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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q25-Q30):

NEW QUESTION # 25

Which of the following is NOT a benefit of using tools to automate the Business Impact Analysis (BIA) process?

- A. Reduction of the work involved in collating the outcomes of the BIA
- B. Storage of the BIA results for future reference
- C. Elimination of the need for direct engagement with relevant personnel
- D. Quick and comprehensive analysis of the results of the BIA and production of reports

Answer: C

Explanation:

Automation tools can significantly improve the efficiency of the BIA process: they help store results for reuse, standardize data capture, speed up consolidation, and generate reports quickly and consistently (supporting options A-C). However, they do not eliminate the need for direct engagement with the right people. In CBCI 7.0 / GPG-aligned practice, BIA quality depends on

accurate understanding of products/services, activities, dependencies, minimum resources, and time-based impacts-information that typically resides with product owners, activity owners, and resource specialists. Tools can streamline collection and analysis, but they cannot replace the judgment, context, and validation that come from workshops, interviews, and stakeholder review. BCI commentary on using AI/automation for BCM highlights the efficiency gains while warning that human intelligence remains vital for interpreting data and designing effective continuity outcomes-supporting the conclusion that engagement is still required. Therefore, D is the option that is NOT a benefit.

NEW QUESTION # 26

The most appropriate type of exercise for verifying if a critical system can be restored from backups within the expected Recovery Time Objective (RTO) is a:

- A. Scenario exercise
- **B. Test**
- C. Simulation
- D. Discussion-based exercise

Answer: B

Explanation:

Verifying that a system can be restored from backups within the RTO requires a measurable, evidence-based activity with a clear "works/doesn't work" outcome. In business continuity terminology aligned to ISO vocabulary commonly used in BC practice, a test is an exercise designed to produce an expected, measurable pass/fail outcome-which is exactly what you need when timing a backup restore and confirming the system becomes operational within the stated RTO.

BCI guidance on validation emphasizes that validation is the "true test" of an established BCMS, bringing together prior work to confirm objectives are met. In technical recovery, the objective is not discussion or role-play; it is confirming the technology recovery steps and timings actually achieve the target. The BCI Good Practice guidance also frames validation questions in practical terms such as whether a priority system "can be recovered and restored within the expected recovery time objective," which is best answered through a controlled technical test.

Scenario/discussion exercises support understanding and decision-making, and simulations can be broader and more complex, but the most direct method for backup-restore-to-RTO verification is a test.

NEW QUESTION # 27

When developing a new response structure, how should the Business Continuity professional proceed where a pre-existing structure is already in place?

- A. All pre-existing teams and plans should be stood down immediately to prevent confusion or mixed loyalties as the new structure and plans are developed
- B. All previous personnel and plans should be adopted without change in order to ensure continuity of approach, streamlining of costs and to encourage team members to embrace Business Continuity
- C. Personnel with existing roles should automatically be provided with senior roles in the new structure and provided with authority to change the new solutions that have been agreed by drawing on their previous experience
- **D. Teams and roles responsible for pre-existing plans should be assessed and, where appropriate, aligned and incorporated into the new structure with training provided**

Answer: D

Explanation:

The CBCI 7.0 course recommends a pragmatic approach where existing teams and roles are evaluated and, where appropriate, integrated into the new response structure. This ensures continuity, leverages existing expertise, and minimizes disruption. Providing training helps align personnel with new expectations and structures, supporting a smooth transition. Immediate disbanding risks loss of knowledge and confusion, while uncritical adoption or automatic promotion can entrench outdated practices or create governance challenges. Careful assessment and deliberate integration preserve organizational memory while enabling improvement.

Reference:CBCI 7.0 Study Guide, Module 2: Response Structures and Governance, pages 78-81.

NEW QUESTION # 28

Which one of the following is a feature of an effective Business Continuity (BC) policy?

- A. The policy provides details of constraints on specific suppliers.
- B. The policy can be validated by exercises and updated with the detailed learning that arises from carrying out the exercises.
- C. There is clear top management commitment to the policy and its continued improvement.
- D. The policy details the incident management plans and the financial budgets available to support recovery plans.

Answer: C

Explanation:

An effective BC policy is a high-level statement of intent and direction, formally expressed and endorsed by top management. Its effectiveness depends on visible leadership commitment—because leadership is responsible for ensuring the policy aligns with the organization's strategic direction, is communicated, resourced, and kept under review for suitability. In BCI guidance, establishing the business continuity policy specifically requires top management action, support, and commitment, with governance to maintain and improve the policy over time.

Option A best reflects this core characteristic: top management commitment and continual improvement. The other options describe items that are typically handled in plans or supporting documents (e.g., incident management plan details, budget specifics, supplier constraints, or exercise lessons learned). Those elements may inform the BCMS, but they do not define what a BC policy is. The policy sets the framework and expectations; detailed procedures, constraints, and exercise learnings are managed elsewhere within the BCMS lifecycle.

NEW QUESTION # 29

Which of the following is demonstrated where an organization includes Business Continuity in induction processes and sets Business Continuity objectives for personnel?

- A. The organization's Business Continuity culture
- B. The use of validation
- C. The organization's approach to risk assessment
- D. The role of the Business Continuity professional

Answer: A

Explanation:

Embedding Business Continuity into induction and setting objectives for personnel clearly indicates a mature Business Continuity culture. The CBCI 7.0 course details that a strong culture is characterized by widespread awareness, commitment, and integration of Business Continuity principles into everyday activities. Including continuity in induction familiarizes new staff with the organization's resilience expectations, while individual objectives reinforce personal accountability. This cultural embedding supports sustainable continuity practices and improves the likelihood of effective responses during disruptions. It reflects a proactive organizational mindset rather than isolated activities or roles.

Reference: CBCI 7.0 Study Guide, Module 4: Business Continuity Culture, pages 65-70.

NEW QUESTION # 30

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