



**COLLEGE OF BUSINESSES AND ECONOMICS  
JOHANNESBURG BUSINESS SCHOOL  
DEPARTMENT OF BUSINESS MANAGEMENT  
SUPLIMENTARY SUMMATIVE ASSESSMENT**

**SUBJECT:** Business Continuity Management  
**CODE:** AC1BCOM  
**DATE:** 24 November 2020  
**TIME ALLOWED:** 120 Minutes  
**TOTAL MARKS:** 100

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**ASSESSORS:** Prof Thea Tselepis  
**MODERATOR:** Dr S Boodhoo  
**NUMBER OF PAGES:** 7

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**INSTRUCTIONS:**

1. This is an **open-book** assessment.
  2. Download this paper and upload you completed version before 12:00
  3. Read the questions carefully and answer only what is asked.
  4. Answer all the questions **on this exam paper by typing on this document in the provided spaces**
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**SECTION A****[100 MARKS]****QUESTION 1****[18 MARKS]**

The definition of Business Continuity Management (BCM) can be broken down into several components that explain the nature of BCM.

**Define** the term 'Business Continuity Management' (2 marks) and **explain** each of the components of the definition (16 marks).

**QUESTION 2****[15 MARKS]**

In order to effectively implement Business Continuity Management, a number of pre-requisites exist that make the implementation possible.

- 2.1 **Discuss** any five (5) items required of an organisation in order to conduct a successful Business Continuity Program (10 marks)? Provide one practical example for each item (5 marks). (15)

**QUESTION 3****[16 MARKS]**

While implementation of a BCM program requires significant investment from an organisation, organisations should be mindful not to overinvest in the BCM program due to the law of diminishing returns.

- 3.1 **Discuss** trade-off between cost incurred and investment benefit of a BCM programme. Paste here a diagram in order to illustrate the trade-off between cost and investment return. (12)

- 3.2 **Describe** any practical example of an organisation that encountered the abovementioned trade-off. Ensure that you apply the trade-offs mentioned in 3.1 by relating them to the practical example. (4)

**QUESTION 4****[24 MARKS]**

Search for **one example** (Google) of how any company or organisation (national or international) dealt with COVID 19 to manage the crisis/disaster **in a positive way**.

- 4.1 **Copy and paste the link** to your example in the block (5 marks)

- 4.3 In what ways was this COVID 19 crisis that you offer in 4.1 managed well?

(6)

**QUESTION 5****[27 MARKS]**

Read the below case study and answer the questions that follow:

**Lessons from Fukushima**

When you're an operator or engineer at a nuclear power plant, there are things you want to know long before you're faced with an emergency.

Reactor safety experts from Sandia National Laboratories and elsewhere are sharing lessons learned in Japan's Fukushima Daiichi nuclear accident and other severe accidents that pushed nuclear power plants past their limits. They are passing on what they know to operators and engineers through the Technical Support Guidelines (TSG) Skillset Workshops, developed by the General Electric Boiling Water Reactor (BWR) Owners' Group.

The workshops seek to demystify what happens during an accident, to help engineers/operators learn what decisions they might need to make in the event of an accident at their plants and to provide insights into the non-intuitive nature of accidents. To date, workshops have been held in Taiwan, Japan, and at Sandia and elsewhere in the U.S., with more workshops planned for Switzerland, Mexico, Spain and the United States. Not all plant accidents are the same. Some things about Fukushima were surprising. "Pumps that should have failed in a few hours ran for days, well beyond their expected design basis," said Douglas Osborn, a technical staff member at Sandia. He said the reactor core material failed at the bottom of the reactor vessel, and the molten core material freed water, hydrogen, carbon monoxide and carbon dioxide from the concrete as well. When the core material mixed with zirconium and steel oxidized on the concrete, large quantities of combustible gas, hydrogen and carbon monoxide is generated, creating additional heat.

Adapted from: <http://phys.org/news/2016-08-lessons-fukushima.html>

- 5.1 **Perform** a Business Impact Analysis (BIA) for Fukushima Power Station. Assume the nuclear incident is the most severe risk faced by the organisation (10)

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5.2 **Compile** a risk matrix for the threats identified in Question 5.1. by referring to the following template (15)

		A	B	C	D	E
		Negligible	Minor	Moderate	Significant	Severe
E	Very Likely	Low Med	Medium	Med Hi	High	High
D	Likely	Low	Low Med	Medium	Med Hi	High
C	Possible	Low	Low Med	Medium	Med Hi	Med Hi
B	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
A	Very Unlikely	Low	Low	Low Med	Medium	Medium

Now **apply** to the case mentioned in 5.1


5.3 **Provide any two reasons** why the Fukushima Power Station should have tested their BCM plans on a regular basis. (2)

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**END OF ASSESSMENT**