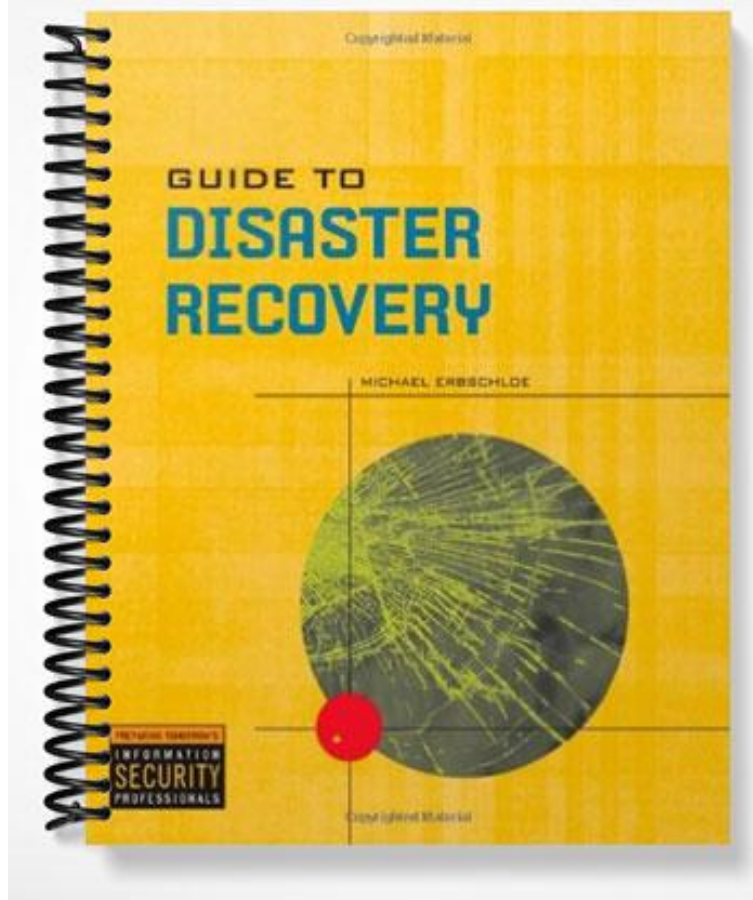


SOLUTIONS MANUAL



Guide to Disaster Recovery

Chapter 2 Solutions

Review Questions

1. What steps make it easier to successfully change an organization or implement an enterprise-wide initiative? Answer: It is easier when the top managers support the effort.
2. Who should brief executives on the disaster recovery planning effort? Answer: The coordinator of the disaster recovery planning team should be responsible for briefing executives on the planning effort.
3. How will executive support for disaster recovery planning affect the planning effort? Answer: It will help to illustrate their importance to the organization.
4. Every department in the enterprise needs to be represented on the disaster recovery planning team. Answer: True
5. Departmental disaster recovery planners should not work with their corporate planning team, but carry out an independent effort. Answer: False
6. Disaster recovery planners should determine if their team is missing any important skills, and then fill the gaps as necessary. Answer: True
7. All members of the disaster recovery planning team should take responsibility for researching planning issues that directly affect their own departments. Answer: True
8. Very few organizations need outside help at any stage of their disaster recovery planning. Answer: False
9. An organization does not need to build awareness of its disaster recovery planning efforts early in the process, because it can always be done later. Answer: False
10. How can an organization's size, geographic distribution, and business processes affect the disaster recovery planning effort? Answer: It can increase the complexity of the process as well as how much time it takes to develop the plan.
11. Any statement that an executive makes regarding an organization's disaster recovery planning should be _____. Answer:
 - a. relatively short and to the point
12. Within an organization, who is responsible for briefing the board of directors about disaster recovery planning? Answer: Executives are responsible for briefing the board of directors on their organization's disaster recovery planning efforts.
13. Explain why disaster recovery planners must work within the structure of the organization for which the plan is being developed. Answer: Because organizations can have very different management structures, management philosophies, and organization cultures.

14. What role should the Public Relations Department have during the early stages of disaster recovery planning? Answer: The PR department should work to develop and launch an awareness campaign.
15. Why should key public relations personnel and legal counsel work with executives before the executives make statements about disaster recovery planning? Answer: So the executive will know what types of issues they should address as well as how to respond to questions.
16. Explain how to keep executive champions interested in disaster recovery planning. Answer: Provide them with positive things to say about the process.
17. Organizations need which of the following to successfully implement a disaster recovery plan? Answer:
 - a. the support of all the employees in an organization
18. The major obstacle to training a disaster recovery planning team is _____. (Choose all that apply.) Answer:
 - a. getting all of the team members together at one time
 - b. getting all of the team members to focus on the topic
 - d. finding a secluded place to hold training so team members are not distracted by day-to-day tasks
19. Explain two important skills that a disaster recovery planning coordinator should have. Explain how these skills will help the coordinator and the team accomplish their goals. Answer: There are two skills that all disaster recovery planning coordinators should have. Project management skills and experience are critical and will help the disaster recovery planning coordinator to balance multiple tasks, track the different aspects of the planning process, and manage the work of the disaster recovery planning team. In order to better handle all of the interaction and correspondence required to develop a disaster recovery plan disaster recovery planning coordinators also need solid written and verbal communication skills.
20. Explain the purpose of an activity log. Answer: The activity log will work as a reference tool to track events and provide incumbent as well new disaster recovery planning staff, departmental representatives, and departmental disaster recovery planning groups with an overview of events.
21. Explain the benefits of forming interdepartmental subcommittees for disaster recovery planning. Answer: Interdepartmental disaster recovery planning subcommittee typically address problems that do not need the full attention of the disaster recovery planning team and require expertise that disaster recovery planning team members may not possess.
22. Explain how the central IT and network management functions can help departmental planning groups achieve their goals for disaster recovery planning. Answer: 1) Advise on cost of potential disaster recovery alternatives. 2) Help the departmental disaster recovery planning groups better understand the technology challenges that must be overcome to operate in temporary quarters and to later completely recover their operations. 3) Provide specific technical support or documentation.
23. What factors influence the salaries of full-time disaster recovery planners? Answer: Location, years of experience, and related certifications

24. Explain why the budget structure for centralized offices of disaster recovery planning differs from that of part-time coordinators. Answer: There are usually fewer staff involved and less overhead associated with the part time disaster recovery coordinator. In addition, part time disaster recovery planning coordinators have other responsibilities and thus usually have an office, computer, and telephone already in place.
25. What major activities should the planning team accomplish during Step One of disaster recovery planning? Answer: 1) An executive level champion should be identified who can embody the disaster recovery planning philosophy of the organization. 2) A disaster recovery planning coordinator should be appointed to manage the day-to-day efforts of the disaster recovery planning team and the coordinator should be provided resources to accomplish the development of the plan. 3) The disaster recovery planning team should be in place and functioning. 4) Departments should have identified and staffed their disaster recovery planning groups. 5) The skill base of the enterprise disaster recovery planning team and department groups should be assessed. 6) Training to round out the skills of the staff working on the disaster recovery plan should have been conducted. 7) If outside help is necessary a consultant should be identified and selected. 8) A schedule for the work of the disaster recovery planning team should be developed. 9) An internal awareness should have been kicked off.

Hands-On Projects Tips

The hands-on projects in this text are designed for students to gain experience in developing a disaster recovery plan. Students are expected to select an organization for which to develop a plan. This may be easier for students that are in adult-oriented evening programs than it is for students in a traditional four-year program or graduate program and who are not employed or do not have any work experience. Students can work solo or in groups to develop the disaster recovery plan.

The projects in each chapter call for students to develop sections of a disaster recovery plan that are explained in that chapter. As the course is completed the students should have their disaster recovery plan completed.

In grading the hands-on projects the instructor should consider the following:

- Clarity and conciseness of the written disaster recovery planning documents
- The readability of the disaster recovery planning documents
- Completeness of the explanations and instructions included in the disaster recovery planning

Project 2-1

This project is designed for the student to learn how to communicate with department managers about launching a disaster recovery planning project. Students are to write a memorandum that informs all department heads in the organization for which they are developing a disaster recovery plan how to prepare for the first meeting of the disaster recovery planning team. The memo should include:

- Instructions to appoint a representative to the organization's disaster recovery planning team.
- Information on the representative's role at the enterprise planning level and the department level.
- A notice that the team will conduct a skills inventory to determine which employees can best contribute to disaster recovery planning.

Project 2-2

This project is designed for the student to learn how to prepare for the first meeting of a disaster recovery planning team. Students are to develop an agenda for the first meeting of the enterprise disaster recovery planning team that is appropriate for distribution to all department heads or appointed departmental representatives. The agenda should include the following items:

- The time and place of the meeting
- The purpose of the meeting
- The expected duration of the meeting
- What attendees can do to prepare for the meeting

Project 2-3

This project is designed for the student to learn how to develop a draft budget document for a disaster recovery planning project. Students should include as many budget items as they think are necessary. If students cannot estimate the expense for a specific item, they should develop a list of research questions that can help them determine its cost. The draft budget document should also include:

- The period of time covered by the disaster recovery planning budget
- A brief rationale for each budget item
- A description of how the budget will be evaluated when it is time to extend funding for disaster recovery planning
- A brief description of how major expenditures will be justified

Case Projects Discussion

The case projects in this book all cover the same company, Harris and Heartfield Manufacturing. As with the hands-on projects, the case projects are designed to build skills and knowledge for disaster recovery planning. In the case projects students are advising an organization about how to develop a disaster recovery plan. The assignments in each chapter will challenge the students in communicating disaster recovery planning concepts to a group of managers that have no previous knowledge or experience in disaster recovery planning.

Case Project: Harris and Heartfield Manufacturing

This project is designed to help students internalize the importance of disaster recovery planning and be able to communicate their viewpoints to others. In this assignment students have been asked to prepare for a discussion with company executives about the project. The discussion will focus on how the company should organize and prepare for developing a disaster recovery plan. Students will develop a list of 10 primary discussion points and the purpose of each point.

Optional Team Case Assignments Discussion

The optional team case assignments in this book are designed to develop communications and research skills of students. The assignments in each chapter require students to do an activity that they will likely need to accomplish during the disaster recovery planning process.

Team Case Assignment 1

This assignment is designed to familiarize students with disaster recovery planning resources on the Internet. Students are to use the Internet to identify sources for training the disaster recovery planning team, including professional training organizations, colleges, and universities.

Team Case Assignment 2

This assignment is designed to familiarize students with certification for disaster recovery planners that may be relevant in their countries. Students are to use the Internet to locate certifications in the United States and the European Union, and then write a one-paragraph description of each. The student should briefly describe each certification process, the cost of obtaining the certification, and the name of the certifying organization. In addition, the student should provide the URL of the Web site where they found the information.