

國立臺北大學自然資源與環境管理研究所

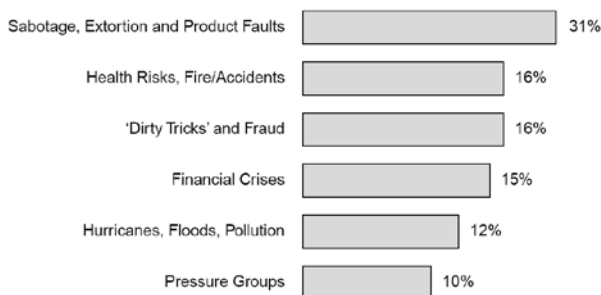
102 學年度第二學期 『環境災害與風險管理』

課程講義 (15)：危機管理與持續營運
Crisis Management and Business Continuity Plan

<http://archive.rdec.gov.tw/np.asp?ctNode=14866&mp=100>
行政院研究發展考核委員會－風險管理及危機處理（庫存網頁）
<http://avp.toko.edu.tw/docs/class/2/營運持續管理（BCM）概觀.pdf>
<http://www.thebci.org/> The Business Continuity Institute

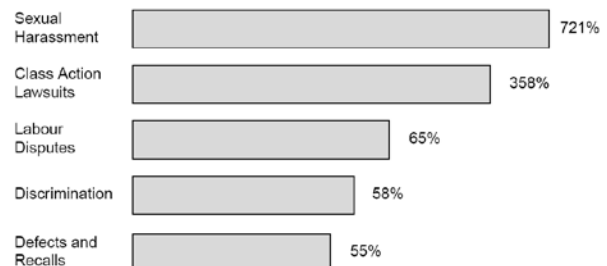
● CRISIS MANAGEMENT

- Definition of a Crisis: An event which causes the company to become the subject of widespread, potentially unfavourable, attention from the international and national media and other groups such as customers, shareholders, employees and their families, politicians, trade unionists and environmental pressure groups who, for one reason or another, have a vested interest in the activities of the organization.
- Business Crises Most Likely to Occur
 - ⇒ environmental pollution; product defect
 - ⇒ unwanted takeover bid; sabotage
 - ⇒ death of senior management member
 - ⇒ kidnap of senior management member
 - ⇒ computer breakdown
 - ⇒ industrial dispute
 - ⇒ fraud



Source: Infoplan International, Japan, 1994

Figure 7.3 The most likely causes of crises according to respondents



Source: Institute for Crisis Management, Kentucky, USA

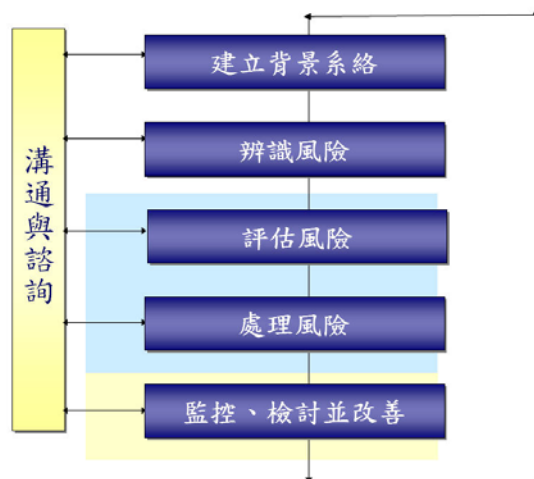
Figure 7.4 Fastest growing business crisis categories 1990-95

(Regester, M. and J. Larkin, 2005, *Risk Issues and Crisis Management: A Casebook of Best Practice*)

- 『[行政院所屬各機關風險管理及危機處理作業基準](#)』
- 『[風險管理及危機處理作業手冊](#)』

- Framework for Risk Management
- Terminology and Definition
 - ⇒ Risk Assessment
 - ⇒ Risk Identification
 - ⇒ Risk Analysis / Evaluation
 - ⇒ Risk Tolerance / Acceptance
 - ⇒ Risk Disposal / Treatment
 - ⇒ Risk Avoidance / Reduction; Risk Retention / Transfer
 - ⇒ Risk Communication
 - ⇒ (Integrated) Risk Management

風險管理架構



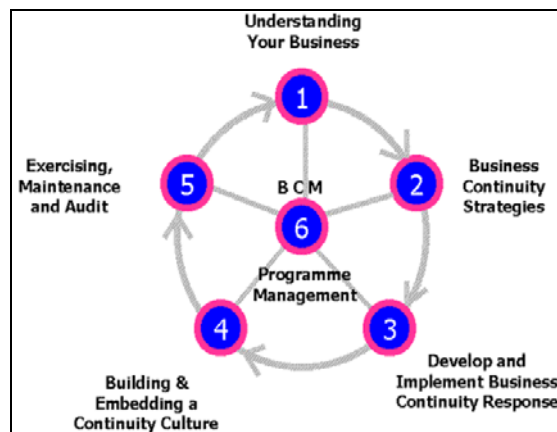
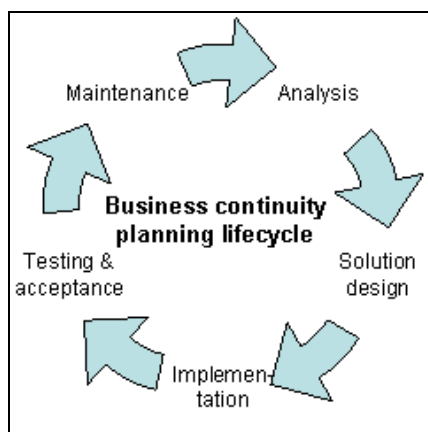
- 風險管理建置工作五階段 (p.43)：高階管理階層（機關首長）的承諾與支持；建立機關的風險圖像（Risk Profile）；建立風險管理於既有的決策過程與通報中；演練、測試與維持；持續的風險管理循環與學習
- Case Studies: DEFRA、芒果農藥殘留、911、八掌溪

● BUSINESS CONTINUITY: PLAN, PROGRAM, AND MANAGEMENT

- Business continuity is the activity performed by an organization to ensure that critical business functions will be available to customers, suppliers, regulators, and other entities that must have access to those functions. (http://en.wikipedia.org/wiki/Business_continuity)
 - ⇒ Business Continuity refers to those activities performed daily to maintain service, consistency, and recoverability.
- [Business Continuity and Disaster Recover Planning](#)
 - ⇒ Definition: Business continuity planning (BCP) is a methodology used to create and validate a plan for maintaining continuous business operations before, during, and after disasters and disruptive events.
 - ⇒ Origin: In the late 1990s, BCP came to the forefront as businesses tried to assess the likelihood of business systems failure on or after January 1, 2000 (the “Y2K” issue).
 - ⇒ Disaster recovery is part of business continuity, and deals with the immediate impact of an event.
- BCP: Business Continuity Plan/Program; BCM: Business Continuity Management
- Business Continuity Planning Related Standards
 - ⇒ NFPA (National Fire Protection Association) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs
 - ⇒ DRII (DRI International, Inc.) and CSA (Canadian Standards Association) Z1600
 - ⇒ ISO/IEC 27031:2011 Information technology -- Security techniques -- Guidelines for information and communications technology readiness for business continuity
 - ⇒ ISO 22301:2012 Societal security -- Business continuity management systems -- Requirements

● BUSINESS CONTINUITY MANAGEMENT ([組織風險與營運持續管理](#))

- BCP Lifecycle and Framework for BCM



- Business Continuity Planning
 - ⇒ Strategies: Prevention; Response; Resumption; Recovery, and Restoration
 - ⇒ Contents: Objective, Scope, Assumptions and Limitations, Teams, and Goals
- [企業營運持續管理技術手冊](#) (經濟部工業局)；[企業持續營運管理](#) (研考會庫存網頁)
- [臺灣證券交易所持續營運計畫推動過程及內容簡介](#)；[營運持續計畫](#)