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### BCI CBCI Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<ul style="list-style-type: none"><li>• Implementation: This section covers putting the designed continuity strategies into action, including creating and deploying incident response and business continuity plans, structuring effective response teams, and ensuring operational readiness.</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>
Topic 4	<ul style="list-style-type: none"><li>• Validation: This final module emphasizes testing and verifying the effectiveness of implemented plans through exercises and reviews—ensuring that what was designed and implemented actually performs as intended under real-world conditions.</li></ul>

## BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q163-Q168):

### NEW QUESTION # 163

Which of the following parameters would NOT be considered by a resource or activity owner when evaluating and selecting solutions to meet an agreed strategy?

- A. The implementation time required
- **B. The type of exercises to be conducted to validate the strategies and solutions**
- C. The advantages and disadvantages of the proposed solution
- D. The estimated costs to prepare, implement, operate and maintain the solution

**Answer: B**

Explanation:

When selecting solutions, resource or activity owners focus on factors such as advantages, disadvantages, costs, and implementation timelines, which directly affect feasibility and operational impact. The CBCI 7.0 course clarifies that while validation exercises are important for testing solutions, the choice and evaluation of solutions themselves typically do not consider the type of exercises planned for later validation phases. Exercise planning is a separate activity handled by the validation team, not the solution selectors.

### NEW QUESTION # 164

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

- A. The roles, responsibilities and accountabilities for the BCMS can only be fully defined after the first validation exercise has been completed.
- B. The governance structure needs to be approved by the organization's Board and this is often a time-consuming process.
- C. Those who have been assigned BCMS roles and responsibilities have to undergo training and assessment over time.
- **D. 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.**

**Answer: D**

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 # 165

Which of the following is NOT a critical requirement for an effective response structure?

- A. A plan to exercise the escalation and response
- B. A plan to communicate with internal and external interested parties
- C. The number and type of teams required by the organization
- **D. Guidance on when regulators should be notified and be included in the response**

**Answer: D**

Explanation:

While communication plans, team structure, and exercising escalation and response are essential for an effective Business Continuity response structure, specific guidance on regulator notification, although important, is not typically considered a core structural

element. The CBCI 7.0 course outlines that regulatory communications are usually integrated within communication plans but are not a standalone requirement for response structures. The focus remains on establishing clear roles, responsibilities, and communication mechanisms.

Reference: CBCI 7.0 Study Guide, Module 2: Response Structures, pages 75-78.

### NEW QUESTION # 166

Which of the following is a way to ensure that personnel remain committed to Business Continuity and to protecting the organization from the effects of disruption?

- A. Making it a disciplinary offence for personnel to miss relevant Business Continuity meetings and training events
- B. Providing updates on Business Continuity activities via the intranet which personnel can find and read if they are interested
- C. Including Business Continuity as part of the introduction to meetings and events in order to strengthen and maintain the relationship between personnel and the organization
- D. Holding annual assessments of Business Continuity knowledge and understanding and setting minimum pass standards which personnel must meet

**Answer: C**

Explanation:

To foster commitment, Business Continuity must be embedded in the daily organizational culture, not merely treated as an administrative requirement or compliance exercise. The CBCI 7.0 course highlights that including Business Continuity topics in the introductions to meetings and events encourages ongoing dialogue and reinforces its importance. This practice nurtures a sense of shared responsibility and engagement, which is more effective than punitive measures or passive communication. Embedding Business Continuity in routine interactions helps personnel internalize its significance, promotes continual awareness, and strengthens their relationship with the organization's resilience goals. This proactive, inclusive approach ensures commitment is sustained over time, improving response effectiveness during disruptions.

Reference: CBCI 7.0 Study Guide, Module 4: Developing a Business Continuity Culture, pages 65-68.

### NEW QUESTION # 167

The Process Business Impact Analysis (BIA):

- A. Excludes processes that have been outsourced
- B. Is conducted prior to the Product and Services BIA
- C. Identifies resource requirements and interdependencies
- D. Is optional and may be omitted

**Answer: C**

Explanation:

The Process BIA focuses on understanding internal processes, their resource needs, and dependencies that impact the delivery of products and services. The CBCI 7.0 course underlines that this BIA level identifies critical resources, interdependencies among activities, and potential bottlenecks. It complements Product and Service BIAs by providing detailed operational insights necessary for designing effective recovery strategies.

Processes outsourced to third parties are typically included to ensure a complete picture. This analysis is a core component of the BIA framework and is not optional.

Reference: CBCI 7.0 Study Guide, Module 3: Business Impact Analysis, pages 40-44.

### NEW QUESTION # 168

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