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Initial BIA Objectives Answer- Develop framework for further analysis
Clarify BCM Program scope

(may combine strategic, tactical, and operational BIA tasks)

Strategic BIA Objective Answer- Identify and prioritize organization's products and services
Determine org's MTPDs (recovery timescales) and MBCOs (disruption tolerance levels)
Clarify/review BCM program scope (re: products/services)

Tactical BIA Objective Answer- Determine process(es) required for delivering most urgent products/services
Assess impact of disruption to required processes

Operational BIA Objective Answer- Identify and prioritize activities (at operational level) that contribute to the identified processes for delivering most urgent products/services
Determine resources required for activity continuity/recovery
Collect detailed resource requirements (may be higher than normal to cope with backlog)--inc. supplier dependencies

Tactical BIA Process Answer- For processes (i.e. often cuts across many departments/business units)

Identify process owner
Determine BIA scope (product/service group under consideration)
Identify dependencies for processes delivering most urgent products/services
Quantify each process' MTPD (using those of the group as a guide)
Establish RTOs and RPOs
Process owner approves accuracy
Obtain support from Top Mgmt
Publish results

Operational BIA Process Answer- Similar to Tactical BIA, BUT focus is on individual activities
Could be at the departmental or single business unit level

Identify/prioritize activities
Quantify required resources

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BCI CBCI Exam Syllabus Topics:

Topic	Details
Topic 1	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.
Topic 2	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.

Topic 3	• 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.
Topic 4	• 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.
Topic 5	• 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.

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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q27-Q32):

NEW QUESTION # 27

Why is a risk assessment usually conducted after a Business Impact Analysis (BIA) as part of the analysis stage?

- A. Risk assessments are not required until after the organization's business plan has been updated to confirm any changes in plans as a result of the BIA
- B. A risk assessment is not required until Business Continuity solutions based on the outcomes of the BIA have been developed for review
- C. Conducting a BIA ties up personnel on this project; so resources are not available to conduct the risk assessment until after personnel are released from the BIA project
- **D. Conducting the risk assessment after the BIA has identified priorities enables the risk assessment to maximise investment in risk treatments where they are most needed**

Answer: D

Explanation:

The CBCI 7.0 course states that conducting the risk assessment after the BIA allows the organization to prioritize risk treatments effectively by focusing on the critical activities identified during the BIA. The BIA highlights which business functions are most important and the impact of their disruption, enabling the risk assessment to concentrate on threats that could affect these priority areas. This sequencing ensures that resources and mitigation efforts are directed toward protecting the most significant risks impacting continuity objectives. Resource availability is not the primary reason, and risk assessments are integral to ongoing BCMS maintenance rather than conditional on business plan updates or solution development.

Reference: CBCI 7.0 Study Guide, Module 3: Risk Assessment Integration, pages 53-56.

NEW QUESTION # 28

When developing a system to measure Business Continuity culture, it is important to take into account:

- **A. The aims of the activity and how the information will be collected and assessed**
- B. The way that the outcomes will inform the design of Business Continuity solutions
- C. How to ensure that all personnel are required to respond to the process

- D. The need to present the outcomes in a positive way for top management and stakeholders

Answer: A

Explanation:

According to the CBCI 7.0 course, the primary consideration when developing a system to measure Business Continuity culture is to clearly define the objectives of the measurement activity and establish robust methods for collecting and analyzing relevant data. This includes deciding what aspects of culture to assess (e.g., awareness, attitudes, behaviours), selecting appropriate tools (surveys, interviews, observation), and determining assessment frequency. Accurate data collection and analysis provide meaningful insights that drive improvements and validate cultural initiatives. Presentation style and participation mandates are important but secondary to the integrity and clarity of the measurement process itself.

Reference: CBCI 7.0 Study Guide, Module 4: Measuring Culture, pages 71-73.

NEW QUESTION # 29

Which of the following is NOT an outcome that will result from an organization embracing Business Continuity?

- A. Recognition by interested parties of areas where Business Continuity adds value to their operation
- B. Business Continuity tasks being given greater priority and completed on time
- C. A reduction in the need to carry out maintenance activities and regular plan reviews and updates
- D. A Business Continuity programme that is fit for purpose and adequately sized for the organization

Answer: C

Explanation:

Embracing Business Continuity increases commitment to ongoing maintenance, including regular plan reviews and updates, to ensure plans remain effective and relevant. The CBCI 7.0 course highlights that a strong Business Continuity culture does not reduce maintenance needs; rather, it ensures such activities are prioritized and valued. Reduction in maintenance requirements would signal neglect, risking preparedness.

Other outcomes include prioritization of tasks and external recognition of Business Continuity's value.

Reference: CBCI 7.0 Study Guide, Module 4: Developing a Business Continuity Culture, pages 67-70.

NEW QUESTION # 30

When preparing to carry out a Business Impact Assessment (BIA), the Business Continuity professional should:

- A. Review all relevant organization documents to help assess the appropriate parameters and factors to be applied during the process
- B. Ensure that the process includes an external communications procedure
- C. Consult with personnel to determine preferred ways of working in different departments
- D. Consider the potential recovery strategies and solutions that may be implemented

Answer: A

Explanation:

The CBCI 7.0 course advises that before conducting a BIA, the Business Continuity professional should review organizational documents such as strategic plans, operational procedures, and risk registers to understand the context and determine appropriate parameters like impact categories and assessment criteria.

This preparation ensures that the BIA is aligned with organizational objectives and risks, enhancing the accuracy and relevance of findings. While consulting personnel, considering recovery strategies, and communication procedures are important, these typically occur later in the BCMS lifecycle. Proper groundwork through document review is essential for a focused and effective BIA process.

Reference: CBCI 7.0 Study Guide, Module 3: Business Impact Analysis, pages 40-43.

NEW QUESTION # 31

Which of the following would be the most effective and motivating way to share information that is intended to influence personnel to embrace Business Continuity?

- A. Send all information via email or the intranet on the assumption that this will be everyone's preferred, and most convenient, form of communication

- B. Use language that is clear and easily accessible to all when producing documents, presentations or training materials
- C. Ensure that attendance at meetings is recorded and reflected in the staff performance appraisals
- D. Provide detailed explanations on all of the organization and set regular tests to ensure that personnel are taking sufficient interest

Answer: B

Explanation:

The CBCI 7.0 course highlights that the most effective way to motivate personnel is through clear, accessible, and engaging communication. Materials should be understandable regardless of role or background, avoiding jargon and complexity. This clarity facilitates comprehension and fosters genuine interest in Business Continuity. Detailed explanations and testing may overwhelm or alienate, while relying solely on email or intranet assumes preferences that may not be universal. Recording attendance links to compliance rather than motivation. Tailoring communication style and delivery to audience needs maximizes engagement and encourages embracement.

Reference: CBCI 7.0 Study Guide, Module 4: Communication and Engagement, pages 71-74.

NEW QUESTION # 32

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