

**IS505 Course Syllabus Fall, 2013-14**  
**Wednesday 5:45 – 9:00**  
**CDM 220**

**Mary Sandy**  
**Office Hours: 4:00 – 5:30**  
**CDM 701**  
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## **Business Continuity/Disaster Recovery Theories and Strategies**

### **Summary of the Course**

This course will give you a broad understanding of how a company should prepare for all types of disruptions (floods, tornadoes, chemical spills, equipment malfunctions, earthquakes, terrorist attacks, etc.) so it will survive the disruption. You will be given a basic methodology for how to analyze and prioritize risks, arrive at criticality ratings, evaluate financial and non-financial losses, and determine a strategy for survival. Using case studies, you will be provided “real world” situations where you will learn how to apply one of the “best practice” methodologies in use today and yet adheres to the principles taught by The Institute for Continuity Management (DRI).

This course is based upon a combination of lecture/discussion/group and individual case analyses. You will work with data from a selection of over 30 clients for whom the instructor performed a variety of Business Continuity/Disaster Recovery (BC/DR) projects. With this “real world” data, you will work through BC/DR problems using industry documented theories and from additional information provided by the instructor’s knowledge gained by over fourteen years of experience in the BC/DR industry.

### **Printed Resources**

Instead of a textbook, all required reading will be contained in COL. This information not only contains background material, but also provides supplemental information that will consist of the evaluation methodology developed and used by the instructor in over 30 BC/DR projects. There will be over 100 PowerPoint presentations, methodology documents, and preprinted articles in COL.

### **Learning Outcomes**

At the end of this course, students will be able to:

- Determine and document the importance of company departments and functions and assign criticality rankings to each.
- Justify the criticality of each department using financial and non-financial impacts.
- Determine and document the appropriate recovery strategy (Work Area Recovery Strategy) of each department to be used after a disaster occurs.
- Determine and document the importance of hardware and software to a company and assign criticality rankings to each based upon its financial and non-financial impact on the company.
- Complete the basic evaluation required for a Business Impact Analysis (BIA), along with the appropriate methodology.
- Evaluate and select a recovery strategy for critical and non-critical hardware and software (Disaster Recovery Strategy) to be used after a disaster occurs.
- Determine what is required for a department’s recovery plan and conduct an audit of such a plan to a set of pre-defined criteria.
- Identify the importance of preparing for any type of disaster not only for companies but also for individuals on a personal basis.

- Identify the components of business interruption and terrorism insurance including what is covered and what is not covered after a disaster occurs.
- Identify and apply what each individual should do if a Pandemic was to occur and what is critical for corporate planning.

## Homework and Final Exam

All homework is based on case studies. These case studies are based on real company information and NOT prepared for this class. The only material changed in the case studies are: company names; locations; and product names.

There will be a Take-Home Final Exam where the overriding evaluation criterion will be based upon application of the methodology and justification of its use to formulate recommended solutions. To see the criteria on which you will be evaluated, please see the section below titled "Grading."

All written assignments are due to the instructor via DePaul's COL System <https://col.cdm.depaul.edu> by the designated time/date indicated in COL, unless permission is received by the instructor **PRIOR** to the due dates. Late assignments will automatically be graded 10% lower than those that are submitted on time. If late, this will be taken into consideration in your final grade. **YOU MUST MAKE SURE THAT ALL OF YOUR ASSIGNMENTS CAN BE OPENED AND READ BY THE INSTRUCTOR. IF YOU DO NOT SUBMIT IN READABLE FORMAT BY SUBMISSION TIME, YOU WILL RECEIVE AN F FOR THE ASSIGNMENT.**

Refer to the section titled "Grading" for all criteria on which ALL assignments will be evaluated.

## Grading

Grading is based upon the manner in which each student fulfills the objectives of the course. The following criteria will be used to evaluate ALL assignments:

- Your ability to apply course concepts to the case studies.
- The professionalism of your written assignments. In other words, the audience for whom you are completing each assignment should be for a high-level management team in a company and NOT for the instructor of your course. By doing this, you will be more prepared for completing such projects for companies in several industries.
- Each assignment must be completed in a thorough and detailed manner.
- Plagiarism is NOT accepted in any assignment.
- Timeliness of each assignment.

Each student will be evaluated on his/her performance (no grading curve will be used). The following points are used in grading:

<u># Points</u>	<u>Grade</u>	<u># Points</u>	<u>Grade</u>
93-100	A	73-76	C
90-92	A-	70-72	C-
87-89	B+	67-69	D+
83-86	B	60-66	D
80-82	B-	0-59	F
77-79	C+		

The weight of each assignment for contributing to the final average is as follows:

### “IN-CLASS” STUDENTS

<u>Assignment</u>	<u>Weight in Final Grade</u>
<b><u>Homework</u>—Same for Both OL And “In-Class” Students: --Reading of COL Material and Submission Of 4 Take-Home Case Studies</b>	<b>40%</b>
<b><u>Final Exam</u>—Same for Both OL And “In-Class” Students: --Take-Home Case Study</b>	<b>50%</b>
<b><u>Class Participation and Attendance</u>— For “In-Class” Students Only: --Attendance and Participation in “In-Class” Case Studies</b>	<b>10%</b>

### “ONLINE LEARNING” (OL) STUDENTS

<u>Assignment</u>	<u>Weight in Final Grade</u>
<b><u>Homework</u>—Same for Both OL And “In-Class” Students: --Reading of COL Material and Submission Of 4 Take-Home Case Studies</b>	<b>40%</b>
<b><u>Final Exam</u>—Same for Both OL And “In-Class” Students: --Take-Home Case Study</b>	<b>50%</b>
<b><u>Additional Written Document</u>—For OL Students Only: --Written Paper Evaluating a Single Current Business Continuity Article, Summarizing Article and Why the Article is Relevant to Class (Minimum of 3 Pages)</b>	<b>10%</b>

### OL Student Responsibilities

Since most of the classes will include “in-class” case studies, OL students will also be expected to participate. To accomplish this, these students are responsible for the same homework as the “in-class” students. OL students are also responsible for preparing a written paper on a single current Business Continuity article, relevant to the class. In his/her own words, the student should summarize the article and document why the article is critical in today’s environment. The due date for the latter assignment will be documented in COL. All written documents are due to the instructor via DePaul’s COL System <https://col.cdm.depaul.edu> by the designated time/date indicated in COL, unless permission is received by

the instructor prior to the due dates. Late assignments will automatically be graded 10% lower than those that are submitted on time. If late, this will be taken into consideration in your final grade under the area of "Homework."

### **Instructor Availability**

The instructor is available to students outside of the classroom as follows:

- Cell Phone Availability: Instead of Emails, it is best to call the instructor during her cell phone hours. On the first day of class she will provide students with her cell phone number and the hours/days of availability.
- In Person Availability: The instructor is available between 4:00 PM and 5:30 PM (evening) on the evening of the class in Office 701 (when you get off the elevator on the 7<sup>th</sup> floor, go to your left).

### **Writing Assistance for Assignments**

Because the assignments for this course involve the preparation of thorough, detailed and analytical analyses, the manner in which each student documents his/her ideas is crucial to earning a good grade. As a result, you may want to take advantage of DePaul's "University Center for Writing-Based Learning." They are available to review your assignments and ensure that your documented analyses meet the standards expected of students at this educational level. They can be reached as follows in the Loop area:

University Center for Writing-Based Learning

Chicago Loop Campus Office at 25 E. Jackson Blvd., 1600 Lewis Center

Telephone: 312-362-6726; Email: [wcenter@depaul.edu](mailto:wcenter@depaul.edu); Web: <http://www.depaul.edu/writing>

### **Withdrawal Dates**

#### **"IN-CLASS" STUDENTS**

September 24, 2013 is the last day to drop classes with no penalty.

October 29, 2013 is the last day to withdraw from classes.

#### **"ONLINE LEARNING" (OL) STUDENTS**

September 26, 2013 is the last day to drop classes with no penalty.

October 29, 2013 is the last day to withdraw from classes.

### **Course Policies**

#### **Changes to Syllabus**

This syllabus is subject to change as necessary during the quarter. If a change occurs, it will be thoroughly addressed during class, posted under Announcements in D2L and sent via email.

#### **Online Course Evaluations**

Instructor and course evaluations provide valuable feedback that can improve are in the unique position to view the instructor over time. Your comments about what works and what doesn't can help faculty build on the elements of the course that are strong and improve those that are weak. Isolated comments from students and instructors' peers may also be helpful, but evaluation results based on high response rates may be statistically reliable (believable). As you experience this course and material, think about how your learning is impacted. Your honest opinions about your experience in and commitment to the course and your learning may help improve some components of the course for the next group of students. Positive comments also show the department chairs and college deans the commitment of instructors to the university and teaching evaluation results are one component used in annual performance reviews (including salary raises and promotion/tenure). The evaluation of the instructor and course provides you an opportunity to make your

voice heard on an important issue – the quality of teaching at DePaul. Don't miss this opportunity to provide feedback!

### **Academic Integrity and Plagiarism**

This course will be subject to the academic integrity policy passed by faculty. More information can be found at <http://academicintegrity.depaul.edu/>.

The university and school policy on plagiarism can be summarized as follows: Students in this course should be aware of the strong sanctions that can be imposed against someone guilty of plagiarism. If proven, a charge of plagiarism could result in an automatic F in the course and possible expulsion. The strongest of sanctions will be imposed on anyone who submits as his/her own work any assignment which has been prepared by someone else. If you have any questions or doubts about what plagiarism entails or how to properly acknowledge source materials be sure to consult the instructor.

### **Withdrawal**

Students who withdraw from the course do so by using the Campus Connection system (<http://campusconnect.depaul.edu>). Withdrawals processed via this system are effective the day on which they are made. Simply ceasing to attend, or notifying the instructor, or nonpayment of tuition, does not constitute an official withdrawal from class and will result in academic as well as financial penalty.

### **Retroactive Withdrawal**

This policy exists to assist students for whom extenuating circumstances prevented them from meeting the withdrawal deadline. During their college career students may be allowed one medical/personal administrative withdrawal and one college office administrative withdrawal, each for one or more courses in a single term. Repeated requests will not be considered. Submitting an appeal for retroactive withdrawal does not guarantee approval.

College office appeals for CDM students must be submitted online via MyCDM. The deadlines for submitting appeals are as follows:

Autumn Quarter: Last day of the last final exam of the subsequent winter quarter  
 Winter Quarter: Last day of the last final exam of the subsequent spring quarter  
 Spring Quarter: Last day of the last final exam of the subsequent autumn quarter  
 Summer Terms: Last day of the last final exam of the subsequent autumn quarter

### **Excused Absence**

In order to petition for an excused absence, students who miss class due to illness or significant personal circumstances should complete the Absence Notification process through the Dean of Students office. The form can be accessed at <http://studentaffairs.depaul.edu/dos/forms.html>. Students must submit supporting documentation alongside the form. The professor reserves the sole right whether to offer an excused absence and/or academic accommodations for an excused absence.

### **Incomplete**

An incomplete grade is a special, temporary grade that may be assigned by an instructor when unforeseeable circumstances prevent a student from completing course requirements by the end of the term and when otherwise the student had a record of satisfactory progress in the course. CDM policy requires the student to initiate the request for incomplete grade before the end of the term in which the course is taken. Prior to submitting the incomplete request, the student must discuss the circumstances with the instructor. Students may initiate the incomplete request process in MyCDM.

- All incomplete requests must be approved by the instructor of the course and a CDM Associate Dean. Only exceptions cases will receive such approval.

- If approved, students are required to complete all remaining course requirement independently in consultation with the instructor by the deadline indicated on the incomplete request form.
- By default, an incomplete grade will automatically change to a grade of F after two quarters have elapsed (excluding summer) unless another grade is recorded by the instructor.
- An incomplete grade does NOT grant the student permission to attend the same course in a future quarter.

### **Students with Disabilities**

Students who feel they may need an accommodation based on the impact of a disability should contact the instructor privately to discuss their specific needs. All discussions will remain confidential.

To ensure that you receive the most appropriate accommodation based on your needs, contact the instructor as early as possible in the quarter (preferably within the first week of class), and make sure that you have contacted the Center for Students with Disabilities (CSD) at:

Student Center, LPC, Suite #370

Phone number: (773)325.1677

Fax: (773)325.3720

TTY: (773)325.7296

## Class Schedule

### **Week 1, September 11**

Introduction to the Course—Introduction of Instructor and Students. Review of Syllabus. Class Goals—Those of the Class and Student Expectations. What is Disaster Recovery and Business Continuity? Why Study this Topic? Is this a Profession? Are There Jobs in This Field? Review of Business Continuity Glossary. What is a Business Impact Analysis (BIA) and what is its importance in Business Continuity/Disaster Recovery?

### **Week 2, September 18**

Business Impact Analysis Methodology: Part 1, Financial Impacts and Non-Financial Impacts; and Part 2, Recovery Time Objectives (RTOs) and Recovery Point Objectives (RPOs). Determining the RTO of Departments.

### **Week 3, September 25**

Part 3, Use of Business Impact Analysis Data to Develop and Justify Disaster Recovery Technology Strategies for Hardware and Software.

### **Week 4, October 2**

Complete Part 3, How to Select Technology Recovery Strategies for Hardware and Software in Small/Large Data Centers. The Differences Between “Internal” and “External” Strategies and How to Justify Strategies to Management.

### **Week 5, October 9**

Gathering Technology Information and Consolidating/Analyzing BIA Information. Business Recovery (Work Area Recovery). Business Interruption Insurance (Definition, Assets Covered, Inclusions, Exclusions, etc.), and Terrorism Insurance.

### **Week 6, October 16**

Designing Corporate Awareness and Education; Designing and Documenting a Recovery Organization. Documenting Technology and User Area (Work Area) Recovery Plans. How to Evaluate Recovery Plans.

### **Week 7, October 23**

Documenting Technology and User Area (Work Area Recovery) Tests; Types of Tests; Managing Tests; Auditing Tests, etc. Current Business Continuity/Disaster Recovery Trends.

### **Week 8, October 30**

FINAL EXAM IS DISTRIBUTED TO ALL STUDENTS. Review of Business Continuity, Putting it All Together. “Jeopardy” review of all class material covered to date.

### **Week 9, November 6**

Pandemic Video Presentation. Planning for Pandemics and Other Biological Agents. Risk Analysis and the Difference Between it and a BIA.

### **Week 10, November 13**

Emergency Management Issues--Planning for: Radiological Threats; Chemical Spills; Floods; Tornadoes; Earthquakes; etc.