1. Write a note on Business Continuity Management Policy (BCM Policy).

- The BCM Policy is a high-level document, which shall be the guide
    - To make a systematic approach for disaster recovery
    - To bring about awareness among the persons in scope &
    - To test and review the BCP for the enterprise in scope

- The main **objective** of BCM Policy is to provide a structure through which:
    - The loss to the enterprise's business should be minimised or eliminated in terms of
        - loss of revenue
        - loss of reputation
        - loss of productivity &
        - loss of customer satisfaction.
    - Critical services and activities undertaken by the enterprise operation for the customer will be identified.
    - Plans will be developed to ensure continuity of key services delivery following a business.
    - Invocation of incident management and BCP's can be managed.
    - Planning and management responsibility are assigned to a member of the relevant senior management team.
    - Incident Management Plans and BCP's are subject to ongoing testing, revision and updation as required.

2. Write a note on Business Continuity Management (BCM).

It is a very effective management process :

- To help enterprises to manage the disruption of all kinds
- Providing counter measures to safeguard from the incident of disruption of all kinds.

Advantages of BCM are that the enterprise:

- Can proactively assess the threat scenario and potential risks
- Has planned response to disruptions which can contain the damage and minimize the impact on the enterprise
- Can demonstrate a response through a process of regular testing and training.

The terms related to BCM are:

- Business Contingency
- Business Continuity Planning (BCP)
- BCP Process.

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3. **Write a short note on Business Continuity Planning(BCP)**

- * It is a creation and validation of a practical logistical plan
  * for how an enterprise will recover and restore
  * partially or completely interrupted critical functions
  * within a predetermined time, after a disaster or extended period of time.

- * It refers to the ability of the enterprise
  * to recover from the disaster and
  * continue operations with least impact.

- BCP covers the following areas:
  * Business Resumption Planning
  * Disaster Recovery Planning
  * Crisis Management.

4. **Explain the objectives and goals of Business Continuity Planning (BCP).**

Objectives:

- Provide the safety and well-being of people on the premises at the time of disaster.
- Continue critical business operations.
- Minimize the duration of a serious disruption to operations and resources.
- Minimize immediate damage and losses.
- Establish management succession and emergency powers.
- Facilitate effective co-ordination of recovery tasks.
- Reduce the complexity of the recovery effort.
- Identify critical lines of business and supporting functions.

Goals:

- Identify weaknesses and implement a disaster prevention program.
- Minimize the duration of a serious disruption to operations and resources.
- Facilitate effective co-ordination of recovery tasks.
- Reduce the complexity of the recovery effort.

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5. **Explain each phase of Business Continuity Planning (BCP) development briefly.**

➢ **Phase I: Pre-Planning Activities (Project Initiation):**

- This phase is used to obtain an understanding of the existing and projected computing environment of the organisation.
- This enables the project team to:
  - * refine the scope of the project and the associated work program
  - * develop project schedules and
  - * identify and address any issues that could have impact on the delivery and success of the project.
- During this phase a steering committee should be established.
- The committee should have the overall responsibility for providing direction and guidance to the project.
- The 2 key deliverables of this phase are:
  - * the development of a policy to support the recovery programs

    and

  - * an awareness program to educate management and senior individuals.

➢ **Phase II - Vulnerability assessment and General Definition of Requirements:**

- This phase addresses measures to reduce probability of occurrence of disaster.
- This phase will include the following key tasks:
  - * A thorough security assessment of the computing and communications environment including – personnel practices
    - physical security
    - operating procedures etc.
  - * The security assessment will enable the project team to improve any existing emergency plans and disaster prevention measures.
  - * Present findings and recommendations resulting from the activities of the security assessment to the steering committee.
  - * Define the scope of the planning effort.
  - * Assemble project team and conduct awareness sessions.
  - * Develop a plan framework.
  - * Analyze, recommend and purchase recovery planning and maintenance software required to support the development of the plans.

➢ **Phase III - Business Impact Assessment (BIA):**

- It is essentially a means of systematically assessing the potential impacts resulting from various events or incidents.
- It enables the project team to:
  - * identify critical systems, processes and functions.
  - * assess the economic impact of incidents and disasters.
  - *assess the "pain threshold".

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- The BIA report should be presented to the steering committee.
- This report identifies critical service functions and the timeframes in which they must be recovered after interruption.
- This report used as a basis for identifying systems and resources required to support the critical services.

➢ **Phase IV - Detailed definition of requirements:**

- During this phase, a profile of recovery requirements is developed.
- This profile is to be used as a basis for analyzing alternative recovery strategies.
- Another key deliverable of this phase is the definition of the plan, scope, objectives and assumptions.

➢ **Phase V - Plan Development:**

- During this phase components are defined and plans are documented.
- This phase also includes:
  - ⁕ Implementation of changes to user procedures.
  - ⁕ Upgrading of existing data processing operating procedures.
  - ⁕ Vendor contract negotiations.
  - ⁕ The definition of "Recovery Teams".

➢ **Phase VI - Testing/Exercising Program:**

- During this phase, the testing/exercising program plan is developed.
- Testing goals are established and alternative testing strategies are evaluated.

➢ **Phase VII - Maintenance Program:**

- Maintenance of the plans is critical to the success of an actual recovery.
- The plans must reflect changes to the environments that are supported by the plans.

➢ **Phase VIII - Initial Testing & Implementation:**

- Once plans are developed, initial tests of the plans must be conducted and any necessary changes to the plans must be made based on the analysis of the test results.
- Specific activities involved in this phase are:
  - ⁕ Defining the test purpose/approach.
  - ⁕ Identifying test teams.
  - ⁕ structuring the test.
  - ⁕ Conducting the test.
  - ⁕ Analyzing test results and
  - ⁕ Modifying the plans as appropriate.

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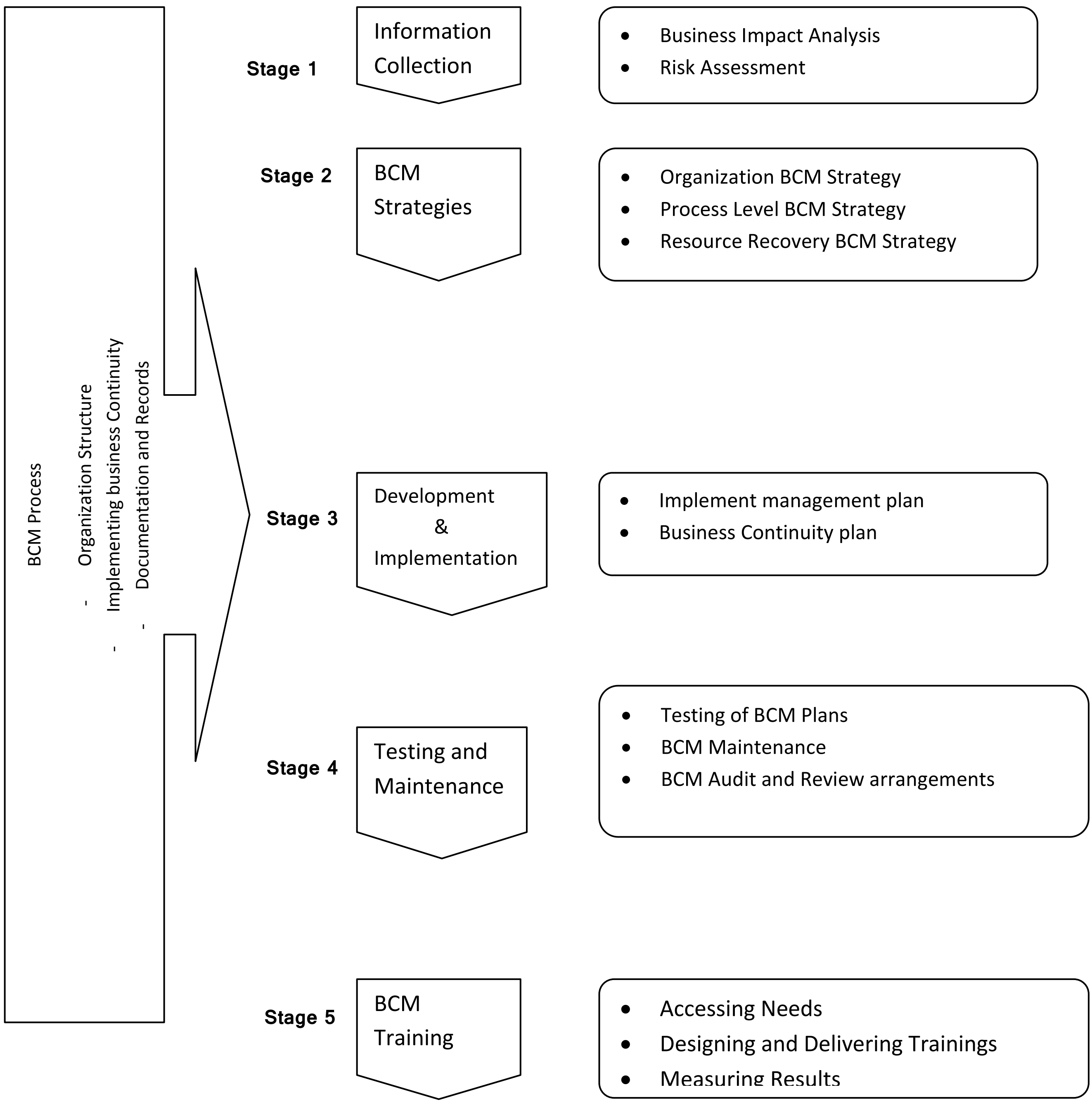
6. Explain briefly the components of BCM Process.

➢
- A BCM process should be in place
- to address the policy and objectives
- as defined in the Business Continuity Policy
- by providing organization structure
- with responsibility and authority
- implementation and maintenance of BCM.

Components of BCM Process:



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7. Explain the major activities that should be carried out while implementing the Business Continuity in the enterprise.

- Defining the scope and context
- Defining the roles and responsibilities
- Engaging and involving all stake holders
- Testing of program on regular basis
- Maintaining the currency and appropriateness of business continuity program
- Reviewing, reworking and updating the business continuity capability, risk assessment and BIA's
- Managing costs and benefits associated
- Convert policies and strategies into action.

8. Explain the major documents that should be a part of BCM System.

- Business Continuity Policy
- Business Continuity Plan
- Business Continuity Strategy
- Business Impact Analysis Report
- The aims and objectives of each function
- The activities undertaken by each function
- Local Authority Risk Register
- Exercise schedule and results
- Incident Log
- Training Program
- Overall and specific incident management plan.

9. Write a note on methodology for developing a BCP.

- The methodology for developing a BCP can be subdivided into 8 phases they are:
  - Pre-planning activities
  - Vulnerability Assessment and General Definition of Requirements
  - Business Impact Analysis
  - Detailed definition of Requirements
  - Plan Development
  - Testing Program
  - Maintenance Program
  - Initial Plan Testing and Plan Implementation.
- The extent of applicability of each of the phases has tailored to the respective organisation.

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- The methodology emphasizes on the following:
  - Providing management with comprehensive understanding of the total effort required to develop and maintain effective recovery plan.
  - Obtaining commitment from appropriate management to support and participate in the effort.
  - Defining recovery requirements from the perspective of business function.
  - Documenting the impact of an extended loss to operations and key business functions.
  - Focusing appropriately on disaster prevention and impact minimisation.
  - Selecting business continuity teams that ensures the proper balance required for plan development.
  - Developing BCP that is understandable, easy to use and easy to maintain.
  - Defining how business continuity considerations must be integrated into ongoing business planning and system development process.

10. <u>Write a short note on BCM information collection process.</u>

In order to design an effective BCM, it is pertinent to understand the enterprise from all perspectives of interdependencies of its activities, external enterprises and including:

- Enterprise objectives, stakeholder obligations, statutory duties and the environment in which enterprise operates.
- Activities, assets and resources including those outside the enterprise that support the delivery of the products and services.
- Impact and consequences over time of the failure of these activities, assets and resources.
- Perceived threats that could disrupt the enterprises key products and services and the critical activities, assets and resources that support them.

11. <u>Explain the Business Impact Analysis Matrix or Risk Assessment Matrix.</u>

In a risk assessment matrix, risks are placed on the matrix based on two criteria:

- **<u>Likelihood --- (on Y axis):</u>**

  - Based on the likelihood of occurrence of a risk, the risk can be classified as under
    - ⁕ Definite (Scale 3)
    - ⁕ Likely (Scale 2)
    - ⁕ Unlikely (Scale 1)

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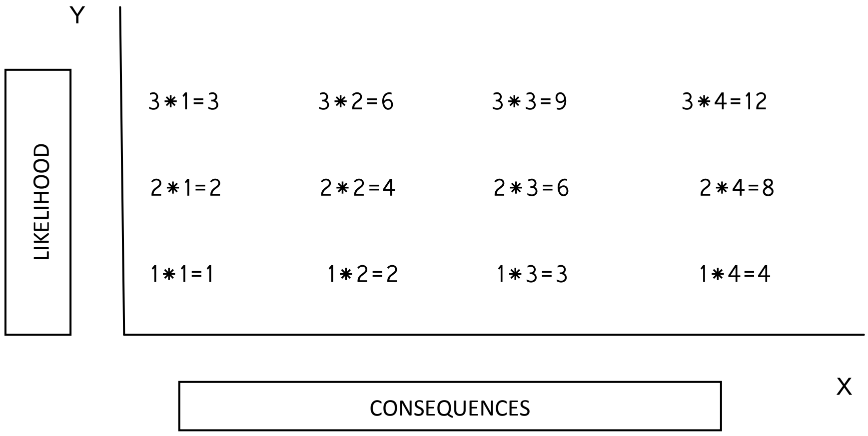
- **<u>Consequences --- (on X axis):</u>**
  - The consequences of a risk can again be ranked and classified into one of the following category:
    - * Trivial/ Insignificant (Scale 1)
    - * Minor (Scale 2)
    - * Major (Scale 3)
    - * Catastrophic (Scale 4)



- Depending upon the grid value, the risk can be assessed like
  - * value 8 to 12 as Catastrophic
  - * Value 4 to 6 as Major
  - * Value 3 as Minor
  - * Value 1 to 2 as Trivial/ Insignificant.

12. <u>Explain the objectives of BCM Testing.</u>

The primary objectives of performing BCP tests are to ensure that:

- The recovery procedures are complete and workable.
- The competence of personnel in their performance of recovery procedures can be evaluated.
- The success or failure of the business continuity training program is monitored.
- The manual recovery procedures and IT backup systems are current and can either be operational or restored.
- There sources such as – business processes
  - systems
  - personnel
  - facilities &
  - data

  are obtainable and operational to perform recovery processes.

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