

# 國立臺北大學自然資源與環境管理研究所

## 九十七學年度第二學期

### 『環境災害與風險管理』課程講義（十六）

#### 主題：Crisis Management and Business Continuity

#### 危機管理與營運持續

#### ● BUSINESS CONTINUITY: PLAN, PROGRAM, AND MANAGEMENT

##### □ Business Continuity and Disaster Recover

⇒ 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 now infamous “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

##### □ FEMA’s CAR/NFPA 1600/BCI and DRII Professional Practices (ISO/IEC 17799, PAS 56)

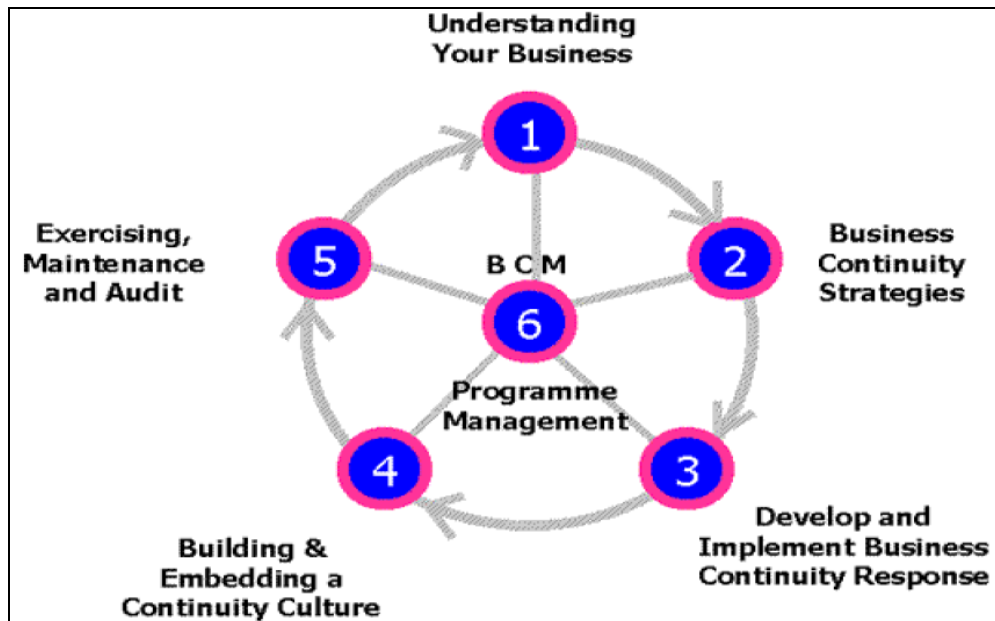
Table A.5.1 FEMA’s CAR/NFPA 1600/BCI & DRII Professional Practices Crosswalk

CAR Emergency Management Functions (EMF)	NFPA 1600, <i>Standard on Disaster/Emergency Management and Business Continuity Programs</i> (Chapter/Section)	BCI & DRII Professional Practices (Subject Area)
—	4 Program Management	1 Project Initiation and Management
—	5.1 General	—
1 Laws and Authorities	5.2 Laws and Authorities	9 Public Relations 7 Crisis Coordination 10 Coordination with Public Authorities
2 Hazard Identification and Risk Assessment	5.3 Hazard Identification, Risk Assessment, and Impact Analysis	2 Risk Evaluation and Control
3 Hazard Mitigation	5.4 Hazard Mitigation	2 Risk Evaluation and Control
	5.5 Resource Management	3 Business Impact Analysis
	5.6 Mutual Aid	4 Developing Business Continuity Strategies
5 Planning	5.7 Planning	1 Project Initiation and Management 2 Risk Evaluation and Control 3 Business Impact Analysis 4 Developing Business Continuity Strategies
		5 Emergency Response and Operations
6 Direction, Control, and Coordination	5.8 Direction, Control, and Coordination	6 Developing and Implementing BC Plans
7 Communications and Warning	5.9 Communications and Warning	5 Emergency Response and Operations 6 Developing and Implementing BC Plans
8 Operations and Procedures	5.10 Operations and Procedures	5 Emergency Response and Operations 6 Developing and Implementing BC Plans
9 Logistics and Facilities	5.11 Logistics and Facilities	4 Developing Business Continuity Strategies 6 Developing and Implementing BC Plans 7 Awareness and Training
10 Training	5.12 Training	7 Awareness and Training
11 Exercises, Evaluations, and Corrective Actions	5.13 Exercises, Evaluations, and Corrective Actions	8 Maintaining and Exercising Business Continuity Plans
12 Crisis Communications, Public Education, and Information	5.14 Crisis Communications and Public Information	9 Public Relations and Crisis Coordination
13 Finance and Administration	5.15 Finance and Administration	1 Project Initiation and Management

CAR: Capability Assessment for Readiness. BCI: Business Continuity Institute. DRII: Disaster Recovery Institute International.

- BUSINESS CONTINUITY MANAGEMENT (Handout 1)

- Framework for BCM



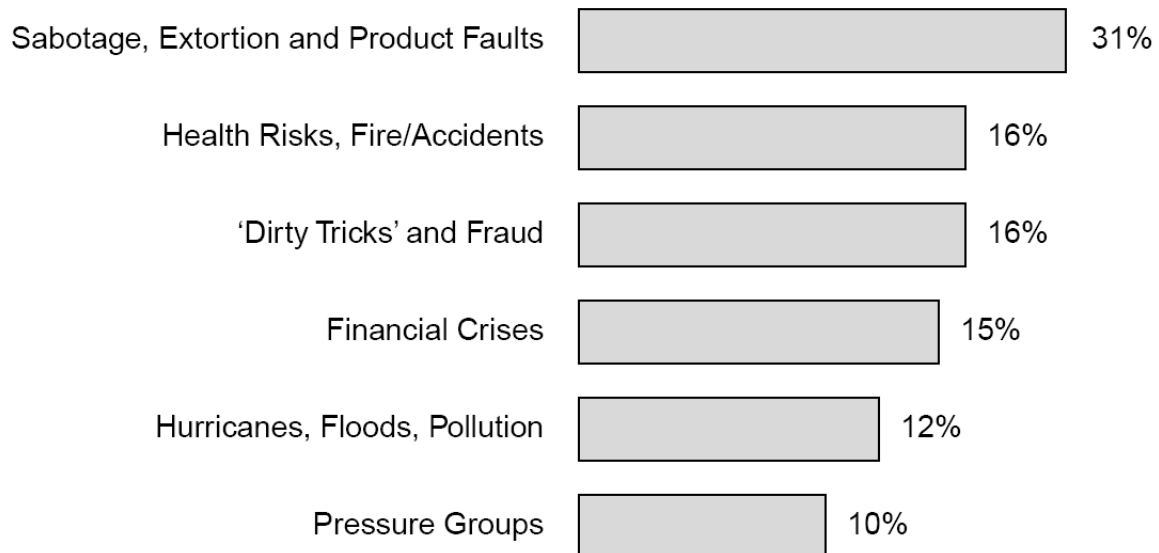
- Understanding Your Business: Risk Assessment and Business Impact Assessment
  - Business Continuity Planning should include strategies on:
    - ⇒ Prevention; Response; Resumption; Recovery, and Restoration
  - Business Continuity Planning
    - ⇒ Strategies: Prevention; Response; Resumption; Recovery, and Restoration
    - ⇒ Contents: Objective, Scope, Assumptions and Limitations, Teams, and Goals
  - [BCM-企業持續營運管理](http://www.rdec.gov.tw/redirect.asp?xItem=3854852&ctNode=12941&mp=100) \*2 (研考會首頁/績效考核/風險管理/教育訓練教材)

- 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

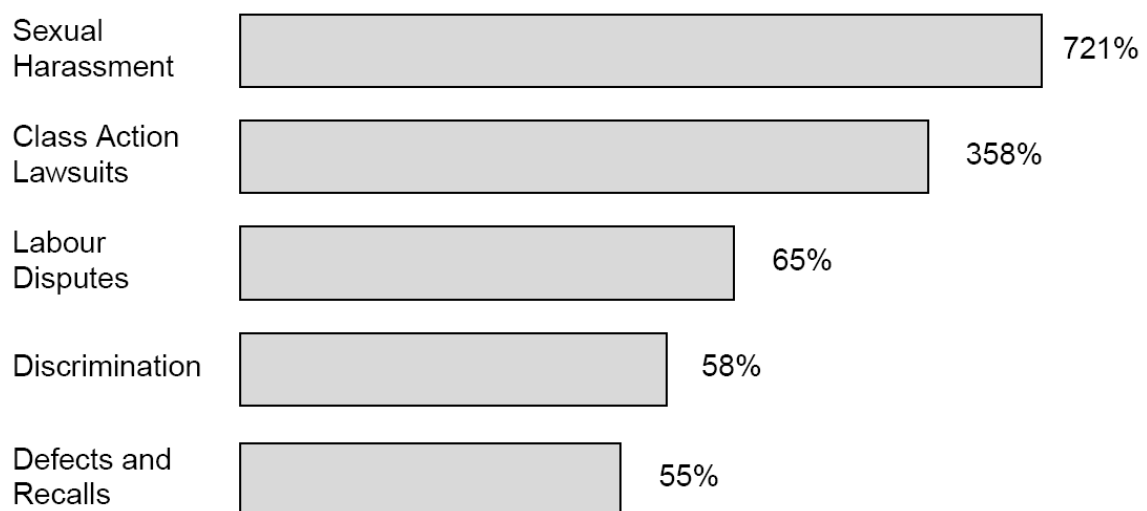
⇒ fraud

- [危機管理計畫](http://www.rdec.gov.tw/redirect.asp?xItem=3854847&ctNode=12941&mp=100) \*3 (研考會首頁/績效考核/風險管理/教育訓練教材)  
(<http://www.rdec.gov.tw/redirect.asp?xItem=3854847&ctNode=12941&mp=100>)



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*