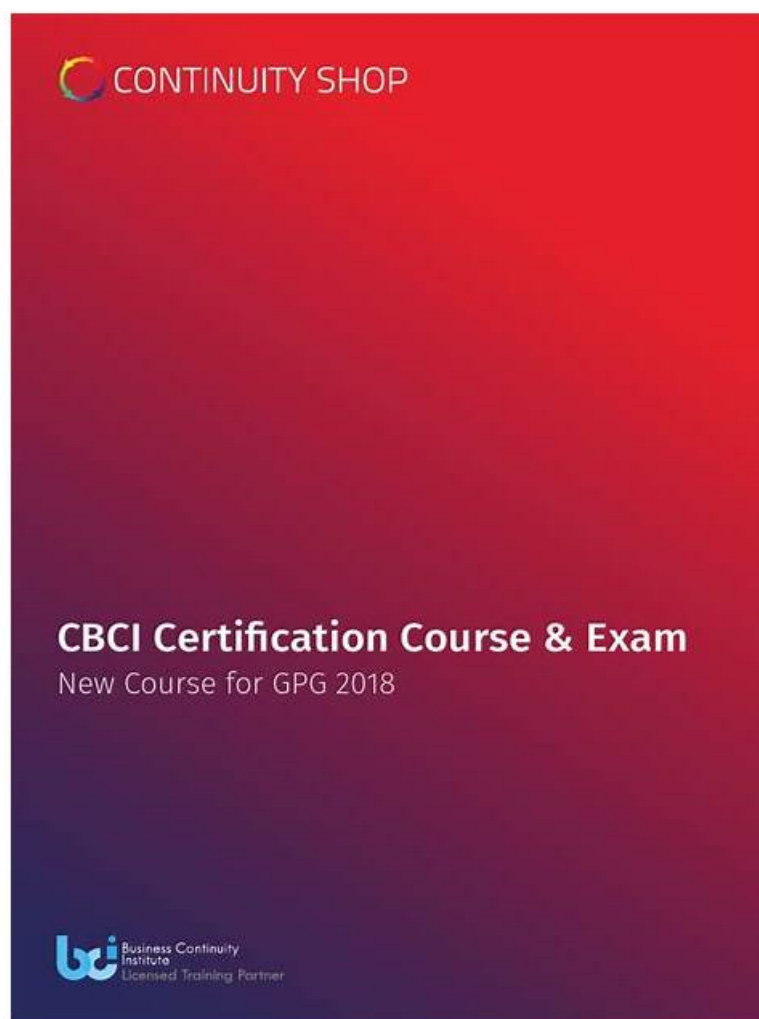


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## BCI CBCI Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>• 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.</li></ul>
Topic 2	<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 3	<ul style="list-style-type: none"><li>• 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.</li></ul>

- 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.

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**BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q87-Q92):****NEW QUESTION # 87**

Which of the following could the Business Continuity professional use to explain how embracing Business Continuity could add value to the organization?

- A. It will resolve all conflicts between personnel and departments in the organization as personnel will re- focus their priorities to shared Business Continuity activities
- **B. It increases competitive advantage by increasing the ability of the organization to remain operational in the face of a disruption**
- C. It will increase health and safety standards in the organization by reducing stress levels as personnel do not need to be concerned during disruptions
- D. It will enable senior managers to delegate their responsibilities to team members as personnel will be willing to take on additional accountabilities leaving senior managers free to develop new products and services

**Answer: B**

Explanation:

The CBCI 7.0 course stresses that embracing Business Continuity adds value primarily by enhancing organizational resilience, which translates into a competitive advantage. Being able to maintain operations during disruptions preserves customer confidence, safeguards revenue, and protects reputation. While improved health and safety and conflict resolution are indirect benefits, they are not the primary value drivers.

Delegating responsibilities effectively supports continuity but does not capture the strategic benefit.

Communicating resilience as a competitive edge helps secure leadership buy-in and resource allocation for continuity initiatives.

Reference: CBCI 7.0 Study Guide, Module 4: Business Continuity Culture and Value, pages 66-69.

**NEW QUESTION # 88**

Which of the following solutions in the context of building and work environment resources would support a strategy of relocating operations to another work area belonging to the organization should an incident occur?

- A. Advise personnel that they will have to work around the existing workstations and equipment in the alternative site as it will be an emergency situation
- B. Create a separate supply chain to support the alternative site in the case of an incident occurring
- C. Contract former employees and contractors to undertake work at the replacement during a disruption
- **D. Re-purpose work areas and facilities to enable working arrangements for organization personnel during a disruption**

**Answer: D**

Explanation:

The CBCI 7.0 course outlines that a key solution to support relocation strategies involves re-purposing existing work areas and

facilities to accommodate essential personnel and functions during disruptions. This may involve modifying spaces, reallocating equipment, or adapting layouts to maintain operations efficiently. Such pre-planning ensures that the organization can resume activities quickly and safely. Contracting former employees or creating separate supply chains may assist but are secondary to establishing viable physical environments. Expecting personnel to adapt to unprepared facilities risks inefficiency and morale issues. Proactive adaptation of workspace is a cornerstone of effective relocation strategies. Reference: CBCI 7.0 Study Guide, Module 5: Solutions Design, pages 90-92.

#### NEW QUESTION # 89

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

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

**Answer: C**

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 # 90

Strategic, tactical, and operational plans should always be activated:

- A. Simultaneously
- B. Based on the conditions or circumstances documented in the relevant team plan
- C. When cascaded down from the strategic team
- D. Only after it is determined that full activation of all teams is necessary

**Answer: B**

Explanation:

The CBCI 7.0 course specifies that activation of strategic, tactical, and operational plans must be based on the conditions or triggering events detailed in each specific plan. Each plan type serves distinct purposes at different organizational levels and phases of incident response. Strategic plans set the overarching direction; tactical plans translate this into actions, and operational plans provide detailed task instructions. The triggering conditions—such as incident severity, scope, or impact—dictate when each plan should be activated to optimize resource use and response effectiveness. Simultaneous activation is neither practical nor efficient. Activation cascading from the strategic team is a controlled process, but ultimately depends on predefined triggers, ensuring an orderly and appropriate escalation.

Reference: CBCI 7.0 Study Guide, Module 5: Plans and Procedures, pages 84-87.

#### NEW QUESTION # 91

When establishing governance for a Business Continuity Management System (BCMS), which of the following will be responsible for developing and communicating the Business Continuity policy and for promoting a Business Continuity culture by leading by example?

- A. Top Management
- B. Business Continuity Professional
- C. Departmental Representatives
- D. Business Continuity Plan Owners

**Answer: A**

Explanation:

Top management holds the ultimate responsibility for developing and endorsing the Business Continuity policy and fostering a culture of continuity within the organization. The CBCI 7.0 course emphasizes that leadership commitment is crucial for the BCMS's success, as top management's active involvement sets expectations, allocates resources, and leads by example. Their role extends beyond policy approval to include visible support and communication to embed Business Continuity values across all levels. Other roles such as plan owners and professionals support implementation but do not carry this overarching governance responsibility.

Reference: CBCI 7.0 Study Guide, Module 1: Governance and Leadership, pages 22-26.

## NEW QUESTION # 92

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