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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q26-Q31):

NEW QUESTION # 26

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

Answer: B

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.

Reference: CBCI 7.0 Study Guide, Module 4: Culture and Engagement, pages 66-69.

NEW QUESTION # 27

The purpose of an external audit of the Business Continuity Management System (BCMS) is to:

- **A. Provide independent assurance on a set of Business Continuity processes and controls**
- B. Confirm that the organization is fully prepared to respond to incidents
- C. Assess the performance of the members of top management team in relation to Business Continuity
- D. Make recommendations on alternative ways of meeting recovery time objectives (RTOs)

Answer: A

Explanation:

External audits provide independent verification that the BCMS complies with relevant standards, policies, and regulatory requirements. The CBCI 7.0 course clarifies that audits assess the design, implementation, and effectiveness of Business Continuity processes and controls to assure stakeholders that the system functions as intended. The audit does not specifically test operational readiness or management performance but focuses on conformance and control integrity, enabling informed decision-making about system improvements.

Reference: CBCI 7.0 Study Guide, Module 6: Audit and Review, pages 135-138.

NEW QUESTION # 28

For a strategic response team to be effective, its members should have:

- **A. Decisiveness and the ability to make decisions quickly**
- B. Ability to identify commercial opportunities in adverse situations
- C. A detailed understanding of each requirement set out in Business Continuity plans
- D. Skill in coordinating resources, operations and suppliers

Answer: A

Explanation:

Strategic response teams play a crucial role in managing crises by making timely, high-level decisions that guide the organization's overall continuity response. The CBCI 7.0 course emphasizes that decisiveness and rapid decision-making are essential qualities for such teams, as delays can exacerbate disruptions and increase impacts. While coordination skills and understanding of Business Continuity plans are important, the strategic team must prioritize swift, confident decisions to steer operational teams and allocate resources effectively during dynamic and stressful situations. Identifying commercial opportunities is beneficial but secondary to

ensuring continuity and stability.

Reference:CBCI 7.0 Study Guide, Module 2: Response Structures and Roles, pages 80-83.

NEW QUESTION # 29

In relation to Solutions Design, a gap analysis is used to determine whether:

- A. The results of an external audit are justified in terms of internal evidence of Business Continuity achievements
- B. Personnel are embracing Business Continuity sufficiently well to deliver Business Continuity requirements
- C. New strategies and solutions are in order to meet Business Continuity requirements
- D. The organization is performing at its optimum financial level

Answer: C

Explanation:

A gap analysis is a critical evaluation tool used in the Solutions Design phase to identify differences between existing Business Continuity capabilities and what is required to achieve organizational resilience. The CBCI

7.0 course specifies that this analysis determines if new or revised strategies and solutions are needed to meet Business Continuity requirements effectively. By comparing current states with desired outcomes, the gap analysis highlights areas lacking adequate controls, resources, or processes. It drives decision-making for prioritizing improvements and investments in continuity measures. This systematic assessment ensures that Business Continuity strategies are fit for purpose and aligned with evolving risks and business objectives. It is not focused on financial performance or audit justifications but on actionable capability enhancements. Reference:CBCI 7.0 Study Guide, Module 5: Solutions Design and Gap Analysis, pages 95-99.

NEW QUESTION # 30

When developing solutions for people strategies, solutions to recover activities with a short Recovery Time Objective (RTO) requiring redeployment of personnel should be supported by:

- A. The development of training material including all relevant information and procedures so that this can be made available when required
- B. Links to social media so the organization can run an extensive recruitment campaign both inside and outside the organization if a disruptive event occurs
- C. Induction and training by an operational manager at the time when the disruption is underway so that individuals can build understanding and confidence prior to commencing the allocated tasks
- D. Recruitment of additional personnel so that the organization always has access to surplus staff in case of an incident occurring

Answer: A

Explanation:

Short RTOs necessitate rapid recovery actions that often require personnel to perform tasks they may not usually undertake. The CBCI 7.0 course outlines that providing accessible, comprehensive training materials in advance ensures personnel can quickly familiarize themselves with necessary procedures during a disruption. This proactive preparation supports redeployment without delay, building confidence and reducing errors. While recruitment and on-the-fly training are options, relying on real-time induction is risky and can delay recovery. Social media recruitment is impractical during crises due to time constraints. Preparedness through training material is key for agility.

Reference:CBCI 7.0 Study Guide, Module 5: People Strategies, pages 98-101.

NEW QUESTION # 31

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