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## BCI CBCI Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>• Policy and Programme Management and Embedding: This part guides users through establishing a Business Continuity Management System (BCMS), including how to craft governance, define a policy, and embed these elements into the fabric of an organization for long-term sustainability.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>• Analysis This module dives into the analytical stage, focusing on tools such as Business Impact Analysis (BIA) and risk assessment to identify critical functions and vulnerabilities—essential for understanding what the organization must protect and why.</li></ul>
Topic 3	<ul style="list-style-type: none"><li>• Implementation: This section covers putting the designed continuity strategies into action, including creating and deploying incident response and business continuity plans, structuring effective response teams, and ensuring operational readiness.</li></ul>
Topic 4	<ul style="list-style-type: none"><li>• Design: Here, learners explore how to translate analysis into strategic plans by developing continuity designs that mitigate identified risks, ensuring critical operations remain functional or can be quickly restored during disruptions.</li></ul>
Topic 5	<ul style="list-style-type: none"><li>• Validation: This final module emphasizes testing and verifying the effectiveness of implemented plans through exercises and reviews—ensuring that what was designed and implemented actually performs as intended under real-world conditions.</li></ul>

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## BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q86-Q91):

### NEW QUESTION # 86

An outcome of the Solutions Design process is:

- A. Strategies and solutions that lead to financial savings due to the reduction in personnel engaged in operational activities
- B. Assurance that all personnel have high levels of occupational competence in their job roles
- C. Arrangements that protect the organization from negative publicity during business as usual operations
- **D. Business Continuity strategies and solutions that remain cost effective in terms of implementation and operational investment**

**Answer: D**

Explanation:

Solutions Design aims to develop strategies and solutions that effectively address Business Continuity requirements while balancing cost and practicality. The CBCI 7.0 course emphasizes that sustainable, cost-effective solutions ensure continuity measures are viable long-term and do not impose unnecessary financial burdens. Protecting reputation, reducing staff, or occupational competence, while important, are secondary or indirect outcomes. The focus remains on practical, affordable solutions.

Reference: CBCI 7.0 Study Guide, Module 5: Solutions Design, pages 90-95.

### NEW QUESTION # 87

In order to implement appropriate initiatives for influencing personnel to embrace Business Continuity and a Business Continuity culture, the Business Continuity professional should start by:

- A. Implementing a communications strategy to share information about the gaps in the organization's current Business Continuity plans
- B. Conducting a Business Impact Analysis (BIA) that can be shared with all personnel
- **C. Estimating the gap between the extent to which Business Continuity is currently embraced in the organization and the desired level at which Business Continuity should be embraced**
- D. Carrying out a gap analysis to identify whether the Business Continuity resumption capabilities meet the Business Continuity needs

**Answer: C**

Explanation:

The CBCI 7.0 course stresses that the initial step in fostering a Business Continuity culture is estimating the gap between the current level of personnel engagement and the desired state of embracement. This assessment identifies areas where awareness, commitment, or understanding are lacking, providing a baseline to tailor targeted initiatives. This gap analysis enables prioritization of interventions, whether training, communication, or leadership engagement, to bridge the cultural divide effectively. While BIAs and communication strategies support broader continuity efforts, assessing cultural gaps is a necessary precursor to driving meaningful behavioural change.

Reference: CBCI 7.0 Study Guide, Module 4: Business Continuity Culture, pages 68-70.

### NEW QUESTION # 88

When considering solutions for supplier strategies, the Business Continuity professional should ensure that:

- A. Suppliers can deliver high-quality products and services during business as usual situations
- B. The solutions are reviewed by procurement prior to approval
- **C. Suppliers have capability that aligns with the organization's Recovery Time Objectives (RTOs) that rely on them**
- D. Priority should be given to existing suppliers

**Answer: C**

Explanation:

Aligning supplier capabilities with the organization's RTOs is essential to maintain continuity of critical supply chain functions. The CBCI 7.0 course specifies that suppliers must be able to recover and deliver their products or services within timeframes that meet

the organization's recovery requirements to avoid operational disruption. While quality in business as usual and procurement review are important, they do not guarantee supplier resilience. Prioritizing existing suppliers solely on relationship basis without evaluating continuity capability risks supply failures. Ensuring RTO alignment is a critical criterion in supplier strategy development. Reference:CBCI 7.0 Study Guide, Module 5: Supplier and Resource Strategies, pages 97-100.

#### NEW QUESTION # 89

Which of the following would NOT be taken into account when developing and drafting a Business Continuity policy?

- A. Designing the policy to be appropriate to the type of organization and to reflect the culture and operating environment
- B. Using concise and straightforward language that is accessible to all personnel
- C. Setting expectations for how the BCMS will be operationalized
- **D. Providing detailed background information in the introduction to the policy which explains, with examples, how the new approach will be different from past approaches**

**Answer: D**

Explanation:

The CBCI 7.0 course indicates that Business Continuity policies should be clear, concise, and focused on the organization's current continuity objectives and governance, rather than including detailed historical background or examples of past approaches. The policy is a guiding document that sets expectations and scope, written in accessible language tailored to the organization's culture and operating environment.

Extensive background details can dilute the clarity and purpose of the policy, making it less effective as a communication tool.

Operationalization expectations and cultural appropriateness are key inclusions.

Reference:CBCI 7.0 Study Guide, Module 1: Policy Development, pages 15-18.

#### NEW QUESTION # 90

Which of the following is NOT an outcome that will result from an organization embracing Business Continuity?

- A. Recognition by interested parties of areas where Business Continuity adds value to their operation
- B. A Business Continuity programme that is fit for purpose and adequately sized for the organization
- **C. A reduction in the need to carry out maintenance activities and regular plan reviews and updates**
- D. Business Continuity tasks being given greater priority and completed on time

**Answer: C**

Explanation:

Embracing Business Continuity increases commitment to ongoing maintenance, including regular plan reviews and updates, to ensure plans remain effective and relevant. The CBCI 7.0 course highlights that a strong Business Continuity culture does not reduce maintenance needs; rather, it ensures such activities are prioritized and valued. Reduction in maintenance requirements would signal neglect, risking preparedness.

Other outcomes include prioritization of tasks and external recognition of Business Continuity's value.

Reference:CBCI 7.0 Study Guide, Module 4: Developing a Business Continuity Culture, pages 67-70.

#### NEW QUESTION # 91

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