End Semester Examination, May 2017

Program/course: MBA(LSCM)　　　　　　　　　　Semester – **II**
Subject: Business and Supply Chain Risk Management　　Max. Marks : 100
Code : MDSL 826　　　　　　　　　　　　　　　Duration : 3 Hrs.
No. of page/s: 10

Note: Use of ISO22301 : 2012 Standard is allowed

SECTION – A (20 MARKS)

Fill in the blanks(2 marks each)

1.1 *Determination and selection of strategy shall be based on the outputs from the business impact analysis and_____*

1.2 *_____shall ensure that business continuity objectives are established and communicated for relevant functions and levels within the organization.*

1.3 *_____ is the time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable.*

1.4 *The organization shall establish, implement and maintain procedures for receiving, documenting and responding to any national or regional _____ or equivalent,*

1.5 *The organization shall have documented procedures to restore and return business activities from the _____ adopted to support normal business requirements after an incident.*

1.6 *The organization shall conduct exercises and tests that are based on _____ that are well planned with clearly defined aims and objectives,*

1.7 *The organization shall determine the methods for _____ and evaluation, as applicable, to ensure valid results,*

1.8 *The organization shall conduct evaluations of its business continuity procedures and capabilities in order to ensure their continuing _____ and effectiveness*

1.9 The organization shall conduct internal audits at _____ to provide information on whether the business continuity management system

1.10   The organization shall retain _____ as evidence of the results of management reviews.

_____

Section B-Short answer questions-20 marks

Section B comprises short answer questions that require a brief written answer in the answer sheet. Each question carries 5 marks.

(Choose 4 out of 5 questions.)

_____

2.1 What are the benefits of Performance Evaluation? Write the steps involved in terms of putting in place a Performance evaluation process.

2.2 Communications is a very important part of the BCMS. Write a short paragraph as to why communications are so important.

2.3 Explain the importance of "Exercising & Testing" for BCMS.

2.4 What are the inputs of BCMS for Management review.

2.5 Why should a manufacturer invest in business continuity?

Section C-descriptive type questions-30 marks

Each question (15 marks)

3.1 It's 6:28 am in the morning. There is a call from the Security In-Charge that there is a Fire due to short circuit at MCS – Data Center Chennai. All the servers are impacted and applications are down. The Senior Director has invoked the Business Continuity Plan and the Incident Management Team has joined the Incident Command Centre. The staff affected at Chennai has been directed to go to the alternate site. This is an old MCS office that was set up as a work area recovery site a couple of years ago. The IT manager, Infrastructure and Applications support team lead has been sent to

check on the situation there. At the Command Centre the Senior Director is waiting to address the Crisis Management Team.

1. Prepare Minutes of the Meeting of the Crisis Management Team. (15 marks)

Name:		**Incident Description:**
Function:		
Site/s affected:		
Time/date:		
Employees: Status/Needs/Special Assistance/Injuries	*Under each ECOA heading, record impacts, and then strategy/actions/action owner to resolve the damage caused. Consider also a legal, regulatory, compliance and cultural viewpoint. Complete a new sheet each meeting and use the decision log template to compile the information from each ECOA. This way actions can be tracked.*	
Customers: Communications/ Alternate Processing		
Operations: 'BAU'/Shutdown/Defer/Transfer/		

Assets: Facilities/Security/Utilities/ Systems/Network/Emergency Supply /	

3.2 Refer the above scenario

Please refer the scenario and identify the steps for recovery and the teams involved. Ensure that the right sequence of activities is listed.

The CMT Leader should ensure a log is started at the beginning of an event and continued until event conclusion. Recording the chain of decisions and tasks throughout the event considerably improves effective decision making & will help in writing briefings & during the post event review.			
Event Description:	Time Notified of Event:	Date:	
		Page of	
Time	Event Status/CMT Response, Decisions & Action Plan	Action Owner & Function	Status (include closed actions)

Section D-Analytical / case Study-30 marks

4.1 Scenario

Although the IT industry in India had existed since the early 1980s, First, some global airlines began outsourcing their back office work to India—and then IT companies followed. Some of the earliest players in the Indian outsourcing market were Texas Instruments, American Express, Swissair, British Airways and GE, who started captive units in India. Nikhil saw the potential opportunity for Contact Center among the global enterprises with the fragmentation of the infrastructure value chain leading to the sliver-isation of services; technological and architectural changes; transforming customer behaviours and focus; and altering offshore vendor supply environments. He realised that companies will need to handle inquiries of the customers and these inquiries can be: **Sales, Technical Support, Customer Service, Returns, Billing, Collections and Customer Feedback.**

MCS Ltd. started in 2002 for offering Contact Center services, Nikhil has been extremely successful and has grown since then for delivering services from multiple locations. With the expansion of the business, a new and seemingly challenging environment , Nikhil realized that Contact Center environment had the following challenges:

- Power failures

- Inclement weather (Snowstorms, Hurricanes, Flooding)

- Carrier Access (last mile) outages

- Other network interruptions (ISP, Carriers, equipment failures, etc)

- Strikes due to Political disruption

Write a Business Continuity Plan to address the recovery strategies and steps for recovery as given below. (15 marks)

Each plan shall define

- Purpose and scope, objectives,(2 marks)

- Activation criteria and procedures, ,(2 marks)

- Recovery procedures, ,(2 marks)

- Roles, responsibilities, and authorities, ,(2 marks)

- Communication requirements and procedures, ,(2 marks)

- Internal and external interdependencies and interactions (1 mark)

- Resource requirements. ,(2 marks)

Please write the steps for all the 7 sections above.

4.2 Testing and Exercising

MCS Ltd. shall exercise and test its business continuity procedures to ensure that they are consistent with its business continuity objectives. These exercises and tests need to:

- Be consistent with the scope and objectives of the BCMS (Scope -2marks)

- Be based on appropriate scenarios that are well planned with clearly defined aims and objectives (scenario – 2 marks)

- Validate the whole of its business continuity arrangements, involving relevant interested parties (Success Criteria – 2 marks)

- Produce formalized post-exercise reports that contain outcomes, recommendations and actions to implement improvements (9 marks)

Please fill the section accordingly

Objective

To validate and rehearse the COB Plan for EUB - Managed Suspense Process

1. To identify the participants and their roles & responsibilities.

2. To achieve the RTO of the process and recover emergency level within the stipulated timeframe.

3. To discuss the success criteria and finalize.

4. To achieve awareness among critical resources and all employees.

5. To validate business recovery.

Scope

Scenario

Assumptions

Team Composition

S. No.	Team Member	Role in Testing Exercise	Contact Details

Expected duration of the Simulation Test Exercise

Resources & Services (available during the scenario).

Success Criteria

Process	Target - Average Per day Volume	BCP Target 30 %age	BCP Target	Done	Actual - Achieved %age target	Actual - Recovery status with 30% target

Event Log

Timelines
Event Summary (Step by Step activity details to be filled by Process Manager)

Observations

Actions for Improvement *(addressing above observations)*