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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q123-Q128):

NEW QUESTION # 123

Which of the following is NOT part of the process to implement solutions to resume business operations?

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

Answer: A

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.

NEW QUESTION # 124

In relation to a disruption to activities, the Minimum Business Continuity Objective (MBCO):

- A. Is the point set by top management for mobilizing response teams
- **B. Should be attained either at the same time, or after, the RTO**
- C. Is the point identified in the risk assessment when risks have been successfully mitigated
- D. Should be the Recovery Time Objective (RTO)

Answer: B

Explanation:

The CBCI 7.0 course defines the Minimum Business Continuity Objective (MBCO) as the minimum level of services or outputs that must be maintained or restored to avoid unacceptable consequences. The MBCO is achieved either simultaneously with or after the Recovery Time Objective (RTO), as the RTO specifies when recovery should be complete for prioritized activities. MBCO sets a baseline for continuity, focusing on critical minimum outputs, rather than risk assessment milestones or managerial mobilization decisions.

Understanding this sequencing supports realistic and measurable recovery planning.

Reference:CBCI 7.0 Study Guide, Module 3: Recovery Objectives and Impact Analysis, pages 58-60.

NEW QUESTION # 125

Which of the following is NOT an activity that is undertaken as part of the governance of the Business Continuity Management System (BCMS)?

- A. Ensuring that the BCMS meets any related regulatory requirements
- **B. Carrying out specific operational activities relevant to BCMS priorities**
- C. Supporting continual improvement to the BCMS
- D. Monitoring and evaluating the performance of the BCMS

Answer: B

NEW QUESTION # 126

What is the purpose of assigning roles and responsibilities as part of the Business Continuity Management System (BCMS)?

- A. To take pressure off the organization's top management by delegating tasks
- B. To assist the Business Continuity (BC) professional in implementing the BCMS
- C. To create a highly trained team who can then cascade their expertise by training other members of staff
- **D. To ensure that all essential tasks are allocated to identified and competent individuals**

Answer: D

Explanation:

A BCMS depends on clearly defined organizational roles, responsibilities, and authorities so that continuity tasks are not "assumed" or left to chance. In CBCI 7.0's BCMS establishment practice, assigning roles and responsibilities ensures every required BCMS activity (e.g., analysis participation, strategy ownership, plan maintenance, exercising, and review) is allocated to named people who are competent and understand what is expected of them. This aligns with ISO 22301's leadership requirement that responsibilities and authorities for relevant roles are established and communicated, so the management system can be implemented and maintained effectively.

Option B best reflects that intent: allocate essential tasks to identified and competent individuals.

Option A is incorrect because governance does not remove top management accountability; leadership remains responsible for direction and ensuring the BCMS is supported. Option C is too narrow (roles exist for the organization's capability, not just to "help the BC professional"). Option D may be a benefit of training, but it is not the primary purpose of role assignment-role assignment is about clear accountability and dependable execution across the BCMS.

NEW QUESTION # 127

Which of the following statements describes a good practice Business Continuity (BC) culture?

- A. A situation where all staff have a shared understanding of Business Continuity (BC) and everyone is involved.
- B. A situation where Business Continuity (BC) professionals have significant influence in the organization and specify all actions to be taken and carry out all reviews as needed.
- C. A situation where personnel follow procedures as set out by the organization but do not have a sense of ownership.
- D. A situation where the workforce is sufficiently committed to Business Continuity (BC) that top management does not get involved.

Answer: A

Explanation:

CBCI 7.0 reflects the GPG 7.0 emphasis that business continuity culture is not achieved by "mandating and enforcing compliance" alone; it is achieved when BC becomes understood, valued, and practiced across the organization. A "good practice" BC culture therefore looks like shared understanding and broad participation-people know why BC matters, understand their roles, and actively contribute to readiness and resilience. That matches option C.

Option A describes compliance without ownership, which is weaker and often fragile under stress. Option B incorrectly centralizes BC into the BC team; good practice requires distributed ownership (leaders and staff) rather than the BC function "doing it all."

Option D is also incorrect because top management involvement remains essential (leadership sets direction, provides resources, and reinforces expectations); a mature culture does not remove leadership accountability-it strengthens organization-wide engagement with leadership support. The GPG's cultural focus is about enabling the organization to improve BC culture intentionally and make BC part of "how we operate," not a specialist-only activity.

NEW QUESTION # 128

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