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## CBCI EXAM Questions & Answers 100% Correct!

What does the business continuity policy do - ANSWERIt sets out the purpose, scope and governance of the business continuity programme

If an organisation doesn't have any business continuity capacity - ANSWERGet an interim structure and plan in place

The BCP should be what - ANSWERShort, precise and to the point

Business Continuity should include - ANSWERDefinition for use, Objectives and scope  
Roles and responsibilities  
Legals and standards  
Identification of interested parties  
Measurement and review frequency and methods  
Sign off and comms

The definition of scope should be? - ANSWERWhich areas of the organisation are included and which aren't.  
A grasp of the organisation's strategies, objectives and culture and its risk appetite.  
Also list its regulatory constraints

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

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

Roles - top management - ANSWERLeadership, commitment and resources  
Roles - steering group - ANSWEROversee, advise and manage - making the recommendations to top mgt.

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

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

Business continuity mgt. programme documentation - ANSWERBusiness Continuity policy  
Business continuity programme of activities  
Project management documentation

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### BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q10-Q15):

#### NEW QUESTION # 10

The process that ensures that an organization's Business Continuity arrangements are up to date and ready to respond to incidents and their impacts despite changes to its structure or changes in its operational context is:

- A. Maintenance
- B. Internal audit
- C. Review
- D. Gap analysis

#### Answer: A

Explanation:

Maintenance refers to the ongoing process of keeping Business Continuity arrangements current and effective in light of organizational or contextual changes. The CBCI 7.0 course clarifies that maintenance involves regular reviews, updates, testing, and adjustments to plans and processes, ensuring readiness and relevance.

While review and audit are important, maintenance is the active continuous process that adapts the BCMS to evolving needs.

Reference: CBCI 7.0 Study Guide, Module 6: Maintenance and Continual Improvement, pages 140-143.

#### NEW QUESTION # 11

In relation to validation, what is meant by review?

- A. The ability of an organization to develop business continuity solutions and to train personnel to implement them effectively
- B. The process to identify an event that could lead to disruption
- C. The process for assessing the suitability, adequacy, and effectiveness of the Business Continuity Management System (BCMS) and identifying opportunities for improvement
- D. The process to ensure that personnel have embraced business continuity and are complying with requirements

#### Answer: C

Explanation:

The CBCI 7.0 course explains that review refers to the systematic process of evaluating the BCMS to assess whether it remains suitable, adequate, and effective in meeting organizational needs and objectives. Reviews identify areas for improvement, ensuring continual enhancement of Business Continuity capabilities. This encompasses analysis of internal and external factors, performance data, audit results, and feedback from exercises and incidents. It differs from compliance checks or personnel engagement assessments by focusing on the overall system's fitness for purpose, promoting proactive adaptation to changing risks and environments.

Reference: CBCI 7.0 Study Guide, Module 6: Audit and Review, pages 135-137.

#### NEW QUESTION # 12

What should an organization do when it does not yet have fully developed Business Continuity (BC) solutions, response structures, and Business Continuity plans in place?

- A. Implement a "go to" strategy and acquire the required resources, equipment, and services when disruption occurs
- B. Conduct an initial Business Impact Analysis (BIA)
- C. Outsource the response to a Business Continuity service provider when a crisis or disruption occurs
- D. Develop and implement an interim crisis management plan

**Answer: D**

Explanation:

When an organization lacks fully developed BC solutions, response structures, or plans, the CBCI 7.0 course recommends the immediate development and implementation of an interim crisis management plan. This plan serves as a temporary framework to manage disruptions while the comprehensive BCMS is being established. An interim plan prioritizes rapid response capability, outlining essential roles, responsibilities, and immediate actions to stabilize incidents. Conducting a BIA is important but follows initial crisis preparedness. Outsourcing or reactive procurement of resources without a foundational plan risks ad hoc responses and inefficiency. Establishing an interim plan ensures the organization is not unprepared during the transition towards a mature BCMS. Reference: CBCI 7.0 Study Guide, Module 1: Establishing the BCMS, pages 20-24.

**NEW QUESTION # 13**

When developing a new response structure, how should the Business Continuity professional proceed where a pre-existing structure is already in place?

- A. Personnel with existing roles should automatically be provided with senior roles in the new structure and provided with authority to change the new solutions that have been agreed by drawing on their previous experience
- B. Teams and roles responsible for pre-existing plans should be assessed and, where appropriate, aligned and incorporated into the new structure with training provided
- C. All previous personnel and plans should be adopted without change in order to ensure continuity of approach, streamlining of costs and to encourage team members to embrace Business Continuity
- D. All pre-existing teams and plans should be stood down immediately to prevent confusion or mixed loyalties as the new structure and plans are developed

**Answer: B**

Explanation:

The CBCI 7.0 course recommends a pragmatic approach where existing teams and roles are evaluated and, where appropriate, integrated into the new response structure. This ensures continuity, leverages existing expertise, and minimizes disruption. Providing training helps align personnel with new expectations and structures, supporting a smooth transition. Immediate disbanding risks loss of knowledge and confusion, while uncritical adoption or automatic promotion can entrench outdated practices or create governance challenges. Careful assessment and deliberate integration preserve organizational memory while enabling improvement.

Reference: CBCI 7.0 Study Guide, Module 2: Response Structures and Governance, pages 78-81.

**NEW QUESTION # 14**

Business as usual (BAU) plans document processes for restoring an organization to its original state and should:

- A. Be based on the availability of primary resources prior to the incident
- B. Take into consideration possibility of new vulnerabilities resulting from impacted resources
- C. Be developed in detail prior to any incident occurring
- D. Focus on resuming activities in reverse order of Recovery Time Objectives (RTOs)

**Answer: B**

Explanation:

Business as usual (BAU) plans are designed to restore normal operational conditions after a disruption, often returning systems and processes to pre-incident states. The CBCI 7.0 course underlines that these plans must consider new vulnerabilities that may arise as a result of the disruption's impact on resources or operational environments. Incidents can introduce changes such as weakened controls, damaged infrastructure, or altered workflows, which must be addressed to prevent recurrence or new risks. While BAU plans should be prepared in advance, the focus is not just on resource availability or reversing recovery sequences but on understanding the dynamic context post-disruption. This approach ensures resilience not only in restoration but in strengthening the organization against future incidents.

Reference: CBCI 7.0 Study Guide, Module 3: Business Impact Analysis and Recovery, pages 60-62.

**NEW QUESTION # 15**

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