

MAN3503

Course Syllabus

Term: Summer 2026

COURSE SCHEDULE Summer 2026

[. \(https://gcsc.instructure.com/courses/33256/files/7738092?wrap=1\)](https://gcsc.instructure.com/courses/33256/files/7738092?wrap=1)



[\(https://gcsc.instructure.com/courses/33256/files/7738092/download?download_frd=1\)](https://gcsc.instructure.com/courses/33256/files/7738092/download?download_frd=1)

Managerial Risk Analysis and Decision Making

MAN 3503

CRNs: 50535 and 51165

Term: Summer 2026

Pre-requisites / Co-requisites: None

Credit Hours: 3



Faculty Contact Information



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 Teacher

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Course Information



Course Description



This course covers a framework for making decisions, as well as understanding how these decisions can be used to manage risk. Managers need to understand how they personally value risk in order to recognize the potential impact their behavior may have on organizations and stakeholders. This course will study approaches that students develop and apply decision making and risk analysis to solve problems in different operating environments.



Student Learning Objectives



Upon successful completion of this course, you will be able to:

- **CLO1.** Evaluate the fundamentals of Business Continuity Management (BCM), including organizational relationships and responsibilities, and its association with risk management.
 - MLO1.1 - Define Business Continuity Management (BCM) and responsibilities.
 - MLO1.2 - Define the relationship between BCM and risk management.
 - MLO1.3 - Examine the BCM development process.
 - MLO1.4 - Review the data collection process for BCM.
 - MLO1.5 - Determine the organizational requirements to plan for crisis events.
 - MLO1.6 - Identify individuals and teams needed to execute response and recovery plans.
 - MLO1.7 - Identify and define the relationships between the various teams and individuals in the BCM program.
 - MLO4.1 - Identify the major controls in place for disaster recovery.
 - MLO4.2 - Evaluate potential improvements for disaster recovery for major controls.
- **CLO2.** Examine the objectives of a Business Impact Analysis (BIA) and evaluate the priorities of critical deliverables of a crisis event, including interdependencies and establishing recovery time objectives (RTOs).
 - MLO2.1 - Examine objectives of Business Impact Analysis (BIA), including critical resources needed for deliverables.

- MLO2.2 - Determine and apply Recovery Time Objectives (RTOs) and Recovery Point Objectives (RPOs) for a crisis event.
- MLO2.3 - Identify and determine single-point-of-failures.
- MLO2.4 - Review and evaluate the relationship between BIA and BCM.
- **CLO3.** Analyze and evaluate a crisis event to determine and design feasible solution alternatives.
 - MLO3.3 - Analyze threats, vulnerabilities and impact assessments to evaluate mitigation strategies and feasible solutions.
 - MLO3.4 - Judge information from the risk assessment and response procedures to evaluate effectiveness, propose additional safeguards, and suggestions to enhance organizational resilience.
- **CLO4.** Judge the decision-making process for a given scenario, including analysis and evaluation of Recovery Time Objectives, crisis communication, and business continuity strategies.
 - MLO4.3 - Examine the objectives of the BCP, including operational requirements and strategies.
 - MLO4.4 - Review activation procedures and strategies and determine business continuity actions and communication procedures.
 - MLO5.1 - Examine the importance of effective crisis communication.
 - MLO5.2 - Identify and evaluate the important features of communication equipment and systems.
- **CLO5.** Analyze and evaluate the risks, probabilities, and impacts associated with a project.
 - MLO2.5 - Review the Risk Assessment (RA) process, including how threats to an organization are identified.
 - MLO2.6 - Explore and identify event probability and impact estimations methodologies.
 - MLO2.7 - Analyze risk measurements and identify risks of greatest concern.
 - MLO2.8 - Evaluate controls to manage risks.
 - MLO3.1 - Recall key components and purpose of a risk assessment and its role in business continuity planning and enhancing emergency preparedness.
 - MLO3.2 - Apply and characterize steps involved in identifying threats to ultimately determine risks.

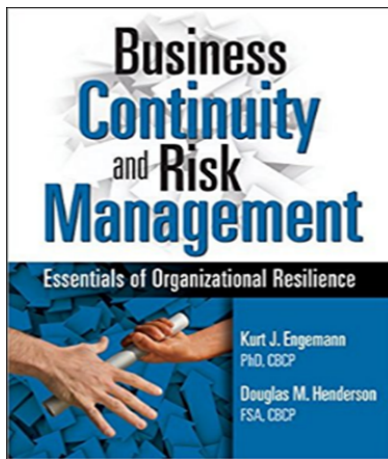


Course Materials



You are required to purchase both the Business Continuity and Risk Management textbook along with the Coursepack shown below.

REQUIRED: Textbook (eText or printed)



Textbook: Business Continuity and Risk Management --
Essentials of Organizational Resilience

Author: Kurt J. Engemann and Douglas M. Henderson

Publisher: Rothstein Associates, Inc.

Copyright: 2012

Printed Textbook ISBN: 978-1-931332-54-5

eTextbook ISBN: 978-1931332-89-7

The textbook may be purchased from the [GCSC Bookstore](https://doresstore.gulfcoast.edu/) 
(<https://doresstore.gulfcoast.edu/>).

REQUIRED: Coursepack

You are also required to purchase the [Mircom Technologies Ltd: Responding to a Ransomware Attack](https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF000005o0mk2AA)  (<https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF000005o0mk2AA>) coursepack for your final project. (Cost is \$4.40 per student purchased through Ivey Publishing).

NOTE: If newly registering with Ivey Publishing, Gulf Coast State College is not a recognized organization with them. Therefore, you will need to bypass the organization section and say that it is not listed.



Instructional Modalities



This is a web-based course. All online courses at GCSC utilize the Canvas Learning System. Students should read all information presented in the Canvas course site and should periodically check for updates--at least every 48 hours. **Remember:** This course is not one in which students may work at their own pace. Each week, there are learning modules, assignments, online lectures, online discussions, and/or online exams with due dates. Refer to the schedule within this syllabus for more information.



Communication & Feedback

In this course, communication and feedback will occur through various channels, including GCSC email, Canvas Inbox, Canvas Announcements, Canvas Discussions, Microsoft Teams or Zoom,

Student Expectations

As a student at Gulf Coast State College, you are expected to:

- **Adhere to Course Guidelines:** Follow the guidelines detailed in the course syllabus, along with any additional instructions provided by the instructor. This includes understanding and complying with the course objectives, grading criteria, and academic policies.
- **Maintain Regular Contact:** Keep in touch with your instructor and classmates via your GCSC email or other designated communication channels. Regular contact helps clarify doubts, share ideas, and foster a collaborative learning environment.
- **Active Participation:** Engage actively in class discussions and submit assignments on time. Your active participation is crucial for your academic success and contributes to a vibrant learning community.

Instructor's Communication Plan

As your instructor, my commitment to you is to:

- **Provide Timely Feedback:** I will review and provide feedback on your assignments and submissions promptly. My goal is to help you understand your strengths and areas for improvement, which is crucial for your academic growth.
- **Respond Via Canvas Inbox:** I will respond to your emails or messages within 48 hours (excluding weekends), unless otherwise noted. I understand the importance of clear and timely communication in addressing your questions and concerns.
- **Post Regular Announcements:** To keep you updated and help you manage your time effectively, I will send out weekly reminders via announcements. These reminders will include important dates, upcoming assignments, and any changes to the course schedule.
- **Maintain Weekly Office Hours:** I will be available by appointment (since this is a Summer session course). Contact me via email to schedule either a face-to-face or virtual meeting to ensure I'm available for any questions or concerns that may arise.

Assignment Feedback

Assignment Feedback

Detailed feedback on each assignment will be provided (normally) within one week of assignment due date. For quizzes, feedback will be provided two days after the assigned due date. For discussion topics, research, activities, and group projects, annotations will be provided directly on the written submission. You may also find additional comments added to the comments section of assignments. Lastly, to provide direction, each assignment includes a grading rubric.

Use of AI Tools

Artificial Intelligence

See the student handbook for further information. Students with questions about acceptable use should consult their instructor.

Generative AI Use with Permission and Disclosure: Students may use basic assistive technologies for spelling, grammar, and formatting (e.g., PaperRater or SpellCheckPlus). Generative AI tools (e.g., ChatGPT, Copilot, Grammarly's AI function, etc.) **may also be used for classes and/or assignments where instructors have given explicit permission. Students must clearly disclose and properly cite any AI-generated content used in their work**, following course guidelines. Students are permitted to use AI only in the manner and means described by the instructor. Unacknowledged or unauthorized AI use will be treated as a violation of academic integrity and may result in penalties, including a zero on the assignment and additional disciplinary actions as outlined in the college's academic integrity policy.

[How to Cite AI Generated Content Using APA Format](https://guides.lib.purdue.edu/c.php?g=1371380&p=10135074) 
(<https://guides.lib.purdue.edu/c.php?g=1371380&p=10135074>)

AI tools can provide excellent study options on topics within the course.

While AI tools may be used to refine grammar and mechanics, they **should not be used to generate content for assignments**. Misuse of AI may be considered academic dishonesty.

Use of AI on the final project is strictly prohibited.



Grading

Method of Evaluation

This is an online, interactive participation course wherein students work on resolution of problems and exercises. Your instruction will include As your instructor, I am a facilitator for the class. The more you prepare and participate in class, the more knowledge you will gain and be able to apply in real-world settings. As you engage with the course materials, it is critical that you communicate with me as questions arise or when you need more detailed information on the topics being reviewed. It is up to you to initiate this contact to ensure your successful understanding of course material.

All assignments will be completed within Canvas. Course activities will include lecture/reading, individual activities/research, group case studies and activities, and individual quizzes allowing you to demonstrate your understanding and application of course concepts.

Following the process used in the real-world scenarios, this course is primarily group project oriented. Therefore, communication and collaboration with your peers will be critical to your success. You have the option to [form your own groups in Canvas](https://community.canvaslms.com/t5/Student-Guide/How-do-I-join-a-group-as-a-student/ta-p/468)  [. \(https://community.canvaslms.com/t5/Student-Guide/How-do-I-join-a-group-as-a-student/ta-p/468\)](https://community.canvaslms.com/t5/Student-Guide/How-do-I-join-a-group-as-a-student/ta-p/468). Anyone who has not joined a group by the deadline provided on the Course Schedule will be manually added to a group by the instructor.

GCSC Grading Scale

GRADING SCALE	
90 - 100	A
80 - 89	B
70 - 79	C
60 - 69	D
0 - 59	F

Grading Scale

Calculation of Grades

CATEGORY	% of GRADE
Homework: Running Case Studies Discussions	25%
Project Case Studies	30%

CATEGORY	% of GRADE
Quizzes	10%
Final Project	35%

Calculation of Grades

Assessment Instruments

Class assignments are due by the assigned date and time. Late assignments will **NOT** be accepted and deadlines will **NOT** be extended. The Course Schedule (found under Module 1) indicates the dates and times assignments are due for the entire semester (plan ahead).

*All assignments are found under the respective Module in Canvas. You may also access assignments by clicking on **Assignments** from the navigation menu available on the left side of the Canvas page.*

Note: The Homework section includes both textbook running case studies, articles, and discussions.

When submitting assignments, use [APA formatting](#) 

(https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/index.html) for references.

IMPORTANT NOTES

- Each team member is required to actively contribute to every group project or activity to receive credit.
- Failure to participate in any part of a group project will result in no credit for that specific project or activity, regardless of the team's overall completion.
- All assignments must be submitted by the due date as listed, even if other group members do not participate.

Percent of Grade: 25%

Running Case Study

These are **GROUP** assignments.

The (textbook) running case study will consist of a study from the textbook where you apply concepts from within the chapter as well as material from the Appendices. The running case study includes a series of questions that require detailed, well-thought out responses to the questions that follow and each case study builds from the previous chapters. Review and analyze outside articles and provide feedback and options, applying the concepts of business continuity and risk management being studied.

Discussions

These are **INDIVIDUAL** assignments.

Discussions are individual activities allowing the opportunity to demonstrate your critical thinking skills and understanding of concepts through research and engagement with your peers.

Discussions require an **initial posting by Friday** and the **peer response posting by the reflected due date**. (Unfortunately, there is no way to reflect two different due dates for an assignment in Canvas).

Percent of Grade: 30%

These are **GROUP** assignments.

Requires extensive research and analysis. Develop a framework for analyzing and evaluating business continuity and risks in real-world scenarios providing suggestions for approaches to strategic plans and recoveries. The group will complete additional outside research of the organization/topic from the material provided. After brainstorming, responses to case study questions will be crafted that demonstrate clear understanding of business continuity in relation to strategic plans and the evaluation of managing risk. It is required to bring in **at least two outside scholarly sources** and document all sources using APA formatting.

Percent of Grade: 10%

These are **INDIVIDUAL** assignments.

Quizzes are timed (70 minutes) and consist of 40 to 50 multiple choice and true/false questions. Quizzes are found in Canvas and can be taken online

Percent of Grade: 35%

This is a **GROUP** assignment.

Complete a case study allowing the opportunity to analyze and discuss issues related to preparing for and preventing crisis events and how best to respond and build organizational resilience after a crisis event. This final project allows the opportunity to demonstrate your understanding of all course concepts relating to risk management and business continuity during crisis events.



Course Policies

Accessibility Statement

Gulf Coast State College supports an inclusive learning environment for all students. If there are aspects of the instruction or design of this course that hinder your full participation, reasonable accommodations can be arranged. Prior to receiving accommodations, you must register with Student Accessibility Resources. Appropriate academic accommodations will be determined based on the documented needs of the student. Please visit [GCSC's Student Accessibility Resource \(SAR\) webpage](https://www.gulfcoast.edu/academics/academic-support-tutoring/student-accessibility-resources/index.html)  (<https://www.gulfcoast.edu/academics/academic-support-tutoring/student-accessibility-resources/index.html>) to learn more. For information regarding the registration process, email sar@gulfcoast.edu (<mailto:sar@gulfcoast.edu>) or call 850-747-3243.

Syllabus Policy

For any syllabus posted prior to the beginning of the term, the instructor reserves the right to make minor changes prior to or during the term. The instructor will notify students via e-mail or Canvas announcement when changes are made in the requirements and/or grading of the course.

Course Policy: General

Attendance Policy

Regular class attendance and participation are significant factors that help to promote success in college. Students are expected to attend all class meetings of all courses for which they are registered.

You are expected to know the instructor's specific attendance policy, as stated in the syllabus for each course. In the event of absence, you should contact your instructor as soon as possible to indicate the reason and to inquire whether make-up work is possible. (Make-up work is offered solely at the discretion of your professor.)

If your absences in a class become excessive, as stated in the course syllabus, your professor may contact you, indicating that further absence may result in your withdrawal from the course. Your professor can withdraw you from a course for excessive absences without your permission.

Instructors will monitor attendance at the beginning of each semester. If you are not in attendance during this period, you may be withdrawn from the course. You will be financially responsible for the course and a "W or NS" will appear on your transcript. Withdrawal from a course may also have implications for financial aid.

Withdrawal Policy

Two withdrawals are permitted per credit course. After that, a grade will be assigned. Please be concerned about withdrawals. When admitting students into certain programs, universities may calculate withdrawals as grades. It is your responsibility to verify the effects of enrollment and/or withdrawal upon your financial assistance (financial aid, scholarships, grants, etc.).

There are two kinds of withdrawals---student and administrative.

- Student Withdrawal (W1) - Students wishing to withdraw must complete the online Student Withdrawal Form before the scheduled withdrawal deadline as published in the College catalog. Student withdrawals initiated prior to the scheduled withdrawal deadline will be recorded as a grade of "W." The withdrawal deadline for an off-term or condensed term is one week after midterm.
- Administrative Withdrawal (W2) – A faculty member may withdraw a student up to the published withdrawal deadline for violation of the class attendance policy in which case the student will receive a grade of "W." The withdrawal deadline for an off-term or condensed term is one week after midterm.

Students cannot withdraw from developmental studies courses (college-preparatory classes) after the drop/add period without written permission from their instructor and/or their academic advisor.

Academic Integrity

Honest participation in academic endeavors fosters an environment in which optimal learning can take place and is consistent with the college's mission. Academic misconduct, including cheating or plagiarism, is destructive to the spirit of an educational environment. GCSC professors report every instance of student academic misconduct to the college for inclusion on the student's records.

Most course syllabi include an academic honesty policy and the consequences for violating this policy. Familiarize yourself with course policies regarding authorized or unauthorized use of AI to avoid the pitfalls of academic dishonesty.

The following definitions will apply:

"Cheating"

includes but is not limited to use of any unauthorized assistance in taking quizzes, tests, or examinations; dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; the acquisition without permission of tests or other academic materials belonging to a member of the College's faculty.

"Plagiarism"

includes, but is not limited to, the use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment as well as the purchase of papers or projects. It can also include overuse of an editing program like Grammarly or submitting work written by an Artificial Intelligence (AI) generator like ChatGPT. Make certain to consult your course syllabi for your instructor's guidelines of AI material.

"Self-plagiarism"

occurs when a student submits the same or considerably similar document to fulfill requirements in different classes. For example, if a student submits a term paper in Religion they originally wrote for an English class, this is self-plagiarism. Once a paper receives a grade in one class, it cannot be submitted again for another class.

"Generative Artificial Intelligence (AI)"

is technology that uses machine learning to create new content, such as text, images or code, based on user input. These systems are trained on vast amounts of data, including large language models and image or code generators. Common examples include ChatGPT, GitHub, Copilot, Google Gemini, Perplexity, and the Grammarly AI function.

Sanctions for incidences of academic misconduct, depending on the severity of the incidence and/or its repetition, may range from receiving an F grade (or 0) for the test, assignment, or activity, to failure of the course, to suspension or dismissal from the college.

Classroom Recording

In accordance with federal and state privacy laws, students may record class lectures for their own personal educational use, in connection with a complaint to the college, or as evidence in internal or external legal proceedings. Students may not publish or upload the recordings or any components thereof without the knowledge and written permission of the faculty member. Failure to obtain permission to publish could lead to the students' having to pay damages, attorney fees, and court costs. For more information about what can be recorded, please see the guidelines in the GCSC Student Handbook.

Anti-Discrimination Policy

Gulf Coast State College does not discriminate against any person in its programs, activities, policies or procedures on the basis of race, ethnicity, color, national origin, marital status, religion, age, gender, sex, pregnancy, sexual orientation, gender identity, genetic information, disability, or veteran status. All questions or inquiries regarding compliance with laws relating to non-discrimination and all complaints regarding sexual misconduct or discrimination may be directed to Amanda Reed, Executive Director of Human Resources/Title II/504/Title IX Coordinator and Employment Equity Officer, Gulf Coast State College, 5230 W. US Highway 98, Panama City, FL 32401; 850-769-1551, ext. 3516. Rules, policies, fees, and courses described in this catalog are subject to change without notice.



Student Support Resources

Gulf Coast State College is committed to providing you with the resources you need for success as a student and beyond. View all the [academic and student support resources](https://www.gulfcoast.edu/campus-life/student-support-services/student-affairs/resources.html)  (<https://www.gulfcoast.edu/campus-life/student-support-services/student-affairs/resources.html>) provided at GCSC on the [Student Services web page](https://www.gulfcoast.edu/campus-life/student-support-services/index.html)  (<https://www.gulfcoast.edu/campus-life/student-support-services/index.html>).

Course Technology & Support

To successfully participate in this online course, students must have basic computer and digital information literacy skills and meet the following technology requirements:

- **Computer:** [Up-to-date web browser](https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-browser-and-computer-requirements-for-Instructure/ta-p/66)  (<https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-browser-and-computer-requirements-for-Instructure/ta-p/66>) that supports the Canvas learning management system; please refer to the [system requirements](https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-browser-and-computer-requirements-for-Instructure/ta-p/66)  (<https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-browser-and-computer-requirements-for-Instructure/ta-p/66>) for compatibility and information on using the Canvas app on mobile devices.
- **Internet Speed:** Minimum bandwidth of 8 Mbps upload/download speed to effectively engage in online activities and access multimedia.
- **Office 365 software :** Available for [free download](https://www.gulfcoast.edu/academics/academic-support-tutoring/information-technology-services/staff/how-to/network/office-365-home.html)  (<https://www.gulfcoast.edu/academics/academic-support-tutoring/information-technology-services/staff/how-to/network/office-365-home.html>) through GCSC Information Technology Services (ITS).

If you need technical support, contact the [ITS Help Desk](https://www.gulfcoast.edu/administration-departments/information-technology-services/technical-support.html)  (<https://www.gulfcoast.edu/administration-departments/information-technology-services/technical-support.html>), available 24/7 at (850) 913-3303.

Course Summary:

Date	Details	Due
Mon May 18, 2026	 Discussion Board #1_BCM (Individual): Milestone 1 (https://gcsc.instructure.com/calendar?event_id=289016&include_contexts=course_33256)	11:59pm
Tue May 19, 2026	 Individual Introduction Video (https://gcsc.instructure.com/courses/33256/assignments/758954)	due by 11:59pm
	 Case Study A-1 (https://gcsc.instructure.com/courses/33256/assignments/758957)	due by 11:59pm
	 Case Study A-2 (https://gcsc.instructure.com/courses/33256/assignments/758960)	due by 11:59pm
Fri May 22, 2026	 Discussion Board #1_BCM (Individual) (https://gcsc.instructure.com/courses/33256/assignments/759781)	due by 11:59pm
	 Module 1 Peer Review of Group (https://gcsc.instructure.com/courses/33256/assignments/758966)	due by 11:59pm

Date	Details	Due
Mon May 25, 2026	 Discussion Board #2_BIA & BCM (Individual): Milestone 1 (https://gcsc.instructure.com/calendar?event_id=289025&include_contexts=course_33256)	11:59pm
	 Case Study A-3 (https://gcsc.instructure.com/courses/33256/assignments/758961)	due by 11:59pm
	 Case Study A-4 (https://gcsc.instructure.com/courses/33256/assignments/758962)	due by 11:59pm
Fri May 29, 2026	 Discussion Board #2_BIA & BCM (Individual) (https://gcsc.instructure.com/courses/33256/assignments/760135)	due by 11:59pm
	 Module 2 Peer Review of Group (https://gcsc.instructure.com/courses/33256/assignments/758967)	due by 11:59pm
	 Quiz #1 -- Individual Assignment (https://gcsc.instructure.com/courses/33256/assignments/758952)	due by 11:59pm
	 Module 3 Peer Review of Group (https://gcsc.instructure.com/courses/33256/assignments/758968)	due by 11:59pm
Fri Jun 5, 2026	 Project #1 - Case Study D (https://gcsc.instructure.com/courses/33256/assignments/758972)	due by 11:59pm
	 Project #2 - Case Study F (https://gcsc.instructure.com/courses/33256/assignments/758973)	due by 11:59pm
	 Case Study A-10 (https://gcsc.instructure.com/courses/33256/assignments/758958)	due by 11:59pm
Fri Jun 12, 2026	 Case Study A-6 (https://gcsc.instructure.com/courses/33256/assignments/758963)	due by 11:59pm
	 Module 4 Peer Review of Group (https://gcsc.instructure.com/courses/33256/assignments/758969)	due by 11:59pm

Date	Details	Due
Fri Jun 19, 2026	 Case Study A-11 (https://gcsc.instructure.com/courses/33256/assignments/758959)	due by 11:59pm
	 Crisis Communication Strategies (https://gcsc.instructure.com/courses/33256/assignments/758964)	due by 11:59pm
	 Crisis Management Matching Activity (Individual) (https://gcsc.instructure.com/courses/33256/assignments/758951)	due by 11:59pm
	 Module 5 Peer Review of Group (https://gcsc.instructure.com/courses/33256/assignments/758970)	due by 11:59pm
	 QUIZ #2 -- Individual Assignment (https://gcsc.instructure.com/courses/33256/assignments/758953)	due by 11:59pm
Sun Jun 21, 2026	 Final Project - Case Study (https://gcsc.instructure.com/courses/33256/assignments/758965)	due by 11:59pm
	 Module 6 Peer Review of Group (https://gcsc.instructure.com/courses/33256/assignments/758971)	due by 11:59pm