Global Guide to Writing and APA Requirements. Include at least five credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

**Option #2: Department Risk Assessment**

Examine a department or set of departments (HR, Accounting, or Marketing, for example). Use OCTAVE risk assessment methodology and generate the risk assessment report. You will write a report on how that functional area impacts the organization, what parts of that area are particularly sensitive to hazards and security issues, and consider not only how to address those at the DR level but how each is a part of the bigger picture of the organization.
Your paper should be 3-5 pages in length including graphics, and conform to the CSU-Global Guide to Writing and APA Requirements. Include at least five credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

**Module 4**

**CRITICAL THINKING ASSIGNMENT (75 points)**
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Cisco Systems**

Download and read the Cisco Systems white paper *Disaster Recovery: Best Practices*.

Disasters most often are unpredictable, and they vary in type and magnitude when they happen. Many companies have some disaster recovery strategies in place to return to normal after the disaster has struck. To minimize disaster losses, it is very important to have a good disaster recovery plan for every business subsystem and operation within an enterprise.

Write a report on your understanding of disaster recovery strategies from the perspective of a multinational corporation. Do the same strategies should apply to smaller, non-multinational organizations?

Your paper should be 3-5 pages in length including graphics, and conform to the CSU-Global Guide to Writing and APA Requirements. Include at least five credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

**Option #2: Hurricane Preparedness**

Disasters most often are unpredictable, and they vary in type and magnitude when they happen. Many companies have some disaster recovery strategies in place to return to normal after the disaster has struck. To minimize disaster losses, it is very important to have a good disaster recovery plan for every business subsystem and operation within an enterprise in any industry.

Write a report on hurricane preparedness, as practiced in the offshore oil drilling industry, to understand the benefits of preparedness from an engineering perspective.

Your paper should be 3-5 pages in length including graphics, and conform to the CSU-Global Guide to Writing and APA Requirements. Include at least five credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

**PORTFOLIO PROJECT MILESTONE – Both Options (50 points)**

Please provide a detailed table of contents for your Portfolio Project. To receive full credit, your table of contents should reflect the research that you have completed thus far, and how you intend to structure your Portfolio Project.

**Module 5**

**CRITICAL THINKING ASSIGNMENT (75 points)**
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Career Development – One Option Only**
Career development is a lifelong and ongoing process. There are a few steps in the process of selecting a career in the disaster recovery and business continuity field working in many industries. In this Critical Thinking assignment, you will write a report after you explore and address the following:

- **Professional Organizations:** You will identify some professional organizations related to the disaster recovery and business continuity field, analyze them for alignment with your interests, and then join them.
- **Conferences:** Search for upcoming global conferences related to the disaster recovery and business continuity field, compile a list of conference names, locations, date, and link to their sites.
- **Interview Questions:** Compile a list of job interview questions for disaster recovery and business continuity jobs.
- **Compile Short Phrases:** Search LinkedIn for individuals with careers in the disaster recovery and business continuity field, and compile some short phrases from their profiles.
- **Mentor/coach:** Reach out to those you have found on your LinkedIn search to connect and ask for mentorship if you like.
- **Employers Seeking Skills:** Using online job listing sites learn what kinds of jobs are out there for someone with your career interests, and identify skills employers seek.
- **Compile Job Requirements:** Compile a list of some of the jobs requirements and add them in an Excel table called “Roadmap Table.”

**Roadmap Excel Table:**
- **Rows:** are the job requirements employers want
- **Columns:**
  - “Have/Not Have” - if your resume has any of the requirements
  - “How to Achieve” - list what to do to address the requirements so you could have them on your resume
  - “Conferences” - in the disaster recovery and business continuity field
  - “Date” - month and year, the time frame to meet the job requirements goals
  - “Resources” - establish the resources that will be needed to reach the goals

- **Prioritize to Build Career Roadmap:** prioritize the items on the Excel table based on the “How to Achieve” column in the order of your preference, the fastest way to achieve them, those easiest to achieve, and those achievable in a cost-effective manner. This will provide you a roadmap to your career in the disaster recovery field.
- **Conferences:** list the conferences you might attend for networking or presenting a paper in the future.
- **LinkedIn Profile:**
  - Visit your LinkedIn profile and add the professional organizations you became a member of
  - Put those short phrases, keywords, and skillsets you have into your profile.
- **Revisiting Career Roadmap Table:** if you are presented with a series of crossroads, you must determine if you want to make changes in your roadmap and set different goals or stay on the same goals. You may find information that you had not uncovered before; revisit your roadmap table and update your choices if necessary.

Please check the links in the Lecture Slides for Module 5 for this assignment. Your paper should be 3-5 pages in length including the Career Roadmap, and conform to the CSU-Global Guide to Writing and APA Requirements.

**Module 6**

**CRITICAL THINKING ASSIGNMENT (75 points)**
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Disaster Recovery**
Disasters take place around the globe on a regular basis, creating challenges for various stakeholders responsible for managing the aftermath. Large-scale disasters bring about many challenges regarding human rights, research, ethics and social policies. 

Search the web for recent natural disaster recovery stories—hurricanes, tornadoes, and tsunamis. Read the case studies and write a report on how different businesses in different industries handled the disaster and their recovery steps. What were the gaps in their recovery plans? If the gap(s) are not known or published, provide your own thoughts on disaster recovery gap(s) that you see. You have an option of selecting one business from one industry or a few businesses from different industries.

Your paper should be 3-5 pages in length including graphics, and conform to the CSU-Global Guide to Writing and APA Requirements. Include at least five credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

**Option #2: Disaster Recovery**

The business community is vulnerable to any form of disaster disruption and it can be extremely costly. The recent crises that resulted in lost lives, displaced families and communities, shutdown businesses and damaged economies include hurricanes Rita and Katrina, the London bombings, the South Asia tsunami, the Northeast blackout and the September 11 terrorist attacks. Other serious events, such as financial failure from poor business management, workplace violence, fires, cybercrime, computer viruses, product tampering or union strikes, can also lead to substantial damages. We all know that if an organization prepares for the “worst-case scenario,” then it can handle other situations as well. Teamwork and rehearsals are also critical success factors. Visit IBM’s recovery services website to research its provisions for handling emergency-within-the-emergency scenarios.

Write a report about handling emergency-within-the-emergency scenarios. Select an organization that was impacted by any of the above events, and describe the suggestions you would offer to increase their chances of reduced disruptions in the future.

Your paper should be 3-5 pages in length including graphics, and conform to the CSU-Global Guide to Writing and APA Requirements. Include at least five credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.
Your well-written paper should include 8-10 pages of written material plus additional pages as needed to accommodate graphics. Follow APA format, according to CSU-Global Guide to Writing and APA Requirements. Include a title page and reference page. Use outside academic sources other than the textbook, course materials, or other information provided as part of the course materials. The CSU-Global Library is a good place to find these sources.

Option #2:

You are hired to write a Disaster Recovery Plan for an organization one location in a single state, and with a cloud-based infrastructure setup. Using the material from Chapter 8 of the textbook, build a complete Disaster Recovery Plan for this fictitious or an existing organization.

Write a paper that describes the complete Disaster Recovery Plan components and detailed explanations of each component of the plan.

Provide information on the process flow when a disaster happens, and the actions required to be taken and by whom in the organization. The disaster type is your choice, and it has to have an impact on more than one component of the plan.

Your well-written paper should include 8-10 pages of written material plus additional pages as needed to accommodate graphics. Follow APA format, according to CSU-Global Guide to Writing and APA Requirements. Include a title page and reference page. Use outside academic sources other than the textbook, course materials, or other information provided as part of the course materials. The CSU-Global Library is a good place to find these sources.

Course Policies

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Paper

Grading Scale and Policies

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<thead>
<tr>
<th>Grade</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>A</td>
<td>95.0 – 100</td>
</tr>
<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
</tr>
<tr>
<td>B+</td>
<td>86.7 – 89.9</td>
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<tr>
<td>B</td>
<td>83.3 – 86.6</td>
</tr>
<tr>
<td>B-</td>
<td>80.0 – 83.2</td>
</tr>
<tr>
<td>C+</td>
<td>75.0 – 79.9</td>
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<tr>
<td>C</td>
<td>70.0 – 74.9</td>
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<tr>
<td>D</td>
<td>60.0 – 69.9</td>
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<tr>
<td>F</td>
<td>59.9 or below</td>
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In-Classroom Policies

For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.
Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing/re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing and APA Requirements when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.