

# CBCI Exam Material | CBCI Sample Test Online

## CBCI Exam (For use in studying the Good Practice Guidelines and passing your CBCI exam) Good Luck.

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  
Assess 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	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>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.</li> </ul>

## BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q91-Q96):

### NEW QUESTION # 91

In relation to Solutions Design, a gap analysis is used to determine whether:

- A. The organization is performing at its optimum financial level
- B. Personnel are embracing Business Continuity sufficiently well to deliver Business Continuity requirements
- C. The results of an external audit are justified in terms of internal evidence of Business Continuity achievements
- **D. New strategies and solutions are in order to meet Business Continuity requirements**

**Answer: D**

Explanation:

A gap analysis is a critical evaluation tool used in the Solutions Design phase to identify differences between existing Business Continuity capabilities and what is required to achieve organizational resilience. The CBCI 7.0 course specifies that this analysis determines if new or revised strategies and solutions are needed to meet Business Continuity requirements effectively. By comparing current states with desired outcomes, the gap analysis highlights areas lacking adequate controls, resources, or processes. It drives decision-making for prioritizing improvements and investments in continuity measures. This systematic assessment ensures that Business Continuity strategies are fit for purpose and aligned with evolving risks and business objectives. It is not focused on financial performance or audit justifications but on actionable capability enhancements. Reference: CBCI 7.0 Study Guide, Module 5: Solutions Design and Gap Analysis, pages 95-99.

### NEW QUESTION # 92

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

**Answer: B**

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.

#### **NEW QUESTION # 93**

Which of the following explains the value that can be added when personnel embrace Business Continuity rather than seeing it as something embedded in their job role?

- A. Personnel complete tasks as instructed within the time allocated
- **B. Personnel feel committed to Business Continuity and ensure that their tasks are completed promptly and with attention to detail**
- C. Personnel are aware of Business Continuity and attend meetings if required to
- D. Personnel view Business Continuity as additional requirements which demand further training

**Answer: B**

Explanation:

Personnel who genuinely embrace Business Continuity demonstrate commitment beyond compliance, proactively ensuring tasks related to continuity are completed promptly and with thoroughness. The CBCI 7.0 course stresses that this attitude leads to better preparedness, reduces risks, and enhances recovery capabilities, driving organizational resilience. Merely attending meetings or completing tasks as instructed reflects minimal engagement, whereas embracing continuity fosters ownership and accountability.

#### **NEW QUESTION # 94**

When setting up any individual exercise, which of the following should be taken into consideration in relation to risks to business as usual?

- A. Personnel, including senior managers, should be instructed to consider the exercise as a priority and ignore any risks to business as usual that may arise during the exercise
- B. Any impacts of the exercise on business as usual should be written off in advance as an acceptable cost of carrying out the exercise
- **C. The disruption caused by the exercise and any impact should be planned in advance, monitored and controlled during the exercise and minimised**
- D. Pre-existing business as usual commitments should be treated as a secondary consideration to ensure that these commitments do not undermine the exercise activity

**Answer: C**

Explanation:

Exercising business continuity plans involves balancing the need to simulate realistic scenarios while minimizing unintended disruption to normal operations. The CBCI 7.0 course instructs that exercise planners must anticipate and control any business as usual impacts through careful planning, monitoring, and mitigation during the exercise. Ignoring risks or dismissing business as usual commitments undermines organizational operations and can reduce support for continuity activities. Managing disruption effectively ensures exercises achieve their objectives without unnecessary operational costs.

Reference: CBCI 7.0 Study Guide, Module 6: Exercising and Validation, pages 127-130.

#### **NEW QUESTION # 95**

A breakdown of internal and external dependencies that may include priority suppliers is an outcome of:

- A. A risk assessment
- B. An initial assessment
- **C. An Activity Business Impact Analysis (BIA)**

