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## BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q26-Q31):

### NEW QUESTION # 26

How is the Recovery Time Objective (RTO) defined?

- A. The point at which all products, services and activities must be fully resumed following a disruption
- B. The period of time following a disruption during which a product, service or activity must be suspended while resources are recovered and operating standards are re-established
- C. The timeframe within the Maximum Tolerable Period of Disruption (MTPD) for resuming disrupted activities at a specified minimum acceptable capacity
- D. The timeframe within the Maximum Tolerable Period of Disruption (MTPD) during which a product, service or activity must be suspended to avoid adverse impacts on customers

**Answer: C**

Explanation:

The BCI GPG 7.0 (Lite) explicitly defines Recovery Time Objective (RTO) as: "The time frame within the MTPD for resuming disrupted activities at a specified minimum acceptable capacity." This matches option B exactly and aligns with ISO-aligned BC terminology used in CBCI 7.0. The key elements are:

Time-based target (how quickly),

Within the MTPD (before impacts become unacceptable), and

Minimum acceptable capacity (not necessarily full restoration-often a Minimum Business Continuity Objective level first).

Option A incorrectly frames RTO as a "suspension" period; RTO is a resumption target. Option C is closer to a general "downtime" description but still misses the formal link to MTPD and specified minimum capacity. Option D describes full recovery/return to normal, which is usually a later target than the RTO (many organizations resume at a minimum level first, then restore fully).

#### **NEW QUESTION # 27**

An effective exercise programme should:

- A. Follow the same framework of activities each year so that progress can be compared over time
- **B. Be reviewed regularly at pre-defined intervals or following significant change**
- C. Reflect trends in customer concerns and feedback from stakeholders
- D. Be put in place as part of the outcome of the Business Impact Analysis (BIA) and the associated solutions design

**Answer: B**

Explanation:

Within CBCI 7.0 (aligned to BCI GPG 7.0), validation includes exercising and testing to confirm the BCMS performs as intended and stays effective as the organization changes. Good practice is not to "set and forget" an exercise programme; it must be kept current as threats, dependencies, operating models, staffing, suppliers, technology, and locations evolve. The BCI explicitly states that exercises should be performed at planned intervals and when there are significant changes within the organization or the context in which it operates-this directly supports the need to review the exercise programme regularly at pre-defined intervals or after significant change.

Option A is partly true (exercise objectives should reflect BIA and solutions), but it doesn't capture the key "effective programme" control: continuous review/update. Option B can help comparison, but repeating the same framework can also create predictability and miss emerging risks. Option D may inform scenarios, yet customer concerns alone should not drive the programme. The strongest CBCI-aligned answer is C.

#### **NEW QUESTION # 28**

In relation to the care and wellbeing of staff during an incident, which of the following would NOT be an immediate requirement for the People and Culture Management team?

- A. Enabling access to physical care if needed
- **B. Assigning responsibilities to staff who are working away from the site to enable recovery activities to commence**
- C. Accounting for the personnel on the site where the incident has occurred
- D. Being able to contact personnel and their family members

**Answer: B**

Explanation:

During an incident, immediate people-related requirements prioritize life safety, welfare, and accountability. In BC response structures, People/HR (often called People & Culture) typically focuses first on confirming who is affected, ensuring personnel are safe, supporting access to medical/physical care, and establishing reliable communications with staff and (where appropriate) family members. These actions reduce harm and enable leadership to make accurate decisions about escalation and support. This aligns with crisis/incident management good practice where "accounting for people" and welfare support are immediate priorities before broader recovery work is initiated. (ready.gov) Option C-assigning recovery responsibilities to staff away from the site-is important for recovery enablement, but it is not an immediate care/wellbeing requirement. It belongs more to operational recovery coordination and plan activation once the immediate safety picture is understood. Options A, B, and D are directly tied to immediate welfare: confirm personnel status, contact and support staff/families, and enable access to care. Therefore, C is the correct "NOT immediate requirement" for the People and Culture Management team when the focus is specifically care and wellbeing.

### NEW QUESTION # 29

Which of the following is a principle to be adhered to when producing communications during a disruption?

- A. Communications should be so that individuals involved in the disruption can be directly contacted by interested parties
- B. Senior personnel in areas affected by the disruption should take the lead in producing and releasing accurate information via media
- C. In order to ensure that communications are not delayed, only pre-agreed general statements, without any reference to the specific disruption, may be released to pre-agreed interested parties
- **D. Communications should be consistent with the organization's beliefs, culture, values and value proposition**

**Answer: D**

Explanation:

Effective communication during disruption must align with the organization's core beliefs, culture, and values to maintain trust and credibility. The CBCI 7.0 course highlights that consistent messaging helps ensure stakeholders understand the organization's position and response approach. Communications must be transparent and reflect organizational identity, supporting both internal morale and external reputation. Delegation of communications to appropriate experts and timely information sharing are also important but must be aligned with organizational values for coherence.

### NEW QUESTION # 30

Which of the following is a way to ensure that personnel remain committed to Business Continuity and to protecting the organization from the effects of disruption?

- A. Holding annual assessments of Business Continuity knowledge and understanding and setting minimum pass standards which personnel must meet
- B. Providing updates on Business Continuity activities via the intranet which personnel can find and read if they are interested
- C. Making it a disciplinary offence for personnel to miss relevant Business Continuity meetings and training events
- **D. Including Business Continuity as part of the introduction to meetings and events in order to strengthen and maintain the relationship between personnel and the organization**

**Answer: D**

Explanation:

To foster commitment, Business Continuity must be embedded in the daily organizational culture, not merely treated as an administrative requirement or compliance exercise. The CBCI 7.0 course highlights that including Business Continuity topics in the introductions to meetings and events encourages ongoing dialogue and reinforces its importance. This practice nurtures a sense of shared responsibility and engagement, which is more effective than punitive measures or passive communication. Embedding Business Continuity in routine interactions helps personnel internalize its significance, promotes continual awareness, and strengthens their relationship with the organization's resilience goals. This proactive, inclusive approach ensures commitment is sustained over time, improving response effectiveness during disruptions.

Reference: CBCI 7.0 Study Guide, Module 4: Developing a Business Continuity Culture, pages 65-68.

### NEW QUESTION # 31

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