

## Module Layout

### ERM601: Crisis Management and Business Continuity Planning

|                                                         |                      |                                                                     |                        |
|---------------------------------------------------------|----------------------|---------------------------------------------------------------------|------------------------|
| <b>Faculty</b>                                          | FEAM<br>FSS          | FACULTY OF ECONOMICS AND MANAGEMENT &<br>FACULTY OF SOCIAL SCIENCES |                        |
| <b>Programme of Study</b>                               | ERM                  | MASTER IN ENTERPRISE RISK MANAGEMENT                                |                        |
| <b>Module</b>                                           | ERM601               | Crisis Management and Business Continuity Planning                  |                        |
| <b>Level</b>                                            | <b>Undergraduate</b> | <b>Graduate</b>                                                     |                        |
|                                                         |                      | <b>Master</b><br>√<br>(Διαπανεπιστημιακό)                           | <b>Doctoral</b>        |
| <b>Language of Instruction</b>                          | ENGLISH              |                                                                     |                        |
| <b>Teaching Method</b>                                  | Distance Learning    |                                                                     |                        |
| <b>Module Type</b>                                      | <b>Mandatory</b>     | <b>Optional</b>                                                     |                        |
|                                                         | √                    |                                                                     |                        |
| <b>Number of Cohort Tutorial Meetings</b>               | <b>Total</b>         | <b>Physical Presence</b>                                            | <b>Web conferences</b> |
|                                                         | 10                   | 0                                                                   | 10                     |
| <b>Number of Exercises</b>                              | -                    |                                                                     |                        |
| <b>Number of Assignments</b>                            | 4                    |                                                                     |                        |
| <b>Final Grade Calculation</b>                          | <b>Exercises</b>     | <b>Assignments</b>                                                  | <b>Final Exams</b>     |
|                                                         | -                    | 30 %                                                                | 70%                    |
| <b>Number of European Credit Transfer System (ECTS)</b> | 20                   |                                                                     |                        |

#### **Module Description**

The objective of this module is to provide the framework of Crisis Management and Business Continuity Planning.

The acquisition of a cognitive background regarding the 'Crisis Management and Business Continuity Planning' allows the executive staff of organizations / enterprises to identify in a short time efficiently and accurately the most of malfunction causes, possibly responsible for various crises. The upper process is one of the most preferable ways to improve the efficiency and daily operation of organizations and enterprises and moreover, to gain an understanding of the structure and function of all the parts. In many cases, a diagrammatic representation (flow charts) is used. According to researchers (Suchman 1983, 1987 et.al.), the standard operating instructions that consist the system processes are not sufficient for the comprehension of a process. The reality of each process is perceived by the conditions in which it develops. This approach combines "process" and "real" environment in a single system.

The framework of this analysis (to wit, crisis management and business continuity planning) ensures an operating system in conjunction with "qualitative" and "quantitative" factors in order to shape the business continuity management.

#### **Module Prerequisites**

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| - | - |
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| <b>Final Grade Composition</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                    |                 |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------|-------------|
| <b>Assessment Method</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Percentage on Overall Grade</b> | <b>Workload</b> |             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                    | <b>Hours</b>    | <b>ECTS</b> |
| <b>Weekly Study</b><br>(30 weeks * 16 hours of study)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0 %                                | ~480~512        | 16          |
| <b>Assignment 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 7.5 %                              | 30              | 1           |
| <b>Assignment 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 7.5 %                              | 30              | 1           |
| <b>Assignment 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 7.5 %                              | 30              | 1           |
| <b>Assignment 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 7.5 %                              | 30              | 1           |
| <b>Final Exam</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 70 %                               | 3               | 0           |
| <b>Total</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>100%</b>                        | <b>~600~635</b> | <b>20</b>   |
| <b>Grading Policies and Evaluation Methods</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                    |                 |             |
| <ul style="list-style-type: none"> <li>• Students are evaluated with 10, if they collect 100% of the possible grade. Students are evaluated with 9, if they collect 90% of the possible grade, meaning, <math>90\% * 10 = 9</math>, etc.</li> <li>• Students have to submit four (4) written assignments in each module. Students have the right not to submit one written assignment. In order for a student to be able to participate in the final examination he/she should have gathered a total of at least 20 points from all of his/her submitted written assignments</li> <li>• The average is calculated as a simple average of the 4 written assignments. The average grade of the written assignments is worth 30% of the final grade and is valid only for students who have successfully passed the final exam. The rest 70% of the total module grade is obtained from the final exam paper.</li> <li>• The criteria for written assignments evaluation will be clear in each one of the four assignments that are due during the academic year. Each one of the written assignment will be based on the corresponding material according to the academic schedule.</li> </ul> |                                    |                 |             |

## ENTERPRISE RISK MANAGEMENT

### *Main Competencies that needs to be developed*

*By the end of this module, and also taking into account the knowledge acquired from previous modules, the post-graduate student (and "potential" researcher) will be able to carry out targeted actions in order to:*

- Improve the operational problems of organizations / enterprises
- Keep the "security" and "proper" / "legal" function
- Achieve new business "opportunities"
- Maximize the value (organizations / enterprises)
- Keep the job satisfaction
- Reduce the professional stress and avoid burnout
- Provide the organization and planning at all levels of the operational framework
- Avoid (national or international) covering issues as legal, operational, health, negligence, fraud or mismanagement etc.
- Avoid crises which incubate and appear in the modern working environment

### *Intended Learning Outcomes*

*After course completion, students will be able to:*

#### **Knowledge**

- Define crisis, crisis management
- Identify different crises types
- Identify crisis management applications
- Identify crisis treatment strategies

#### **Comprehension**

- Distinguish and classify different crisis types
- Compare crisis management processes
- Compare crisis management strategies
- Compare crisis assessments
- Discuss crisis management, risk / crisis applications and related concepts
- Explain basic crisis management concepts and processes
- Review risk / conflict / crisis management literature

#### **Application**

- Apply risk / conflict / crisis techniques
- Apply or use crisis management in an organizational context
- Communicate crises and crisis management

### Analysis

- Create visual assessments and analyses of crisis
- Distinguish among different risks / conflicts which create crises
- Categorize and prioritize of crisis factors

### Synthesis

- Assemble information for performing crisis assessment
- Design crisis treatment strategies
- Design and construct crisis portfolios
- Oversee, organize or manage crisis management processes

### Bibliography

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#### Associations and websites

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### STUDY SCHEDULE (Structure of Module)

| Week                                                                                             | Learning Outcomes                                                                                                                                                                                                           | Educational Activities                                                                                                                             | Estimated student work time (hours)                                                                                         |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>1st SECTION: "The Journey of Crisis Management in Organizations &amp; Enterprises"</b>        |                                                                                                                                                                                                                             |                                                                                                                                                    |                                                                                                                             |
| 1                                                                                                | <ul style="list-style-type: none"> <li>• General thoughts on "Crisis Management"</li> <li>• How the "Crisis Management" is shaped</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>• Studying the relevant material through the literature and the readers</li> </ul>                          | <ul style="list-style-type: none"> <li>• ≈15 hrs study time</li> </ul>                                                      |
| 2                                                                                                | <ul style="list-style-type: none"> <li>• Managing Risk based on Dynamic and Holistic Approach</li> <li>• Human intervention in critical situations</li> </ul>                                                               | <ul style="list-style-type: none"> <li>• Working on review questions relevant to the taught material</li> <li>• Additional bibliography</li> </ul> | <ul style="list-style-type: none"> <li>• ≈15hrs study time</li> </ul>                                                       |
| 3                                                                                                | <ul style="list-style-type: none"> <li>• The social factor and the connection with the risk management</li> <li>• The cultural change / structural deformation and the role of communication in period of crisis</li> </ul> | <ul style="list-style-type: none"> <li>• <b>1st Group Advisory Meeting</b></li> </ul>                                                              | <ul style="list-style-type: none"> <li>• ≈13 hrs study time</li> <li>• ≈2hrs 1st Group Advisory Meeting</li> </ul>          |
| 4                                                                                                | <ul style="list-style-type: none"> <li>• The organizational types of crisis</li> <li>• The risk management envelope</li> </ul>                                                                                              | <ul style="list-style-type: none"> <li>• Studying the relevant material through the literature and the readers</li> </ul>                          | <ul style="list-style-type: none"> <li>• ≈15 hrs study time</li> </ul>                                                      |
| 5                                                                                                | <ul style="list-style-type: none"> <li>• The trends in the field of determining the "Resources" ', as outlined today in modern Organizations / Enterprises regarding the "Crisis Management"</li> </ul>                     | <ul style="list-style-type: none"> <li>• Working on review questions relevant to the taught material</li> <li>• Additional bibliography</li> </ul> | <ul style="list-style-type: none"> <li>• ≈13 hrs study time</li> <li>• ≈2hrs 1st Teleconference</li> </ul>                  |
| 6                                                                                                | <ul style="list-style-type: none"> <li>• Lessons learned of case studies regarding Crisis Management in the past</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>• <b>1st Written Assignment (WA) is announced</b></li> <li>• <b>1st Teleconference</b></li> </ul>           | <ul style="list-style-type: none"> <li>• ≈15 hrs study time</li> <li>• ≈10 hrs study time for Written Assignment</li> </ul> |
| <b>2nd SECTION: "Modern Perceptions to Crisis Management in Organizations &amp; Enterprises"</b> |                                                                                                                                                                                                                             |                                                                                                                                                    |                                                                                                                             |

## ENTERPRISE RISK MANAGEMENT

|    |                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                     |                                                                                                                                                                            |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7  | <ul style="list-style-type: none"> <li>• Training in conjunction with critical issues managing - "Schraagen &amp; van de Ven" (1997) – Model analysis</li> <li>• Reputation of Organizations / Enterprises - "Schwartz" (1999)–Model analysis</li> </ul>                 | <ul style="list-style-type: none"> <li>• Studying the relevant material through the literature and the readers</li> <li>• Working on review questions relevant to the taught material</li> <li>• Additional bibliography</li> </ul> | <ul style="list-style-type: none"> <li>• ≈15 hrs study time</li> <li>• ≈10 hrs study time for Written Assignment</li> </ul>                                                |
| 8  | <ul style="list-style-type: none"> <li>• "Faulty" products / services - "Siomkos και Kurzbard" (1994) – Model Analysis</li> </ul>                                                                                                                                        | <ul style="list-style-type: none"> <li>• Self-assessment exercises (~2hrs)</li> <li>• Application of knowledge assimilated for material covered in weeks 1-5</li> </ul>                                                             | <ul style="list-style-type: none"> <li>• ≈15 hrs study time</li> </ul>                                                                                                     |
| 9  | <ul style="list-style-type: none"> <li>• Dynamic Environment of Organizations / Enterprises - "Kash και Darling" (1995) – Model analysis</li> <li>• Contingency planning in the "Strategy" of Organizations / Enterprises - "Sapriel" (2003) - Model analysis</li> </ul> | <ul style="list-style-type: none"> <li>• <b>1st WA is due</b></li> <li>• <b>2nd Group Advisory Meeting</b></li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>• ≈13 hrs study time</li> <li>• ≈2hrs 2nd Group Advisory Meeting</li> </ul>                                                         |
| 10 | <ul style="list-style-type: none"> <li>• Crisis management in the sector of Tourism - "Jia, Shi, Jia και Li" (2012) – Model analysis</li> </ul>                                                                                                                          | <ul style="list-style-type: none"> <li>• Studying the relevant material through the literature and the readers</li> <li>• Working on review questions relevant to the taught material</li> </ul>                                    | <ul style="list-style-type: none"> <li>• ≈15 hrs study time</li> </ul>                                                                                                     |
| 11 | <ul style="list-style-type: none"> <li>• "Management" and "Crisis Management" - "Jaques"(2007)–Model analysis</li> <li>• Redefining the operating framework for action - "Liu, Li, Tu και Zhang" (2011) – Model analysis</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Additional bibliography</li> <li>• Self-assessment exercises</li> <li>• <b>2nd WA is announced</b></li> <li>• <b>2nd Teleconference</b></li> </ul>                                         | <ul style="list-style-type: none"> <li>• ≈15 hrs study time</li> <li>• ≈10 hrs study time for Written Assignment</li> </ul>                                                |
| 12 | <ul style="list-style-type: none"> <li>• The role of "functional routine" through interaction of "actions", "strategies" and "resources" in the modern Organizations / Enterprises - Gerontogiannis, D." (2014) – Model analysis</li> </ul>                              |                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• ≈13 hrs study time</li> <li>• ≈2hrs 2<sup>nd</sup> Teleconference</li> <li>• ≈10 hrs study time for Written Assignment</li> </ul> |
| 13 | <b>CHRISTMAS HOLIDAYS</b>                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                     |                                                                                                                                                                            |
| 14 | <b>CHRISTMAS HOLIDAYS</b>                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                     |                                                                                                                                                                            |
| 15 | <ul style="list-style-type: none"> <li>• Crisis Management methods in the workplace</li> <li>• Theoretical and Technical Dimensions of Communication</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>• Studying the relevant material through the literature and the readers</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>• ≈13 hrs study time</li> <li>• ≈10 hrs study time for Written Assignment</li> </ul>                                                |



## ENTERPRISE RISK MANAGEMENT

|                                                                     |                                                                                                                                                                                              |                                                                                                                                                                                              |                                                                                                                         |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
|                                                                     | <ul style="list-style-type: none"> <li>Human Behavior</li> </ul>                                                                                                                             | <ul style="list-style-type: none"> <li>Working on review questions relevant to the taught material</li> <li>Additional bibliography</li> <li>Self-assessment exercises</li> </ul>            | <ul style="list-style-type: none"> <li>≈2hrs Self-assessment exercises</li> </ul>                                       |
| 16                                                                  | <ul style="list-style-type: none"> <li>Multi-relations Management</li> <li>Identify the problem in a multiple relationship</li> <li>Action Planning - Decision Making in 'Crisis'</li> </ul> | <ul style="list-style-type: none"> <li><i>Application of knowledge assimilated for weeks #6 through #12</i></li> <li>2nd WA is due</li> </ul> <p><b>3rd Group Advisory Meeting</b></p>       | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈2hrs 3rd Group Advisory Meeting</li> </ul>          |
| 17                                                                  | <ul style="list-style-type: none"> <li>Operational Tools for Prediction and Crisis Management in the Workplace</li> <li>Methodological Framework Decision Making</li> </ul>                  | <ul style="list-style-type: none"> <li>Studying the relevant material through the literature and the readers</li> <li>Working on review questions relevant to the taught material</li> </ul> | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈10 hrs study time for Written Assignment</li> </ul> |
| 18                                                                  | <ul style="list-style-type: none"> <li>Managing Conflict and Negotiation Practices in the Workplace</li> <li>Investigation and Causes of Conflict</li> </ul>                                 | <ul style="list-style-type: none"> <li>Additional bibliography</li> <li>Self-assessment exercises</li> <li><b>3rd WA is announced</b></li> <li><b>3rd Teleconference</b></li> </ul>          | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> </ul>                                                    |
| 19                                                                  | <ul style="list-style-type: none"> <li>Conflict types / forms</li> <li>Intensity of Conflict</li> <li>Handling Strategies of Conflicts</li> </ul>                                            |                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>≈13 hrs study time</li> <li>≈2hrs 3rd Teleconference</li> </ul>                  |
| <b>4th SECTION: "The Framework of Business Continuity Planning"</b> |                                                                                                                                                                                              |                                                                                                                                                                                              |                                                                                                                         |
| 20                                                                  | <ul style="list-style-type: none"> <li>Introduction of Business Continuity Planning</li> <li>The Comprehensive Approach</li> </ul>                                                           | <ul style="list-style-type: none"> <li>Studying the relevant material through the literature and the readers</li> <li>Working on review questions relevant to the taught material</li> </ul> | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈10 hrs study time for Written Assignment</li> </ul> |
| 21                                                                  | <ul style="list-style-type: none"> <li>Description of "Prevention" Level (elimination or reduction of risk)</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>Additional bibliography</li> <li>Self-assessment exercises</li> <li>3rd WA is due</li> </ul>                                                          | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈10 hrs study time for Written Assignment</li> </ul> |

## ENTERPRISE RISK MANAGEMENT

|                                                                                                         |                                                                                                                              |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                         |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| 22                                                                                                      | <ul style="list-style-type: none"> <li>Description of "Preparedness" Level (planning for the worst-case scenario)</li> </ul> | <ul style="list-style-type: none"> <li><b>4th Group Advisory Meeting</b></li> </ul>                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈2hrs 4th Group Advisory Meeting</li> </ul>          |
| 23                                                                                                      | <ul style="list-style-type: none"> <li>Examples of Corporate Crises</li> </ul>                                               | <ul style="list-style-type: none"> <li>Studying the relevant material through the literature and the readers</li> <li>Working on review questions relevant to the taught material</li> <li>Additional bibliography</li> <li>Self-assessment exercises</li> <li><b>4th WA is announced</b></li> <li><b>4th Teleconference</b></li> </ul> | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> </ul>                                                    |
| 24                                                                                                      | <ul style="list-style-type: none"> <li>Description of "Response" Level (steps during a crisis)</li> </ul>                    |                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈2hrs 4th Teleconference</li> </ul>                  |
| 25                                                                                                      | <ul style="list-style-type: none"> <li>Description of "Recovery" Level (returning to "normality")</li> </ul>                 |                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈10 hrs study time for Written Assignment</li> </ul> |
| <b>5th SECTION: The Positive Correlation between "Crisis Management" and "Business Continuity Plan"</b> |                                                                                                                              |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                         |
| 26                                                                                                      | <ul style="list-style-type: none"> <li>Business Continuity Plan (the key steps of the planning process)</li> </ul>           | <ul style="list-style-type: none"> <li>Studying the relevant material through the literature and the readers</li> <li>Working on review questions relevant to the taught material</li> <li>Additional bibliography</li> <li>Self-assessment exercises</li> <li>4th WA is due</li> <li><b>5th Group Advisory Meeting</b></li> </ul>      | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈10 hrs study time for Written Assignment</li> </ul> |
| 27                                                                                                      | <ul style="list-style-type: none"> <li>Continuous Improvement (new forms of organizing)</li> </ul>                           |                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> <li>≈10 hrs study time for Written Assignment</li> </ul> |
| 28                                                                                                      | <ul style="list-style-type: none"> <li>Learning from the past</li> </ul>                                                     |                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>≈20 hrs study time</li> <li>≈2hrs 5th Group Advisory</li> </ul>                  |

## ENTERPRISE RISK MANAGEMENT

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|--------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
|              |                                                                                                                                      |                                                                                                                                                                                                                                                                          | Meeting                                                                    |
| 29           | <ul style="list-style-type: none"> <li>Avoiding the planning of Bureaucracy</li> </ul>                                               | <ul style="list-style-type: none"> <li>Studying the relevant material through the literature and the readers</li> <li>Working on review questions relevant to the taught material</li> <li>Additional bibliography</li> <li>Self-assessment exercises (~2hrs)</li> </ul> | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> </ul>       |
| 30           | <ul style="list-style-type: none"> <li>Most Frequently Asked Questions for a Business Continuity Plan</li> </ul>                     |                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> </ul>       |
| 31           | <ul style="list-style-type: none"> <li>"Implementation Programme" based on Crisis Management and Business Continuity Plan</li> </ul> |                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>≈15 hrs study time</li> </ul>       |
| 32           | <b>EASTER HOLIDAYS</b>                                                                                                               |                                                                                                                                                                                                                                                                          |                                                                            |
| 33           |                                                                                                                                      |                                                                                                                                                                                                                                                                          |                                                                            |
| 34           | Revision of the material taught and preparation for the final exams                                                                  | <ul style="list-style-type: none"> <li>Review of the written assignments past and current Review of the material taught</li> <li>Solving student's questions</li> <li><b>5th Group Teleconference</b></li> <li>Final Exam</li> </ul>                                     | <ul style="list-style-type: none"> <li>≈37 hrs study time</li> </ul>       |
| 35           | Revision of the material taught and preparation for the final exams                                                                  |                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>≈2hrs 5th Teleconference</li> </ul> |
| 36           | Formal Assessment                                                                                                                    |                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>3hrs final exam</li> </ul>          |
| <b>Total</b> |                                                                                                                                      |                                                                                                                                                                                                                                                                          | <b>600hrs</b>                                                              |