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.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

COURSE DESCRIPTION:

This course covers a variety of concepts in the areas of business continuity and disaster recover. 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 will prepare students to develop and implement disaster recovery plans. They will learn how to select members of a disaster recovery team, evaluate the needs and priorities of a business, analyze risk, set priorities, determine interdependencies and utilize disaster recovery tools. Time will also be spent learning about how to test and evaluate a plan prior to a disaster, and to identify gaps post-disaster.

COURSE LEARNING OUTCOMES:

1. Discuss the characteristics 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

Required:

Tucker, E. (2015). *Business continuity from preparedness to recovery: A standards based approach* (8th ed.). Watham, MA: Elsevier. ISBN: 9780123200630

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

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.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

MODULE 1

Readings
- Malachová, H., & Oulehlová, A. (2016). Application of business continuity management system into the crisis management field. *Transactions of the VŠB: Technical University of Ostrava, 11*(2), 43-50.
- Zhong, S., Clark, M., Hou, X. Y., Zang, Y. L., & Fitzgerald, G. (2014). Development of hospital disaster resilience: conceptual framework and potential measurement. *Emergency Medicine Journal, 2013*, 1-9.

Discussion (25 points)

Critical Thinking (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 Type and Influences
Different disaster types often bring different needs for services. Select a company, either real or fictitious, and write a report, which includes the following information:
- The company's key services.
- The way the selected services might be impacted by the different kinds of disasters. For this requirement, please select at least 3 different types of disasters.

- How would the company's primary service be affected based on the type of disaster (i.e., natural, technical, or human)?
- The minimum services that must be maintained by that company after each of the selected disasters.
- Which service should be restored first and why?
- What services do you think can be put off until later and why?
- What recommended improvement(s) would you add to the company's existing disaster recovery plan and to the business continuity documents? Why?

Please remember that different services will be utilized during a human attack (internal or external), as opposed to those resources needed during a disaster. Buildings are rarely impacted by loss of hardware. Organize your report based on disaster types and address all of the assignment's tasks listed.

Your paper should be 3-5 pages in length (including graphics) and conform to the CSU-Global Guide to Writing and APA. 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 of Homeland Security

Visit the website for the Department of Homeland Security (http://www.dhs.gov/). Then, 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 (i.e., fires, flooding, etc.). Then, write a report including the following information:
- Details about the department's disaster recovery planning efforts.
- Key services important to the department.
- Availability of information about loss of IT systems.
- Which service(s) are the most important for the department to restore first? Why? Please list the services in the order of importance to the department, and in the order that they must be restored.
- What services do you think can be put off until later? Why?
- What recommended improvements would you suggest that DHS make to their disaster recovery plan and to their business continuity documents? Why?

Your paper should be 3-5 pages in length (including graphics) and conform to the CSU-Global Guide to Writing and APA. 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 Reminder

Review the Portfolio Project options in Module 8, and select the option that you will complete. Then, begin preparing for what is due at the end of Module 3, as related to your Portfolio Project. Begin to outline your document and collect 5-7 scholarly/practical credible resources that you plan to include in your Portfolio Project. Please note that you need to include a one-page outline, which includes headings and subheadings, as well as properly formatted APA references. This Portfolio Project Milestone is graded and is due at the end of Module 3 (i.e., by Sunday at 11:59 p.m. MT).

MODULE 2

Readings
· Chapter 3 in *Business Continuity from Preparedness to Recovery*
· Fisher, R., Norman, M., & Klett, M. (2017). Enhancing infrastructure resilience through business

continuity planning. *Journal of Business Continuity & Emergency Planning, 11*(2), 163-173*.*
· Trousdale, L. (2015). Using self-assessments to enhance business continuity programmes*. Journal of Business Continuity & Emergency Planning, 9*(1), 6-9.

Discussion (25 points)

Critical Thinking (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 Plan- Small Organization
Put yourself in the position of creating a disaster recovery planning team for a small organization (real or fictitious) that operates with limited resources (i.e., capital and human). Discuss the following information:
- Describe the organization's business (i.e., retail or healthcare).
- Determine the most critical roles to fill on the team, as discussed during the reading/module content.
- Describe how you might combine or fill roles that you don't have the in-house resources to fill.

Your paper should be 3-5 pages in length (including graphics) and conform to the CSU-Global Guide to Writing and APA. 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 Plan- 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? Why?
- The recovery location, used in your situation, may be quite different from that of a large organization. What might you use as a recovery location for your home business? Why?

Your paper should be 3-5 pages in length (including graphics) and conform to the CSU-Global Guide to Writing and APA. 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

Readings
· Chapter 4 in *Business Continuity from Preparedness to Recovery*
· Olson, A., & Anderson, J. (2016). Resiliency scoring for business continuity plans. *Journal of Business Continuity & Emergency Planning*, *10*(1), 31-43.

Discussion (25 points)

Critical Thinking (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: Natural Disasters

Disasters take place around the globe on a regular basis, creating challenges for various stakeholders responsible for managing the aftermath of such disasters. Large-scale disasters bring about many challenges regarding human rights, research, ethics, and social policies.

Search the web for recent natural disaster recovery stories (i.e., hurricanes, tornadoes, and tsunamis). Review the article from your search and then write a report on how different businesses, in different industries, handled the disaster and the associated recovery steps. Then, answer the following questions:

- What were the gaps in their recovery plans?
- If the gap(s) is not known or published, provide your own thoughts on their disaster recovery gap(s) that you see.

Please note, 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. 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: Natural Disasters
The business community is vulnerable to any form of disaster disruption, which can be extremely costly. Crises that resulted in lost lives, displaced families and communities, shutdown businesses, and a damaged economy 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 their provisions for handling emergency-within-the-emergency scenarios. Then, write a report about handling emergency-within-the-emergency case scenarios. Select an organization that has been impacted by any of the above events. Focus specifically on what suggestions you would offer to increase the organization's chance of reduced disruptions.

Your paper should be 3-5 pages in length (including graphics) and conform to the CSU-Global Guide to Writing and APA. 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 Milestone (25 points)

This week, as mentioned during Module 1, you will submit your outline and selected scholarly/practical credible resources (5-7) that you plan to include in your final Portfolio Project. You need to include a one-page outline, which includes headings and subheadings, as well as properly formatted APA references. Note that the Portfolio Project requires a minimum of seven references – at least four of these reference should be cited and reference for this milestone outline. This Portfolio Project Milestone is graded and is due at the end of Module 3 (i.e., by Sunday at 11:59 p.m. MT).

MODULE 4

Readings
· Chapter 6 in *Business Continuity from Preparedness to Recovery*

- Bailey, D. (2015). Business continuity management into operational risk management: Assimilation is imminent... Resistance is futile! *Journal of Business Continuity & Emergency Planning, 8*(4), 290-294.

Discussion (25 points)

Critical Thinking (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: MNC versus Non-MNC Disaster Recovery

For this Critical Thinking Assignment, download and read the Cisco Systems white paper entitled *Disaster Recovery: Best Practices* (https://www.cisco.com/c/en/us/products/collateral/services/high-availability/white_paper_c11-453495.html).

Disasters, most often, are unpredictable, and vary in regard to type and magnitude. Many companies have some form of a disaster recovery strategy, thereby allowing the organization to return to normal after a disaster has occurred. To minimize disaster losses, it is very important to have a good disaster recovery plan for every business subsystem and operation.

Write a report on your understanding of disaster recovery strategies from the perspective of a multinational corporation (MNC). Do the same strategies apply to non-multinational organizations? Why?

Your paper should be 3-5 pages in length (including graphics) and conform to the CSU-Global Guide to Writing and APA. 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 vary in regard to type and magnitude. Many companies have some form of a disaster recovery strategy, thereby allowing the organization to return to normal after a disaster has occurred. To minimize disaster losses, it is very important to have a good disaster recovery plan for every business subsystem and operation.

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. 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 Milestone Reminder

This is a friendly reminder to get you ready for what is due at the end of Module 5, as related to your Portfolio Project. Refer to the Module 5 content to learn more about what is being required, specifically in regard to creating/developing your Business Continuity/Disaster Recovery Plan. This Portfolio Project Milestone is graded and is due at the end of Module 5 (i.e., by Sunday at 11:59 p.m. MT).

MODULE 5

Readings

- Chapter 5 in *Business Continuity from Preparedness to Recovery*

· El-Temtamy, O., Majdalawieh, M., & Pumphrey, L. (2016). Assessing IT disaster recovery plans. *Information and Computer Security, 24*(5), 514-533.

Discussion (25 points)

Critical Thinking (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: Risk Management (Department and Organization)

Select a department of an organization that you worked for/work in. Work on a risk assessment for that single department level. Use risk assessment techniques and generate a risk assessment report.

For this assignment, you will deliver a report on issues associated with the use of the technique, if any, the risk assessment for that single department, and the impact of a disaster on the department and the organization, as a whole.

Your paper should be 3-5 pages in length (including graphics) and conform to the CSU-Global Guide to Writing and APA . 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: Functional Impact of Department

Examine a department or set of departments (i.e., Accounting, Human Resources, Marketing, etc.). Use risk assessment techniques to generate a 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 and explain how to address those in the Business Continuity and Disaster Recovery plan.

Your paper should be 3-5 pages in length (including graphics) and conform to the CSU-Global Guide to Writing and APA. 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 Milestone (75 points)

Complete the milestone option that aligns with the option you selected for your Portfolio Project. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Business Impact Analysis – Multiple States

You are hired to write a Business Continuity/Disaster Recovery Plan for an organization that has multiple locations within a state or states, which only has an in-house infrastructure setup. No Cloud-based services for such an organization are used.

Using the material from Chapter 5 of the textbook, build a complete Business Impact Analysis for this fictitious or existing organization.

Write a paper that contains and describes the complete Business Impact Analysis components and detailed explanations of each component of the analysis.

Your paper should be 3-5 pages in length and conform to the CSU-Global Guide to Writing and APA. 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: Business Impact Analysis – Single State
You are hired to write a Disaster Recovery Plan for an organization with one location in a single state, that has a Cloud-based infrastructure setup. Using the material from Chapter 5 of the textbook, build a complete Business Impact Analysis for this fictitious or existing organization.

Write a paper that describes the complete Business Impact Analysis components. Specifically, provide detailed explanations of each component of the analysis.

Your paper should be 3-5 pages in length and conform to the CSU-Global Guide to Writing and APA. 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 6

Readings
· Chapter 7 & 8 in *Business Continuity from Preparedness to Recovery*
· Torabi, S. A., Giahi, R., & Sahebjamnia, N. (2016). An enhanced risk assessment framework for business continuity management systems. *Safety Science, 89*, 201-218.

Discussion (25 points)

Career Development Criteria Assignment (Networking) (75 points)
Career development is a lifelong and ongoing process. The steps in your career development began with you, your style, and skill areas, what your interests are, and how to go about starting a career that you are passionate about. In this Critical Thinking assignment, you will write a report after you explore and address the following items:

- **Professional Organizations:** You will identify some professional organizations, related to the disaster recovery and business continuity field, and analyze them for alignment with your interests.
- **Conferences:** Search for upcoming global conferences that are related to the disaster recovery and business continuity fields, and compile a list of conference names, locations, date(s), and link to their sites.
- **Interview Questions:** Compile a list of job interview questions that may be asked of interviewees who are applying for disaster recovery and business continuity jobs.
- **Compile Short Phrases**: Search LinkedIn for individuals with careers in disaster recovery and business continuity fields. Then, compile some short phrases from their profiles that are field specific.
- **Mentor/coach**: Reach out to those you have found during your LinkedIn search. Request to connect to these individuals and consider asking for mentorship.
- **Employers Seeking Skills:** Using online job listings 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 job requirements associated with your selected role and add these requirements 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
    - "***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, fastest way to achieve these items, easiest way to achieve these items, and how you can achieve the necessary aspects in a cost-effective manner. This activity will provide you with a roadmap to your career in the Disaster Recovery field.
- **Conferences**: List the conferences that are of interest to you, specifically in terms of networking opportunities, attendance, and/or those at which you are interested in presenting.
- **LinkedIn Profile:**
  - o Visit your LinkedIn profile, add the professional organizations that you became a member of.
  - o Put those short phrases, keywords, and skillsets you have in 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 path. You may find information that you had not uncovered before. If you have noticed a new path/new information of interest, please consider revisiting your roadmap table and updating your choices, if necessary.

For this assignment, you are required to write a paper. Your paper should be 3-5 pages in length, not including the Career Roadmap, and should conform to the CSU-Global Guide to Writing and APA.

MODULE 7

Readings
- · Chapter 9 in *Business Continuity from Preparedness to Recovery*
- · Cook, J. (2015). A six-stage business continuity and disaster recovery planning cycle. S.A.M. *Advanced Management Journal, 80*(3), 23-33,68.
- · Mattei, M. D., & Satterly, E. (2016). Integrating virtualization and cloud services into a multi-tier, multi-location information system business continuity plan. *Journal of Strategic Innovation and Sustainability, 11*(2), 70-80.

Discussion (25 points)

MODULE 8

Readings
- · Chapter 10 in *Business Continuity from Preparedness to Recovery*
- · Ghaffari, K., Delgosha, M. S., & Abdolvand, N. (2014). Toward cloud computing: A SWOT analysis on its adoption in SMEs. *International Journal of Information Technology Convergence and Services (IJITCS),* 4(2).
- · Van Alstin, C. M. (2016). How secure is your disaster recovery plan? *Health Management Technology, 37*(6), 6-8.

Discussion (25 points)

Portfolio Project (250 points)

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

Option #1: Business Impact Analysis- Multiple States

For your final Portfolio Project, pretend that you have been hired to write a Business Continuity/Disaster Recovery Plan for an organization. The organization has multiple locations within a state or states and only has an in-house infrastructure setup. No Cloud-based services for this organization are used.

Using the material from Chapter 8 of the textbook, build a complete Business Continuity/Disaster Recovery Plan for this fictitious organization. Write a paper that contains and describes the complete Business Continuity/Disaster Recovery Plan components and offers a detailed explanation of each component of the plan. Provide information on the process flow, when a disaster happens, and individuals and actions required to occur within the organization. The disaster type is your choice, though it must have an impact on more than one component of the plan.

Your paper should be 8-10 pages in length, not including graphic materials, and conform to the CSU-Global Guide to Writing and APA. Include at least seven credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Business Impact Analysis- Single State
You are hired to write a Disaster Recovery Plan for an organization that has one location, in a single state, and has a Cloud-based infrastructure setup.

Using the material from Chapter 8 of the textbook, build a complete Business Continuity/Disaster Recovery Plan for an existing organization. Write a paper that contains and describes the complete Business Continuity/Disaster Recovery Plan components and offers a detailed explanation of each component of the plan. Provide information on the process flow, when a disaster happens, and individuals and actions required to occur within the organization. The disaster type is your choice, though it must have an impact on more than one component of the plan.

Your paper should be 8-10 pages in length, not including graphic materials, and conform to the CSU-Global Guide to Writing and APA. Include at least seven credible references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

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

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 /repurposing your own work (see CSU-Global Guide to Writing & APA 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 & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide 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.