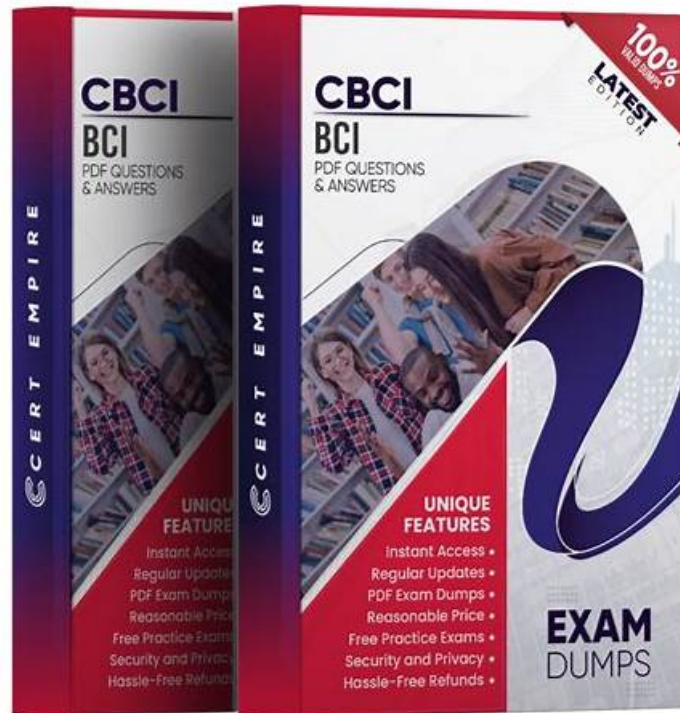


# Realistic BCI CBCI Exam Questions



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## BCI CBCI Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>• <b>Introduction:</b> This section lays the groundwork for newcomers to business continuity by clarifying what business continuity is, why it matters in organizational resilience, and how its fundamental practices interconnect under the Good Practice Guidelines (GPG) framework.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>• <b>Design:</b> 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 3	<ul style="list-style-type: none"> <li>• <b>Policy and Programme Management and Embedding:</b> 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 4	<ul style="list-style-type: none"> <li>• <b>Implementation:</b> 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 5	<ul style="list-style-type: none"> <li>• <b>Analysis</b> 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>

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## BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q24-Q29):

### NEW QUESTION # 24

Reading the organization's mission statement, annual reports, corporate social media accounts, or newsletters can contribute to building a better understanding of the organization's:

- A. Business Continuity Management System (BCMS)
- B. Emergency Response Strategy
- C. Crisis Communication plan
- **D. Culture**

**Answer: D**

Explanation:

In CBCI / BCI Good Practice Guidelines (GPG) Edition 7.0, Embracing Business Continuity (PP2) is centred on strengthening business continuity culture by building genuine understanding and commitment across the organization-not just "policy compliance." A practical starting point is learning how the organization thinks and behaves: its purpose, priorities, values, and the way it communicates internally and externally. Mission statements and annual reports typically explain organizational purpose, strategic intent, and leadership messaging; newsletters and corporate social media often reveal behaviours, tone, informal norms, and what the organization chooses to celebrate or emphasise. This helps the BC professional understand the "mindset of an organization" and where the BC culture currently sits, which is necessary before influencing and improving it.

This aligns with the GPG/ISO view of organizational culture as the shared values, attitudes, and behaviours shaping the social and psychological environment in which the organization operates.

### NEW QUESTION # 25

Which of the following is an indicator that top management is embracing Business Continuity?

- A. The organization's Business Continuity operational plans are kept up to date
- B. The organization's health and safety risk assessments are recorded as required
- C. The organization maintains full compliance with legal and regulatory requirements
- **D. Business Continuity is part of the organization's strategic planning and is reviewed regularly**

**Answer: D**

Explanation:

The CBCI 7.0 course identifies the integration of Business Continuity into the organization's strategic planning with regular reviews as a clear sign of top management's commitment. Strategic incorporation ensures Business Continuity is prioritized, resourced, and aligned with long-term objectives, reflecting leadership's recognition of its importance. Regular review cycles demonstrate ongoing engagement and responsiveness to changing risks. While legal compliance, health and safety management, and operational plan maintenance are important, they may occur without active leadership endorsement. True embracement requires embedding Business Continuity in strategic decision-making and organizational culture.

Reference: CBCI 7.0 Study Guide, Module 1: Leadership and Commitment, pages 23-26.

### NEW QUESTION # 26

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.

#### NEW QUESTION # 27

Which of the following will improve understanding of the benefits of Business Continuity (BC) and increase voluntary commitment to BC across the workforce?

- A. Establishing a system where BC is seen only as a corporate mandate driven by policy
- B. Enforcing regular BC activities such as attendance at briefings or training
- C. Establishing BC as a culture underpinned by personal beliefs and corporate behaviours
- D. Allocating additional responsibilities and objectives related to BC roles to existing workloads

**Answer: C**

Explanation:

CBCI 7.0 (via GPG 7.0) is explicit that improving BC culture is not primarily achieved through compliance enforcement; instead, it is achieved by embedding BC into "how we operate" so people personally understand why it matters and choose to engage. PP2 (Embracing Business Continuity) focuses on improving the BC culture underpinning the BCMS over time, shifting away from a compliance-only model toward shared beliefs, attitudes, and behaviours that sustain readiness.

Option D matches this directly: when BC becomes a culture-supported by personal belief ("my role matters") and corporate behaviours (leaders model it, teams practice it)-voluntary commitment increases. Option A can drive attendance, but forced participation often produces box-ticking rather than ownership. Option B creates resistance by framing BC as "someone else's mandate." Option C can overload people and reduce engagement if responsibilities are added without meaning, support, or prioritization. The best CBCI-aligned answer is D.

#### NEW QUESTION # 28

Which of the following should be included in a post-incident review of a Business Continuity Management System (BCMS)?

- A. Consideration of responsibility and allocation of accountability for errors made either before or during the incident.
- B. Information from a related audit report.
- C. A review of the BCMS implementation and an action plan for improvement.
- D. Information from those involved in the event and also from those involved in the response and recovery activities.

**Answer: D**

Explanation:

In GPG 7.0's Validation practice (PP6), a post-incident review is emphasised as a way to evaluate response and recovery efforts and determine the extent to which "plans, capabilities, and competencies met the business continuity requirements." To do that credibly, the review must capture factual, first-hand evidence from the people who experienced the incident and those who executed the response and recovery-what happened, what decisions were made, what worked, what didn't, and why. That is exactly what option A provides.

Option B shifts the review into blame allocation, which undermines the constructive learning mindset that validation aims to build (identify strengths and improvements positively). Option C contains a desirable outcome (an improvement plan), but the question asks what should be included in the post-incident review itself; without structured input from participants, improvement actions become speculative. Option D (audit reports) can be a useful reference, but it is not the defining content of a post-incident review of actual response/recovery performance.

## NEW QUESTION # 29

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