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BCI CBCI Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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.
Topic 3	• 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.

Topic 4	• 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.

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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q67-Q72):

NEW QUESTION # 67
Which of the following approaches can be used by the Business Continuity (BC) professional as part of a gap analysis to identify whether an organization's existing recovery capabilities meet the required Recovery Time Objectives (RTO)?

- A. Competitor analysis to determine whether there are lessons that can be learned from alternative models
- B. Horizon scanning to assess any issues that may need to be taken on board in establishing comprehensive arrangements
- C. Consideration of the health and safety risk assessments undertaken in the workplace
- D. Review of past exercises, tests and responses to actual disruptions that have taken place

Answer: D

Explanation:
A gap analysis compares required recovery targets (such as RTOs derived from the BIA) against the organization's actual demonstrated capability. The most defensible evidence for whether current recovery arrangements can meet RTO is what has been proven in practice-through prior exercises, technical tests, and real incident responses. The BCI's validation guidance highlights the value of exercises and post-incident review to evaluate how well plans, capabilities, and competencies met continuity requirements, and to identify strengths and improvement areas.
This aligns with established BC good practice where exercise/test outputs are used to answer questions like whether a priority system "can be recovered and restored within the expected recovery time objective," which is exactly the RTO gap being checked. Horizon scanning and competitor analysis may help inform future improvements, but they do not directly demonstrate current performance against RTO. Health and safety risk assessments are important, yet they focus on workplace safety hazards rather than time-bound recovery performance of critical services.

NEW QUESTION # 68
After all Business Impact Analyses (BIAs) have been completed, a consolidated analysis is carried out and a report is written to document the results. What is the purpose of this?

- A. For review by all BIA participants
- B. For internal audit
- C. For planning an exercise
- D. For submission to top management for final approval

Answer: D

Explanation:
The CBCI 7.0 course highlights that the consolidated BIA report, combining all individual BIAs, serves as a key governance document submitted to top management for review and approval. This final approval confirms that management understands the criticality of prioritized activities, recovery objectives, and resource requirements. It enables informed decision-making regarding resource allocation, strategy development, and risk treatment. While BIA participants, auditors, and exercise planners use the report,

top management's endorsement is critical for organizational commitment and effective BCMS progression.

NEW QUESTION # 69

When developing solutions for people strategies, solutions to recover activities with a short Recovery Time Objective (RTO) requiring redeployment of personnel should be supported by:

- A. Recruitment of additional personnel so that the organization always has access to surplus staff in case of an incident occurring
- B. The development of training material including all relevant information and procedures so that this can be made available when required
- C. Links to social media so the organization can run an extensive recruitment campaign both inside and outside the organization if a disruptive event occurs
- D. Induction and training by an operational manager at the time when the disruption is underway so that individuals can build understanding and confidence prior to commencing the allocated tasks

Answer: B

Explanation:
Short RTOs necessitate rapid recovery actions that often require personnel to perform tasks they may not usually undertake. The CBCI 7.0 course outlines that providing accessible, comprehensive training materials in advance ensures personnel can quickly familiarize themselves with necessary procedures during a disruption. This proactive preparation supports redeployment without delay, building confidence and reducing errors. While recruitment and on-the-fly training are options, relying on real-time induction is risky and can delay recovery. Social media recruitment is impractical during crises due to time constraints. Preparedness through training material is key for agility.

NEW QUESTION # 70

The purpose of establishing a response structure is to:

- A. Ensure the organization has teams in place for responding to an incident regardless of its cause
- B. Build BC awareness
- C. Promote close alignment with the existing chains of command and responsibilities
- D. Provide a visual reference for BC roles and responsibilities

Answer: A

Explanation:
Under CBCI 7.0, response structure development sits in Enabling Solutions (PP5) because it makes the BCMS operational: it defines who responds, how they coordinate, and how decisions and recovery actions are managed during disruption. The core purpose is to ensure the organization has the right teams and role-holders in place to respond to incidents regardless of cause-since BC response structures are typically "all-hazards," designed to manage disruption impacts whether triggered by technology failure, supplier outage, facility loss, cyber incident, or other events. (ready.gov) Option C (visual reference) can be a helpful output (e.g., org charts), but it is not the purpose. Option D (alignment with existing chains of command) is often desirable to reduce confusion, but again it is a design principle rather than the fundamental purpose. Option A (awareness) is part of culture/communications work (PP2), not the main reason a response structure exists. Therefore, B best matches the BCMS intent: ensure teams and roles exist to respond effectively to incidents and coordinate recovery.

NEW QUESTION # 71

Which of the following actions will lead to the protection of priority activities with respect to their Recovery Time Objectives (RTOs) and will limit the impacts of disruptions to prioritised activities?

- A. Conducting a risk assessment
- B. Creating a set of approved strategies and solutions to mitigate unacceptable risks and single points of failure
- C. Grouping unacceptable risks and single points of failure by owner and having discussions with each activity and resource owner
- D. Conducting an Activity Business Impact Analysis (BIA)

Answer: B

Explanation:
Protecting priority activities and meeting their RTOs involves developing and implementing effective strategies and solutions that address unacceptable risks and single points of failure. The CBCI 7.0 course explains that after identifying risks and critical points, creating approved and actionable mitigation strategies is essential to limit disruption impacts and ensure recovery within targeted timeframes. While risk assessments and BIAs inform these strategies, it is the actual development and approval of solutions that directly safeguard continuity. Grouping risks by owner is part of the process but does not itself provide protection.
Reference:CBCI 7.0 Study Guide, Module 5: Solutions Design, pages 90-94.

NEW QUESTION # 72
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