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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q85-Q90):

NEW QUESTION # 85
Which of the following is an action that the Business Continuity professional will take as part of the process of strategy determination?

- A. Develop a mandatory training schedule to ensure that all personnel are required to address any skills gaps relevant to the delivery of priority products, services, activities, and processes
- B. Prepare a communications brief to advise all external stakeholders of the outcome of the gap analysis and the plan for acting on the findings
- C. Design a strategy for agreement with top management that can then be delegated to the relevant owners of priority products, services, activities, and processes
- D. Work with the relevant product, services, activity, or process owner to develop a specification for an appropriate solution

Answer: D

Explanation:
Strategy determination is a collaborative process where the Business Continuity professional works directly with owners of priority products, services, activities, or processes to develop detailed specifications for solutions that meet continuity requirements. The CBCI 7.0 course highlights this partnership as essential to ensure strategies are practical, aligned with operational realities, and capable of achieving recovery objectives.
While designing high-level strategies and managing communication are important, hands-on collaboration with operational owners facilitates realistic, implementable solutions. This approach increases ownership, ensures accuracy, and fosters smoother implementation.
Reference:CBCI 7.0 Study Guide, Module 5: Solutions Design, pages 92-95.

NEW QUESTION # 86
When establishing a Business Continuity Management System (BCMS), engagement with stakeholders is important. Which of the following is NOT a reason for engaging with internal stakeholders?

- A. Early collaboration with colleagues will engage them in the process and secure support for the ongoing development and implementation of the BCMS
- B. Existing policies and procedures may be relevant to the BCMS so early identification will reduce the risk for duplication of work
- C. Involving stakeholders will reduce the workload and responsibilities of the Business Continuity Professional as administrative activities can be delegated to other staff
- D. Engagement of stakeholders will reduce the potential for conflict at later stages of the programme

Answer: C

Explanation:
While stakeholder engagement facilitates collaboration, reduces conflict, and helps identify relevant policies, it doesnotprimarily serve to lessen the workload of the Business Continuity Professional by delegating administrative tasks. The CBCI 7.0 course clarifies that stakeholder involvement is about gaining support, expertise, and ownership rather than shifting administrative burdens. The Business Continuity Professional retains core responsibility for managing the BCMS, though collaboration supports efficient and effective program delivery.
Reference:CBCI 7.0 Study Guide, Module 1: Stakeholder Engagement, pages 19-22.

NEW QUESTION # 87
In relation to governance roles and responsibilities, what should be put in place to ensure that the responsibilities of each Business Continuity Management System (BCMS) role holder will be fulfilled should the primary role holder be ill, out of the area, or be

otherwise unavailable?

- A. A subject matter expert will be assigned as the deputy for each primary BCMS role holder
- B. The Business Continuity professional will temporarily take over the responsibilities of the absent role holder
- C. Responsibilities of the absent role holder will be put on hold while a substitute is located
- D. The Incident Response Team will assume responsibility for the responsibilities of the absent BCMS role holder

Answer: A

Explanation:
The CBCI 7.0 course stipulates that appointing deputies or alternates for each BCMS role is a governance best practice ensuring continuity of responsibility and decision-making. Deputies are subject matter experts equipped to act on behalf of the primary role holder during absences, maintaining operational integrity and responsiveness. Relying on the Business Continuity professional or Incident Response Team to cover absent roles without formal deputization risks delays and gaps. Putting responsibilities on hold is unacceptable as it compromises continuity efforts.
Reference:CBCI 7.0 Study Guide, Module 1: Governance and Roles, pages 24-26.

NEW QUESTION # 88
Which of the following statements about an Activity Business Impact Analysis (BIA) is correct?

- A. An Activity BIA ensures that all of the activities undertaken by an organization can continue as usual during a disruption and sets out a detailed plan to enable continuity
- B. An Activity BIA identifies and prioritizes the activities that deliver the most urgent products and services and determines the resources and dependencies required to enable continuity
- C. An Activity BIA identifies risks to delivery activities and establishes strategies to either prevent risks arising or to mitigate their effects should they arise
- D. An Activity BIA determines the resources required to deliver the organization's prioritized products and services

Answer: B

Explanation:
An Activity Business Impact Analysis (BIA) is a crucial component of the Business Continuity Management System (BCMS) that focuses on identifying and prioritizing the activities within the organization that contribute to delivering critical products and services. According to the CBCI 7.0 course, the Activity BIA maps out which activities are most urgent and vital, and it determines the necessary resources and interdependencies required to maintain or restore these activities following a disruption. This detailed understanding enables the organization to allocate resources effectively and design recovery strategies tailored to priority activities. Unlike a broad process or product BIA, the Activity BIA provides granular insights into operational components, ensuring continuity plans address practical recovery needs and dependencies.
Reference:CBCI 7.0 Study Guide, Module 3: Business Impact Analysis, pages 42-44.

NEW QUESTION # 89
Which of the following is NOT part of the process to implement solutions to resume business operations?

- A. Ensuring alignment with the response structure and plans
- B. Complying with the organization's project management procedures
- C. Updating the Activities Business Impact Analysis (BIA) to take into account the effect of the solutions on priority activities
- D. Providing training for users of solutions and support staff

Answer: C

Explanation:
While the Activities BIA informs the development of solutions, updating the BIA is not part of the solution implementation process itself. The CBCI 7.0 course explains that implementing solutions focuses on ensuring that operational plans, training, and governance are aligned and effectively deployed. Training equips personnel to use and support new solutions properly. Compliance with project management processes ensures structured, controlled implementation. The BIA is a foundational analysis tool and is typically reviewed or updated separately during scheduled risk and impact assessments rather than during solution implementation. Conflating BIA updates with implementation may confuse strategic assessment with operational execution.
Reference:CBCI 7.0 Study Guide, Module 5: Implementation and Maintenance, pages 96-99.

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