

# Preface

## *Objective*

The viability of an organization can be seriously challenged by a disaster. Numerous recent events have focused attention on the need to be prepared for such events. The objective of this text is to provide a comprehensive study of the critical field of business continuity and risk management with particular emphasis on decision making using a holistic approach. The coverage of the book is derived from the growing body of knowledge of practical methods, experiences and research to lead an organization in the process of systematic decisions to protect people, the environment, assets and operations from disastrous events.

Because business continuity and risk management often deals with events that are improbable, analyzing these risks is challenging. Risks come in many varieties, and there is a growing concern and associated effort for organizations to respond to the challenge. Organizational resiliency can be accomplished through an effective program in business continuity and risk management based on an understanding of risk methodologies and technologies.

This book can serve as a primary text in an undergraduate or graduate level course that focuses on business continuity and risk management or as a supplemental text in a closely related field. Business students majoring in any concentration, including operations, information systems, management science, finance, accounting, marketing, human resources, management and international business will find the material both interesting and useful. In addition, emergency management students and management engineering students will also find this book very valuable.

A wide range of educational and training needs are addressed by the book. In addition to being a text for college courses, this book is also intended for use in professional training programs and as a self-study manual.

## *Contents*

The main portion of the book is divided into the sections entitled: Development, Implementation, Maintenance, and Risk Modeling.

### **Section I: Development**

**Chapter I: Fundamentals of Business Continuity Management** overviews the essential components of business continuity and risk management.

**Chapter II: Business Continuity Management Organization** analyzes the organizational structure that needs to be in place to effectively prepare for, respond to and recover from a crisis event.

**Chapter III: Business Impact Analysis** determines the importance of the organization's activities by assessing the impact over time of their interruption and establishes continuity and recovery objectives.

**Chapter IV: Risk Assessment** examines threats and prioritizes planning by assessing the

likelihood of events and their potential impact on critical functions.

**Chapter V: Strategy Development** examines strategy identification, selection and implementation necessary for an organization to effectively respond to a crisis event.

**Chapter VI: Disaster Recovery for Information Technology** examines alternate site selection, data center controls, information management procedures and information technology principles to provide continuation and recovery of the systems and communication capabilities of an organization.

**Chapter VII: Information Systems Security** reviews security controls and auditing considerations and applies these concepts to various information technology applications.

## **Section II: Implementation**

**Chapter VIII: Emergency Response** defines the immediate actions taken during a crisis event with the prioritized objectives of life-safety, environmental protection and asset protection.

**Chapter IX: Enhancing Coordination with External Agencies** examines how an organization should interface with external agencies during disaster mitigation, preparation, response and recovery phases.

**Chapter X: Business Continuity Plan** discusses the central plan documentation that defines continuity and recovery procedures for crisis events.

**Chapter XI: Crisis Communication** investigates the importance of emergency communication, media communication plus the devices and systems used to conduct crisis communication.

**Chapter XII: Crisis Information Management Systems** reviews the role that information systems play in the process of managing emergency information before, during and after an event.

## **Section III: Maintenance**

**Chapter XIII: Sustaining Organizational Resilience** discusses the importance of awareness and training, testing and exercising, and maintaining and updating to ensure that plans remain operable and current.

## **Section IV: Risk Modeling**

**Chapter XIV: Fundamentals of Probability and Statistics** develops a foundation in probability and statistics that is very useful in business continuity and risk management.

**Chapter XV: Statistical Applications in Risk Management** explores forecasting techniques, regression analysis and reliability modeling.

**Chapter XVI: Simulation Modeling and Supply Chain Risk** examines simulation modeling in business continuity and risk management with application to supply chain analysis.

**Chapter XVII: Risk and Decision Modeling** examines decision making techniques under risk and uncertainty.

### **Case Studies and Discussion Topics**

Several case studies are incorporated in the book to provide a practical application of the material. The case studies are designed to enhance the connection between business continuity and risk management concepts and practical applications. Two of these case studies are examined throughout the book, providing a comprehensive view of business continuity management.

In addition to the case studies, review topics are presented at the end of each chapter. These review topics examine the primary subjects covered in the chapter. There are also discussions embedded within the text of several chapters that relate business continuity principles to practical application.

### ***Supplementary Materials***

Instructor Resources are available including: PowerPoint presentations, discussion-suggested solutions, review topics-suggested solutions, case studies-suggested solutions and a test bank.

Contact the Publisher at [info@rothstein.com](mailto:info@rothstein.com) for details.

### ***Contributing Authors***

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### ***Conclusion***

We hope that our text provides a solid foundation for and appreciation of the importance of business continuity and risk management.

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