

Quiz 2026 High-quality BCI CBCI: Certificate of the Business Continuity Institute (CBCI) Valid Exam Book



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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	• 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 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 (Q119-Q124):

NEW QUESTION # 119

Establishing governance arrangements for a Business Continuity Management System (BCMS) is essential in order to:

- A. Commission research into approaches taken by organizations
- **B. Ensure that there is ongoing commitment across all organizational functions and levels**
- C. Enable the Business Continuity professional to establish their authority and issue instructions on the actions that need to be taken
- D. Develop a project risk register and carry out appropriate risk assessments in the workplace

Answer: B

Explanation:

The CBCI 7.0 course stresses that governance arrangements are key to securing ongoing commitment and support across all levels and functions within an organization. Effective governance structures facilitate leadership involvement, resource allocation, decision-making, and accountability, which are crucial for embedding Business Continuity. While project risk registers and research are valuable tools, and authority is necessary, governance's primary function is to maintain organization-wide engagement and alignment, ensuring the BCMS is sustained and evolves with business needs.

NEW QUESTION # 120

Following all Business Impact Analyses (BIAs), what information should be provided to top management in a consolidated analysis?

- A. Review of external conditions and a determination of the probability of disruption for each threat identified
- B. Feedback from staff on organizational concerns
- **C. Products and services by order of priority and the priority of related activities (and processes if relevant)**
- D. Confirmation and information about the frequency of previous disruptions

Answer: C

Explanation:

The purpose of consolidating BIA outputs is to give top management a clear, decision-ready view of what must be protected and recovered first. In CBCI 7.0's Analysis (PP3), BIAs identify impacts over time and establish priorities and continuity requirements; consolidation brings this together so leaders can approve priorities and ensure strategies/solutions are designed to meet them. Therefore, the most relevant consolidated information for top management is the ordered priority of products and services, and the associated priority of the activities (and processes where used) that enable those products and services to be delivered (Option C). This is what allows leadership to make informed choices on investment, trade-offs, recovery objectives, and governance decisions (including acceptance of residual gaps).

Options A and B may be useful context but are not the core consolidated BIA output for executive decision-making. Option D is primarily risk assessment territory (likelihood/probability by threat), whereas the BIA is impact-and-priority led; probability is handled in risk assessment after priorities are known, not as the main consolidated BIA deliverable.

NEW QUESTION # 121

Establishing governance for a new Business Continuity Management System (BCMS) is an iterative process because:

- A. Those who have been assigned BCMS roles and responsibilities have to undergo training and assessment over time.
- B. The governance structure needs to be approved by the organization's Board and this is often a time-consuming process.
- C. The organization may not fully understand all of the roles, responsibilities and authorities required to operate the BCMS in the early stages of development and may need to revise them over time.
- D. The roles, responsibilities and accountabilities for the BCMS can only be fully defined after the first validation exercise has been completed.

Answer: C

Explanation:

CBCI 7.0 emphasizes that establishing and operating a BCMS is not static; it is "an iterative journey of continual improvement over time." Governance-roles, responsibilities, accountabilities, and authorities-must therefore mature as the organization learns what is required to run the BCMS effectively across policy, analysis, solutions, enablement, and validation. Early in development, organizations often start with a high-level governance model and then refine it as scope, priorities, dependencies, and response structures become clearer through BIA/RA outputs, strategy decisions, and early plan development. This is why option B is correct: the organization may not fully understand all governance requirements at the beginning and must revise them over time. Option A is too narrow: governance refinement does not depend solely on completing a first exercise; it evolves throughout implementation. Option C may be true in some organizations, but "time-consuming approval" is not the fundamental reason governance is iterative. Option D (training) supports competence, but training alone doesn't explain why governance structures themselves must be revisited and adjusted as the BCMS develops.

NEW QUESTION # 122

Which of the following would be the most effective and motivating way to share information that is intended to influence personnel to embrace Business Continuity?

- A. Ensure that attendance at meetings is recorded and reflected in the staff performance appraisals
- B. Provide detailed explanations on all of the organization and set regular tests to ensure that personnel are taking sufficient interest
- C. Use language that is clear and easily accessible to all when producing documents, presentations or training materials
- D. Send all information via email or the intranet on the assumption that this will be everyone's preferred, and most convenient, form of communication

Answer: C

Explanation:

The CBCI 7.0 course highlights that the most effective way to motivate personnel is through clear, accessible, and engaging communication. Materials should be understandable regardless of role or background, avoiding jargon and complexity. This clarity facilitates comprehension and fosters genuine interest in Business Continuity. Detailed explanations and testing may overwhelm or alienate, while relying solely on email or intranet assumes preferences that may not be universal. Recording attendance links to compliance rather than motivation. Tailoring communication style and delivery to audience needs maximizes engagement and encourages embracement.

NEW QUESTION # 123

In relation to validation, which of the following is NOT an aim of an exercise programme?

- A. Verification that the expected Recovery Time Objectives (RTOs) can be achieved
- B. Identification of outdated information in the Business Continuity (BC) plans and areas for improvement
- C. Design of additional Business Continuity (BC) policies and solutions
- D. Improved teamwork and competency of recovery team members

Answer: C

Explanation:

Validation (PP6) confirms whether the BCMS meets objectives set in policy and whether capability works in practice through awareness, exercising, maintenance, and review programmes. Exercise programmes are aimed at improving performance and

Designing new policies and solutions (D) is not the purpose of exercising. Policies are set within BCMS establishment/governance (PP1), and strategies/solutions are primarily designed in Solutions Design (PP4) and implemented in Enabling Solutions (PP5). Exercises may inform changes to policy or solutions via lessons learned, but "design of additional policies and solutions" is not an aim of the exercise programme itself-it's a downstream improvement activity that follows from validation findings. Therefore, D is the option that is NOT an exercise-programme aim.

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