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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q90-Q95):

NEW QUESTION # 90

When creating an effective response structure, which of the following should be considered as a critical requirement?

- A. Procedures for carrying out risk assessments following the end of an incident
- B. A summary of the outcomes of the Business Impact Analysis (BIA)
- C. Procedures to activate and control the response to an incident
- D. A method to monitor incidents so that early action can be taken to prevent them from escalating further

Answer: C

Explanation:

A response structure exists to ensure the organization has a documented mechanism for responding to an incident regardless of cause, with clear command, control, escalation, and communications. A "critical requirement" for such a structure is having clearly understood procedures for activation and control-i.e., how teams are stood up, who has authority, how decisions are made, and how the response is coordinated once activated. This is explicitly called out as a key requirement for an effective response structure.

Option B (monitoring/early recognition) is also important, but it is one component. The question asks for a critical requirement when creating the structure; activation and control procedures are foundational because without them, even a well-designed structure cannot be reliably mobilised or governed during disruption.

Option A (BIA summary) informs priorities, but it is not a defining requirement of the response structure mechanism itself. Option D relates to analysis/review after an incident, which supports improvement, but it is not the core requirement needed to operate the response structure during an incident. Therefore, C is the best answer.

NEW QUESTION # 91

In order to make it easier to manage risk, complexity and cost when establishing a Business Continuity Management System (BCMS), the initial scope of the BCMS should:

- A. Focus on crisis management
- B. Include as many of the organization's products and services as possible
- C. Be limited to information technology disaster recovery plans
- **D. Be limited to specific high-value areas of the organization**

Answer: D

Explanation:

The CBCI 7.0 course advises that when establishing a BCMS, an initial focused scope limited to high-value or critical parts of the organization is practical to manage complexity and costs effectively. This allows targeted efforts on areas that pose the greatest risks or have the most significant impact on continuity. Over time, the scope can be expanded as maturity develops. Including everything initially or focusing only on IT disaster recovery limits effectiveness or overcomplicates early efforts, respectively. Crisis management is part of BCMS but not the sole focus of the initial scope.

NEW QUESTION # 92

Within the context of risk assessment, the identification of solutions is influenced by a variety of business relevant considerations, including:

- A. Delivering performance targets
- **B. Compliance with regulatory requirements**
- C. Ensuring that communication protocols are observed
- D. Timely production of quality assurance audit trails

Answer: B

Explanation:

The CBCI 7.0 course highlights that compliance with regulatory requirements is a critical consideration when identifying risk treatment solutions. Regulatory frameworks often impose mandatory controls or guidelines that shape the selection and design of Business Continuity solutions to ensure legal adherence and avoid penalties. While performance targets, audit trails, and communication protocols are important operational elements, they are subordinate to regulatory compliance, which acts as a baseline constraint and influence on continuity planning. Effective risk solutions balance operational effectiveness with mandatory compliance, supporting sustainable and defensible Business Continuity strategies.

Reference: CBCI 7.0 Study Guide, Module 3: Risk Assessment and Treatment, pages 51-54.

NEW QUESTION # 93

Which of the following is demonstrated where an organization includes Business Continuity in induction processes and sets Business Continuity objectives for personnel?

- **A. The organization's Business Continuity culture**
- B. The use of validation
- C. The organization's approach to risk assessment
- D. The role of the Business Continuity professional

Answer: A

Explanation:

Embedding Business Continuity into induction and setting objectives for personnel clearly indicates a mature Business Continuity

culture. The CBCI 7.0 course details that a strong culture is characterized by widespread awareness, commitment, and integration of Business Continuity principles into everyday activities. Including continuity in induction familiarizes new staff with the organization's resilience expectations, while individual objectives reinforce personal accountability. This cultural embedding supports sustainable continuity practices and improves the likelihood of effective responses during disruptions. It reflects a proactive organizational mindset rather than isolated activities or roles.

Reference: CBCI 7.0 Study Guide, Module 4: Business Continuity Culture, pages 65-70.

NEW QUESTION # 94

Which of the following elements would NOT be validated by an exercise?

- A. The effectiveness and usability of relevant procedures
- B. The availability of key information when required
- C. The design and effectiveness of the business impact analysis process
- D. The reliability of systems and equipment

Answer: C

Explanation:

Exercises focus on validating the practical elements of Business Continuity arrangements, including the availability of key information, usability of procedures, and reliability of systems and equipment under simulated conditions. The CBCI 7.0 course clearly distinguishes that the business impact analysis (BIA) process itself is a planning and analysis activity, not a response function, and therefore is not subject to validation through exercises. BIAs are validated through reviews and audits rather than operational testing. Exercises are designed to test response and recovery capabilities, communication flows, and system robustness in real-time or simulated disruptions. Validating the BIA design requires analytical review, stakeholder engagement, and continuous improvement processes, which occur separately from exercises. This differentiation ensures that exercises focus on operational readiness rather than procedural design.

Reference: CBCI 7.0 Study Guide, Module 6: Exercising and Validation, pages 115-117.

NEW QUESTION # 95

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