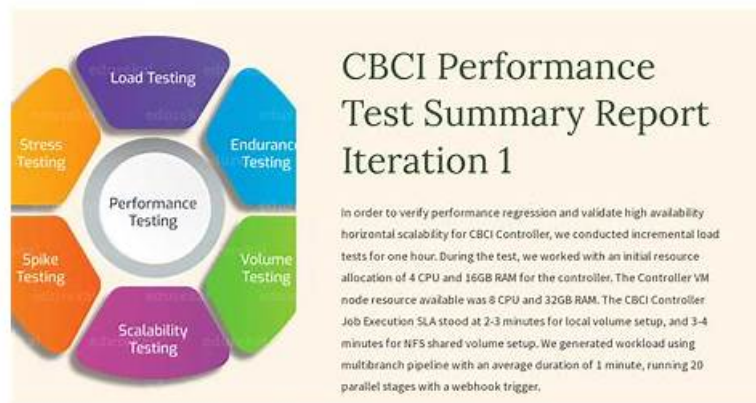


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## BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q73-Q78):

### NEW QUESTION # 73

Which of the following is a step that would be taken by the Business Continuity professional to support the process to advance an organization from embedding to embracing Business Continuity?

- A. Gaining an understanding of the organization's culture
- B. Development and adoption of a Business Continuity policy to protect the organization from disruptions
- C. Assigning Business Continuity roles and responsibilities across the organization's hierarchy
- D. Including funding in the Business Continuity budget to hire a consulting firm to run Business Continuity as a project

**Answer: A**

**Explanation:**

The CBCI 7.0 course identifies gaining an understanding of the organization's culture as a foundational step in moving from merely embedding Business Continuity practices to fully embracing them. Cultural insights enable targeted interventions that align Business Continuity with existing values, beliefs, and behaviours, enhancing engagement and ownership. Policies and role assignments are important but less effective without cultural alignment. Outsourcing continuity as a project risks detachment from organizational realities. Understanding culture guides effective communication, training, and leadership strategies that foster a pervasive continuity mindset.

#### NEW QUESTION # 74

Which type of review provides an evaluation of the Business Continuity Management System (BCMS) outputs against the requirements or expectations to determine whether Business Continuity is incorporated into every task undertaken through the BCMS?

- A. Quality Assurance (QA)
- B. Performance Appraisal
- C. Post-incident Review
- D. External Audit

**Answer: A**

Explanation:

The CBCI 7.0 course identifies Quality Assurance (QA) reviews as evaluations that assess whether BCMS processes and outputs meet defined standards and requirements. QA examines whether Business Continuity principles and practices are effectively embedded into organizational tasks and workflows. Unlike performance appraisals (individual focus) or post-incident reviews (event focus), QA provides systematic assurance that Business Continuity is integrated consistently and effectively throughout the BCMS lifecycle.

External audits verify compliance but QA focuses on continuous process improvement.

Reference:CBCI 7.0 Study Guide, Module 6: Audit and Review, pages 134-137.

#### NEW QUESTION # 75

In relation to a disruption to activities, the Minimum Business Continuity Objective (MBCO):

- A. Should be attained either at the same time, or after, the RTO
- B. Is the point set by top management for mobilizing response teams
- C. Should be the Recovery Time Objective (RTO)
- D. Is the point identified in the risk assessment when risks have been successfully mitigated

**Answer: A**

Explanation:

The CBCI 7.0 course defines the Minimum Business Continuity Objective (MBCO) as the minimum level of services or outputs that must be maintained or restored to avoid unacceptable consequences. The MBCO is achieved either simultaneously with or after the Recovery Time Objective (RTO), as the RTO specifies when recovery should be complete for prioritized activities. MBCO sets a baseline for continuity, focusing on critical minimum outputs, rather than risk assessment milestones or managerial mobilization decisions.

Understanding this sequencing supports realistic and measurable recovery planning.

Reference:CBCI 7.0 Study Guide, Module 3: Recovery Objectives and Impact Analysis, pages 58-60.

#### NEW QUESTION # 76

Which of the following is correct in relation to simulation exercises?

- A. Simulation exercises are designed to mimic real incident responses in as close to a real-time environment as possible but usually involve only the key personnel whose roles are critical in managing the disruption. The CBCI 7.0 materials specify that simulation exercises test the decision-making, coordination, and response of these essential participants rather than the entire workforce, ensuring focused and practical validation of plans and capabilities. They differ from discussion-based exercises, which involve broader participation and are scenario discussions without time constraints. Simulation exercises maintain real-time pressures and operational realism, although full scenario details are typically not disclosed upfront to simulate uncertainty.
- B. Simulation exercises are always discussion-based
- C. Simulation exercises involve only key participants rather than all personnel that could be involved in a real incident
- D. Participants are provided with the full detail of the scenario prior to the exercise commencing, including any information and materials on issues that will arise during the scenario so they can be fully prepared
- E. There are no time constraints as the exercise is not running in real time so participants can take time to discuss issues that arise and alternative ways to address them

**Answer: A**

Explanation:

Reference:CBCI 7.0 Study Guide, Module 6: Exercising and Validation, pages 120-123.

#### NEW QUESTION # 77

The purpose of a Business Continuity policy is to:

- A. Initiate the development of an effective response structure in case of disruption to products or services within the scope of the Business Continuity Management System (BCMS)
- B. Enable the Business Continuity professional to issue instructions to all on the changes that they will be required to make
- C. Share the outcomes of a Business Impact Analysis with internal and external stakeholders
- **D. Establish shared understanding of the importance of a BCMS and its relevance to the organization**

**Answer: D**

Explanation:

A Business Continuity policy acts as a foundational document that communicates the organization's commitment to Business Continuity and sets out its scope, objectives, and principles. The CBCI 7.0 course stresses that the policy fosters a shared understanding across the organization about the importance of the BCMS and ensures that personnel recognize its relevance to their roles. It does not specify operational details or mandate actions but guides governance and culture. The policy supports alignment of efforts and continuous improvement of the BCMS.

Reference:CBCI 7.0 Study Guide, Module 1: Establishing the BCMS, pages 20-22.

#### NEW QUESTION # 78

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