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## BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q18-Q23):

### NEW QUESTION # 18

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

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

**Answer: D**

### NEW QUESTION # 19

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

**Answer: C**

Explanation:

While stakeholder engagement facilitates collaboration, reduces conflict, and helps identify relevant policies, it does not primarily 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 # 20

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

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

**Answer: B**

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 # 21

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

- A. Design a strategy for agreement with top management that can then be delegated to the relevant owners 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. 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
- 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 # 22

Why is it important to establish governance for a Business Continuity Management System (BCMS)?

- A. To monitor and review BC training programmes regularly to ensure that any skills gaps identified by the gap analysis are being addressed
- B. To ensure that different parts of the organization can take independent approaches to reflect their preferences and timelines
- C. To align the governance of the BCMS with the structure of the organization's business sector
- D. To provide the foundation for further development, effective operation, support and continual improvement

**Answer: D**

Explanation:

BCMS governance exists to ensure the organization has clear direction, oversight, accountability, and decision-making for business continuity. In CBCI 7.0's PP1 focus, governance provides the structure for defining scope, setting policy and objectives, assigning roles, allocating resources, and ensuring the BCMS is operated and improved over time. Governance is therefore the foundation that enables consistent implementation and prevents BC from becoming fragmented or optional.

This aligns with internal audit/assurance concepts: effective governance is what allows an organization to evaluate and improve the effectiveness of risk management, control, and governance processes in a disciplined way-BCMS governance works similarly by ensuring BC processes are defined, owned, monitored, and improved.

Option B is too narrow (training is only one governance output). Option C contradicts BCMS intent-independent, inconsistent approaches create gaps and misalignment. Option D is irrelevant; governance must fit the organization's structure and objectives, not the "sector structure." Therefore, A is correct.

### NEW QUESTION # 23

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