

**THE IMPLEMENTATION OF BUSINESS CONTINUITY
MANAGEMENT PROGRAM DURING PANDEMIC IN
ORGANIZATION: A CASE STUDY**

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AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ABSTRAK

Penyebaran penyakit COVID-19 telah menyaksikan begitu banyak penutupan dalam perniagaan dan penurunan majoriti aktiviti dalam sektor ekonomi, kecuali perkhidmatan penting seperti bank dan takaful. Oleh itu, perniagaan tersekat di mana-mana dan pelaksanaan pemberhentian secara besar-besaran berlaku di seluruh dunia. Pandemik ini sama sekali berbeza daripada wabak lain sebelum ini, seperti SARS, Ebola dan H1N1. Penyebaran penyakit ini tiada siapa yang boleh meramalkan atau ditamatkan dengan yakin. Penyebarannya terlalu cepat dan lebih mudah menjangkiti manusia. Oleh itu, pelaksanaan program Pengurusan Kesenambungan Perniagaan (BCM) untuk situasi yang tidak dapat diramalkan telah menjadi pertanyaan. Adakah ia masih relevan untuk diamalkan dan boleh dipercayai untuk digunakan dalam situasi ini? Ini berikutan ketiadaan had masa berbanding bencana lain seperti kebakaran dan banjir. Semua ini mempunyai 'tempoh luput' selepas bencana. Oleh itu, penyelidikan ini bertujuan untuk menguji dan mengesahkan sama ada sesuai untuk menggunakan rangka kerja BCM dalam menangani penularan penyakit pandemik, yang tiada siapa tahu akan berakhir. Kajian ini telah membangunkan tiga objektif, (1) mengkaji konsep BCM, (2) untuk menelaah cabaran antara program BCM dengan ancaman pandemik dan (3) mengesahkan pelaksanaan program BCM ke arah situasi pandemik yang tidak menentu. Pendekatan kajian ini adalah kaedah kualitatif. Pengumpulan data datang daripada temubual dengan dua orang responden sebagai maklumat utama dan maklumat sekunder yang datang daripada laman web organisasi mereka. Oleh itu, ia akan menganalisis melalui analisis kandungan dan perisian ATLAS.ti untuk ditranskripsi dan terakhir menjana kemudahan pembolehubah rangkaian daripada perisian. Dapatan kajian menunjukkan lima (5) faktor penting menyumbang kepada program BCM iaitu kewangan, kemampanan, keberkesanan operasi, kos dan kepimpinan. Semasa menghadapi krisis pandemik, Responden 1 melaporkan mempunyai empat faktor kejayaan kritikal, iaitu korporat, operasi, faktor luaran dan penggunaan program BCM. Sementara itu, Responden 2 melaporkan mempunyai enam strategi kesinambungan perniagaan iaitu pengurusan tenaga kerja, pengurusan penumpang, pengurusan fasiliti, pengurusan pihak berkepentingan, pengurusan kewangan dan pengoptimuman operasi. Penyelidikan ini telah mendedahkan bahawa pelaksanaan program BCM semasa krisis yang tidak dapat diramalkan, masih relevan, boleh dipraktikkan dan sah. Oleh itu, kedua-dua organisasi responden masih hidup, mampan dan boleh beroperasi. Dengan mengenal pasti faktor risiko sedia ada semasa krisis pandemik, syarikat boleh melaksanakan program BCM dengan berkesan dan cekap.

ABSTRACT

The spread of the disease COVID-19 has witnessed so many shutdowns in businesses and declined majorities of the activities in economic sectors, except for essential services like bank and takaful. Therefore, businesses get disrupted anywhere and the implementation of massive retrenchment happened throughout the world. This pandemic is totally different from other pandemics before, such as SARS, Ebola and H1N1. Nobody can predict or confidently end this spread of disease. The spread is too speedy and easier to infect humans. Therefore, the implementation of the Business Continuity Management (BCM) program for unpredictable situations has been a questionable decision. Is it still relevant to practice and reliable to use in this situation? This is due to the absence of a time limit compared to other disasters such as fire and flood. All of these have an 'expiration period' after a disaster. Thereby, this research aims to test and validate if it is appropriate to use the BCM framework in tackling the spread of pandemic diseases, which no one knows will end. This study has developed three objectives, (1) to examine the concept of BCM, (2) to study the challenge between BCM programs with the pandemic threat and (3) to validate the implementation of the BCM program towards the uncertain pandemic situation. The approach of this research is a qualitative method. Data collections come from the interviews with two respondents as primary information and secondary information comes from their organization's website. Thus, it will analyze through content analysis and ATLAS.ti software for transcribed and lastly generate the network variables facilities from the software. Findings show that five (5) significant factors contribute to the BCM program namely, finance, sustainability, effectiveness of operations, cost and leadership. While facing the pandemic crisis, Respondent 1 reported four critical success factors, namely corporate, operations, external factor and utilization of the BCM program. Meanwhile, Respondent 2 reported six business continuity strategies, namely workforce management, passenger management, facilities management, stakeholder management, financial management and operational optimization. This research has revealed that the implementation of the BCM program during an unpredictable crisis, is still relevant, practicable and valid. Therefore, both respondents' organizations are still running, sustainable and able to operate. By identifying existing risk factors during a pandemic crisis, a company can implement a BCM program effectively and efficiently.

الملخص

العديد من عمليات الإغلاق في الشركات وتراجع COVID-19 شهد انتشار المرض غالبية الأنشطة في القطاعات الاقتصادية ، باستثناء الخدمات الأساسية مثل البنوك والتكافل. لذلك ، تتعطل الأعمال التجارية في أي مكان ، وحدث تقليص كبير في النفقات في جميع أنحاء العالم. يختلف هذا الوباء تمامًا عن الأوبئة الأخرى من قبل ، مثل لا أحد يستطيع أن يتنبأ بهذا الانتشار للمرض أو ينهاه. H1N1 السارس والإيبولا و بثقة. الانتشار سريع جدًا وأسهل للإصابة بالبشر. لذلك ، كان تنفيذ برنامج إدارة في المواقف غير المتوقعة قرارًا مشكوكًا فيه. هل ما (BCM) استمرارية الأعمال زال مناسبًا للممارسة وموثوقًا للاستخدام في هذه الحالة؟ ويرجع ذلك إلى عدم وجود حد زمني مقارنة بالكوارث الأخرى مثل الحرائق والفيضانات. كل هذه لها "فترة انتهاء صلاحية" بعد وقوع كارثة. وبالتالي ، يهدف هذا البحث إلى اختبار والتحقق مما إذا كان من المناسب استخدام إطار عمل استمرارية الأعمال في معالجة انتشار الأمراض الوبائية ، والتي لا يعلم أحد أنها ستنتهي. طورت هذه الدراسة ثلاثة مع BCM لدراسة التحدي بين برامج (2) ، BCM أهداف ، (1) (لفحص مفهوم تجاه حالة الوباء غير BCM التهديد الوبائي و (3) (للتحقق من صحة تنفيذ برنامج المؤكدة. نهج هذا البحث هو طريقة نوعية. تأتي مجموعات البيانات من المقابلات مع اثنين من المستجيبين لأن المعلومات الأساسية والمعلومات الثانوية تأتي من موقع الويب الخاص بمؤسستهم. وبالتالي ، فإنه سيحلل من خلال تحليل المحتوى وبرنامج للنسخ وأخيرًا إنشاء مرافق متغيرات الشبكة من البرنامج. تظهر النتائج ATLAS.ti أن خمسة (5) عوامل مهمة تساهم في برنامج إدارة استمرارية الأعمال وهي التمويل والاستدامة وفعالية العمليات والتكلفة والقيادة. أثناء مواجهة أزمة الوباء ، أبلغ المستجيب 1 عن أربعة عوامل نجاح حاسمة ، وهي الشركة والعمليات والعامل الخارجي واستخدام برنامج إدارة استمرارية الأعمال. وفي الوقت نفسه ، أبلغ ، المستجيب 2 عن ست استراتيجيات لاستمرارية الأعمال ، وهي إدارة القوى العاملة ، وإدارة الركاب ، وإدارة المرافق ، وإدارة أصحاب المصلحة ، والإدارة المالية وتحسين العمليات. أظهر هذا البحث أن تنفيذ برنامج إدارة استمرارية الأعمال خلال أزمة لا يمكن التنبؤ بها ، لا يزال مناسبًا وعمليًا وصالحًا. لذلك ، لا تزال منظمًا المستجيبين تعمل ومستدامة وقادرة على العمل. من خلال تحديد عوامل الخطر الحالية أثناء أزمة الوباء ، يمكن للشركة تنفيذ برنامج إدارة استمرارية الأعمال بفعالية وكفاءة.

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LIST OF ABBREVIATIONS

BC	business continuity
BC Plan	business continuity plan
BCM	business continuity management
BCMS	business continuity management system
BCP	business continuity planning
BIA	business impact analysis
CC	crisis communication
DR	disaster recovery
EOC	emergency operations centre
ER	emergency response
IR	incident report
PD	plan development
RAR	risk analysis and review
RM	risk management