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Initial BIA Objectives Answer- Develop framework for further analysis
Clarify BCM Program scope

(may combine strategic, tactical, and operational BIA tasks)

Strategic BIA Objective Answer- Identify and prioritize organization's products and services
Determine org's MTPDs (recovery timescales) and MBCOs (disruption tolerance levels)
Clarify/review BCM program scope (re: products/services)

Tactical BIA Objective Answer- Determine process(es) required for delivering most urgent products/services
Access impact of disruption to required processes

Operational BIA Objective Answer- Identify and prioritize activities (at operational level) that contribute to the identified processes for delivering most urgent products/services
Determine resources required for activity continuity/recovery
Collect detailed resource requirements (may be higher than normal to cope with backlog)--inc. supplier dependencies

Tactical BIA Process Answer- For processes (i.e. often cuts across many departments/business units)

Identify process owner
Determine BIA scope (product/service group under consideration)
Identify dependencies for processes delivering most urgent products/services
Quantify each process' MTPD (using those of the group as a guide)
Establish RTOs and RPOs
Process owner approves accuracy
Obtain support from Top Mgmt
Publish results

Operational BIA Process Answer- Similar to Tactical BIA, BUT focus is on individual activities
Could be at the departmental or single business unit level

Identify/prioritize activities
Quantify required resources

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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	• 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.
Topic 3	• 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.

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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q83-Q88):

NEW QUESTION # 83
The purpose of a Business Continuity policy is to:

- A. Establish shared understanding of the importance of a BCMS and its relevance to the organization
- B. Enable the Business Continuity professional to issue instructions to all on the changes that they will be required to make
- C. Share the outcomes of a Business Impact Analysis with internal and external stakeholders
- D. Initiate the development of an effective response structure in case of disruption to products or services within the scope of the Business Continuity Management System (BCMS)

Answer: A

Explanation:
A Business Continuity policy acts as a foundational document that communicates the organization's commitment to Business Continuity and sets out its scope, objectives, and principles. The CBCI 7.0 course stresses that the policy fosters a shared understanding across the organization about the importance of the BCMS and ensures that personnel recognize its relevance to their roles. It does not specify operational details or mandate actions but guides governance and culture. The policy supports alignment of efforts and continuous improvement of the BCMS.
Reference:CBCI 7.0 Study Guide, Module 1: Establishing the BCMS, pages 20-22.

NEW QUESTION # 84
Which of the following is a step that would be taken by the Business Continuity professional to support the process to advance an organization from embedding to embracing Business Continuity?

- A. Development and adoption of a Business Continuity policy to protect the organization from disruptions
- B. Assigning Business Continuity roles and responsibilities across the organization's hierarchy
- C. Including funding in the Business Continuity budget to hire a consulting firm to run Business Continuity as a project
- D. Gaining an understanding of the organization's culture

Answer: D

Explanation:
The CBCI 7.0 course identifies gaining an understanding of the organization's culture as a foundational step in moving from merely embedding Business Continuity practices to fully embracing them. Cultural insights enable targeted interventions that align Business Continuity with existing values, beliefs, and behaviours, enhancing engagement and ownership. Policies and role assignments are important but less effective without cultural alignment. Outsourcing continuity as a project risks detachment from organizational

realities. Understanding culture guides effective communication, training, and leadership strategies that foster a pervasive continuity mindset.
Reference:CBCI 7.0 Study Guide, Module 4: Culture and Engagement, pages 66-69.

NEW QUESTION # 85
Which of the following is NOT correct in relation to Business Continuity plans?

- A. They should contain detailed step-by-step instructions on what to do for every eventuality that could occur
- B. They should be kept up to date
- C. They may include scenario-specific plans that are designed to address a particular threat
- D. They should be validated before being deemed operational

Answer: A

Explanation:
The CBCI 7.0 course explains that Business Continuity plansshould not contain detailed step-by-step instructions for every possible eventuality, as this is impractical and can lead to overly complex, difficult-to- maintain plans. Instead, plans should provide clear, actionable guidance and procedures that focus on managing the most likely or impactful scenarios. Scenario-specific plans targeting particular threats can complement overarching plans to address specific risks more thoroughly. Validation through exercises and reviews is essential to confirm operational readiness, and plans must be regularly updated to reflect changes in organizational context, resources, and threats. Over-detailing can hinder flexibility and rapid decision-making during actual incidents.
Reference:CBCI 7.0 Study Guide, Module 5: Plans and Procedures, pages 80-82.

NEW QUESTION # 86
Which of the following is NOT correct in relation to the purpose of defining the scope of the Business Continuity Management System (BCMS)?

- A. It defines the BCMS on the organization's products, services, and activities
- B. It ensures a clear understanding of the areas of the organization that are, and are not, covered by the BCMS
- C. It makes the best use of available time and finances
- D. It establishes permanent parameters for the BCMS

Answer: D

Explanation:
The CBCI 7.0 course explains thatdefining the BCMS scope is a dynamic process, which means that the parameters set are not necessarily permanent and may be reviewed and revised as organizational needs, risks, and priorities evolve. While the scope provides clarity on which parts of the organization, products, services, and activities are included, it must remain flexible to adapt to change. Permanent or fixed parameters risk locking the BCMS into outdated or incomplete coverage, reducing effectiveness. Efficient use of time and resources is a benefit of appropriate scoping, but permanence is not a characteristic of good scope definition.
Reference:CBCI 7.0 Study Guide, Module 1: Scope and Context, pages 27-30.

NEW QUESTION # 87
Which of the following would NOT be taken into account when developing and drafting a Business Continuity policy?

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

Answer: C

Explanation:
The CBCI 7.0 course indicates that Business Continuity policies should beclear, 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 # 88

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