

CBCI Reliable Study Notes - CBCI Free Sample Questions

CBCI STUDY GUIDE EXAM QUESTIONS WITH ANSWERS

2025/2026

Business continuity governance focuses on - Oversight and support.
Monitoring and review.
Alignment with organisational objectives
Compliance with legal and regulatory requirements.

Business continuity roles - Should be embedded in the job descriptions and performance plans.

Roles - top management - Leadership, commitment and resources

Roles - steering group - Oversee, advise and manage - making the recommendations to top mgt.

Business continuity plan owner - Make sure the plan reflects the business continuity capability.

Business Continuity Programme - Ongoing mgt and governance process appropriately resourced to implement and maintain business continuity mgt.

Business continuity mgt. programme documentation - Business Continuity policy

Business continuity programme of activities
Project management documentation
Meeting agendas, minutes and action trackers
Skills and competency
BIA questionnaires
Response structure
Plans
Exercise programmes
Crisis mgt. plans
Outsource contracts
SLA with customers and suppliers

General Principles of Embedding - Ensure business continuity is a central part of what the organisation does.

Make sure its aligned with the organisational goals and objectives.
Health and safety and data protection are embedded in similar ways

Process - Engage the key players

Use existing communication channels to get the message across.
Build a network of champions across the business

Methods & Techniques - Sector peers having disasters - make it relevant to the persons short term objectives. Learn lessons from peers.

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BCI CBCI Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> 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 2	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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.
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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q121-Q126):

NEW QUESTION # 121

The purpose of an external audit of the Business Continuity Management System (BCMS) is to:

- A. Provide independent assurance on a set of Business Continuity processes and controls
- B. Assess the performance of the members of top management team in relation to Business Continuity
- C. Make recommendations on alternative ways of meeting recovery time objectives (RTOs)
- D. Confirm that the organization is fully prepared to respond to incidents

Answer: A

Explanation:

External audits provide independent verification that the BCMS complies with relevant standards, policies, and regulatory requirements. The CBCI 7.0 course clarifies that audits assess the design, implementation, and effectiveness of Business Continuity processes and controls to assure stakeholders that the system functions as intended. The audit does not specifically test operational readiness or management performance but focuses on conformance and control integrity, enabling informed decision-making about system improvements.

Reference: CBCI 7.0 Study Guide, Module 6: Audit and Review, pages 135-138.

NEW QUESTION # 122

During a discussion-based exercise, the exercise facilitator is notified of a threat that could compromise participant safety. The facilitator's next step will be:

- A. Begin gathering more details about the situation
- B. Call a short break to allow time to determine how to proceed
- C. Use a pre-determined code word to notify all participants of suspension of the exercise
- D. Continue with the exercise unless otherwise notified

Answer: C

Explanation:

Participant safety is paramount during all exercises. The CBCI 7.0 course mandates that facilitators use pre-determined code words or signals to immediately and discreetly communicate the suspension of an exercise if a real threat to safety emerges. This protocol ensures that all participants receive a clear, consistent message to halt activities without causing panic or confusion. Gathering more details or calling a break delays decisive action and risks exposure. Continuing the exercise despite threats is unacceptable and breaches duty of care. Pre-established emergency communication protocols allow swift, safe responses that prioritize participant well-being above all else.

NEW QUESTION # 123

Which of the following describes the focus of the strategic team as part of a response structure?

- **A. Addressing issues and crises threatening the organization's viability and integrity**
- B. Dealing with the immediate effects of an incident by containing it where possible and managing direct consequences
- C. Consolidating information from the operational teams
- D. Developing a step-by-step plan for managing the response to a physical disruption or incident

Answer: A

Explanation:

In a response structure, teams operate at different levels to ensure fast operational action and effective executive decision-making. The strategic team (often the crisis management level) focuses on the organization-wide, high-impact decisions: protecting viability, reputation, governance obligations, and stakeholder confidence, and ensuring decisions align with organizational objectives under crisis conditions. This matches option A.

Option B describes the operational focus (containment, immediate consequence management) typically handled by incident/operational responders. Option D (information consolidation) is more aligned to tactical coordination and situational reporting between operational and strategic levels. Option C describes plan development work rather than the real-time strategic decision-making role during an incident.

BCI guidance emphasises that a response structure should be capable of dealing with many types of disruption and should include appropriate roles/teams so information is communicated quickly and accurately and decision-making is properly coordinated across levels. The strategic team's defining concern is enterprise survival and integrity, which is why A is correct.

NEW QUESTION # 124

One of the steps in the risk management process is to establish the risk treatment required. The purpose of risk treatment is to:

- **A. Mitigate each risk identified by reducing the likelihood of the risk occurring or by lowering the impact of disruption**
- B. Ensure that regular updates on the current status of the risk are presented to top management
- C. Ensure that a named person within the organization takes responsibility for the monitoring and management of the risk
- D. Calculate a risk score based on the combination of the likelihood of the risk occurring and the consequences of this happening

Answer: A

Explanation:

Risk treatment is a fundamental phase within the risk management process, focusing on how identified risks will be managed to reduce their potential impact or likelihood. The CBCI 7.0 course clarifies that risk treatment involves selecting and implementing measures to either prevent risks from occurring or to minimize their adverse effects on the organization. This step is critical to building resilience, as it directly influences the mitigation of unacceptable risks that could disrupt key business activities. While assigning responsibility, scoring risks, and reporting are important supporting actions, the core purpose of risk treatment is to apply controls and strategies that reduce risk exposure effectively, thereby enhancing continuity readiness.

NEW QUESTION # 125

The professional practice that aims to measure the competence of individuals, team cohesiveness and the effectiveness of Business Continuity (BC) capability is:

- **A. Validation**
- B. Solutions Design
- C. Analysis
- D. Enabling Solutions

Answer: A

Explanation:

In CBCI 7.0 (based on BCI GPG 7.0), Validation (PP6) is the professional practice that confirms whether the BCMS meets the objectives set out in policy and whether the organization can actually perform response and recovery as intended. Validation does this through exercising, maintenance, and review, which collectively test and measure real-world performance-how competent individuals are in their roles, how well teams coordinate under pressure, and whether capabilities (plans, tools, procedures, resources) work to the required standard.

Solutions Design (PP4) selects strategies and solutions, but it does not measure competence. Analysis (PP3) identifies requirements (impacts, priorities, targets) and informs what should be validated. Enabling Solutions (PP5) implements solutions and develops response structures and plans, but the act of measuring team cohesiveness and capability effectiveness happens through validation activities-especially exercises and post-activity reviews that identify lessons learned and improvement actions.

NEW QUESTION # 126

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