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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	• 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 3	• Introduction: 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.
Topic 4	• 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.

BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q32-Q37):

NEW QUESTION # 32
Which of the following statements about embracing Business Continuity is correct?

- A. Embracing Business Continuity is a culture that exists separately from the organization's culture
- B. Embracing Continuity is where personnel commit to Business Continuity because they believe that is necessary to protect the organization and its interested parties
- C. Embracing Business Continuity can be described as a corporate mandate driven by policy
- D. Embracing Business Continuity is relevant only to top management as other personnel are required to comply with tasks in their role description

Answer: B

Explanation:
The CBCI 7.0 course defines embracing Business Continuity as a cultural commitment by personnel who recognize the importance of Business Continuity in protecting organizational interests. It goes beyond policy mandates or role compliance and reflects genuine belief and ownership. Embracing Business Continuity is integrated with the broader organizational culture rather than existing separately. This deep commitment improves resilience and the effectiveness of continuity efforts at all levels.
Reference:CBCI 7.0 Study Guide, Module 4: Business Continuity Culture, pages 65-68.

NEW QUESTION # 33
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 validated before being deemed operational
- C. They should be kept up to date
- D. They may include scenario-specific plans that are designed to address a particular threat

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 # 34
The time period defined by the Recovery Time Objective (RTO) should always be less than which of the following?

- A. The Maximum Tolerable Period of Disruption (MTPD)
- B. The Minimum Business Continuity Objective (MBCO)
- C. The standard timeline set by the organization's customer services charter
- D. The Recovery Point Objective (RPO)

Answer: A

Explanation:
The RTO represents the maximum acceptable time to restore activities following disruption, and it must always be shorter than the Maximum Tolerable Period of Disruption (MTPD), which is the absolute limit before unacceptable impacts occur. The CBCI 7.0 course explains that this ensures recovery efforts occur within tolerable timeframes, preventing critical losses. The RPO concerns data restoration points and is not a time period comparison. The MBCO relates to minimum acceptable outputs and is not a time-based measure.
Reference:CBCI 7.0 Study Guide, Module 3: Recovery Objectives, pages 57-60.

NEW QUESTION # 35
When considering solutions for supplier strategies, the Business Continuity professional should ensure that:

- A. Suppliers have capability that aligns with the organization's Recovery Time Objectives (RTOs) that rely on them
- B. The solutions are reviewed by procurement prior to approval
- C. Priority should be given to existing suppliers
- D. Suppliers can deliver high-quality products and services during business as usual situations

Answer: A

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.
Reference:CBCI 7.0 Study Guide, Module 5: Supplier and Resource Strategies, pages 97-100.

NEW QUESTION # 36
Which of the following is an action that the Business Continuity professional will take as part of the process of strategy determination?

- A. 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
- B. Work with the relevant product, services, activity, or process owner to develop a specification for an appropriate solution
- C. Prepare a communications brief to advise all external stakeholders of the outcome of the gap analysis and the plan for acting on the findings
- D. Design a strategy for agreement with top management that can then be delegated to the relevant owners of priority products, services, activities, and processes

Answer: B

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 # 37

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