

# CBCI Reliable Test Camp, CBCI Latest Study Guide

## CBCI STUDY GUIDE EXAM QUESTIONS WITH ANSWERS

2025/2026

Business continuity governance focuses on - Oversight and support.  
Monitoring and review.  
Alignment with organisational objectives  
Compliance with legal and regulatory requirements.

Business continuity roles - Should be embedded in the job descriptions and performance plans.

Roles - top management - Leadership, commitment and resources

Roles - steering group - Oversee, advise and manage - making the recommendations to top mgt.

Business continuity plan owner - Make sure the plan reflects the business continuity capability.

Business Continuity Programme - Ongoing mgt and governance process appropriately resourced to implement and maintain business continuity mgt.

Business continuity mgt. programme documentation - Business Continuity policy  
Business continuity programme of activities  
Project management documentation  
Meeting agendas, minutes and action trackers  
Skills and competency  
BIA questionnaires  
Response structure  
Plans  
Exercise programmes  
Crisis mgt. plans  
Outsource contracts  
SLA with customers and suppliers

General Principles of Embedding - Ensure business continuity is a central part of what the organisation does.  
Make sure its aligned with the organisational goals and objectives.  
Health and safety and data protection are embedded in similar ways

Process - Engage the key players  
Use existing communication channels to get the message across.  
Build a network of champions across the business

Methods & Techniques - Sector peers having disasters - make it relevant to the persons short term objectives. Learn lessons from peers.

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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>• <b>Implementation:</b> 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>• <b>Introduction:</b> This section lays the groundwork for newcomers to business continuity by clarifying what business continuity is, why it matters in organizational resilience, and how its fundamental practices interconnect under the Good Practice Guidelines (GPG) framework.</li> </ul>

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### BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q99-Q104):

#### NEW QUESTION # 99

When establishing a Business Continuity Management System (BCMS), which of the following activities should be carried out first?

- A. Develop a Business Continuity (BC) policy.
- **B. Determine the scope of the BCMS.**
- C. Establish high-level governance of the BCMS.
- D. Carry out a risk assessment.

**Answer: B**

Explanation:

Good practice is to agree what the BCMS covers before building the rest of the system. Determining the scope defines the boundaries (products/services, locations, functions, and interfaces) and ensures subsequent work-policy, objectives, roles, analysis, and solutions-targets the right parts of the organization. BCI's GPG 7.0 focus on PP1 includes developing both scope and policy, and wider BC guidance reinforces that it is important to agree the scope before progressing through later lifecycle stages such as analysis, design, implementation, and validation.

That makes option C the correct "first" activity. Option B (risk assessment) is part of the Analysis practice and should be performed once scope is set. Option D (policy) is foundational and should follow quickly, but it must align to the defined scope. Option A (governance) is also established early, yet governance design is driven by and must support the scoped BCMS; the scope decision is the logical starting point that anchors everything else.

#### NEW QUESTION # 100

Which type of Business Impact Analysis (BIA) identifies and prioritises the tasks that deliver the most urgent products and services and determines the resources and dependencies required in order to enable these tasks to be completed?

- A. Process BIA
- **B. Activity BIA**
- C. Product and Service BIA
- D. Priority BIA

**Answer: B**

Explanation:

In the CBCI 7.0 body of knowledge (aligned to the BCI Good Practice Guidelines), the Analysis stage (PP3) uses BIA to determine recovery priorities and the resources and dependencies needed to deliver those priorities. Within BIA approaches, an Activity BIA is the one that drills down to the tasks/activities that must be performed to deliver urgent products and services. It

identifies which activities are most time-critical, then documents what is needed to perform them (people, premises, technology, information, suppliers) and the internal/external interdependencies that support delivery. This is exactly what the question describes: prioritising urgent delivery tasks and determining the resources and dependencies required to complete them

A Product & Service BIA is typically higher-level (what must be delivered), while a Process BIA tends to map and assess disruption impacts at process level rather than at the detailed "do-the-work" activity/task level. "Priority BIA" is not the standard BCI naming for a BIA type. The BCI guidance explicitly links activity-level BIA work to understanding required resources and interdependencies for prioritised activities.

#### NEW QUESTION # 101

When coordinating a Business Continuity Management System (BCMS), a steering group should be established to oversee, advise and make recommendations as the BCMS is established. The steering group should comprise:

- A. Only Business Continuity professionals and any available administrative support
- B. Only top management
- C. Multi-disciplinary experts who are familiar with the operation of the organization
- D. Customers and suppliers that are familiar with the way the organization works and can make recommendations from an external perspective

**Answer: C**

Explanation:

The CBCI 7.0 course emphasizes that an effective BCMS steering group must be multi-disciplinary, involving representatives from across the organization who understand different operational, financial, and strategic aspects. This diverse composition ensures that BCMS governance benefits from broad expertise and perspectives, enabling better decision-making and alignment with organizational objectives. Involving only Business Continuity professionals or top management limits insight, while external stakeholders like customers and suppliers, although valuable for input, are not typically part of the internal governance steering group. Multi-disciplinary teams enhance buy-in and help address continuity from all angles.

Reference: CBCI 7.0 Study Guide, Module 1: Governance and Leadership, pages 18-21.

#### NEW QUESTION # 102

In relation to validation, which of the following is NOT an aim of an exercise programme?

- A. Verification that the expected Recovery Time Objectives (RTOs) can be achieved
- B. Improved teamwork and competency of recovery team members
- C. Design of additional Business Continuity (BC) policies and solutions
- D. Identification of outdated information in the Business Continuity (BC) plans and areas for improvement

**Answer: C**

Explanation:

Validation (PP6) confirms whether the BCMS meets objectives set in policy and whether capability works in practice through awareness, exercising, maintenance, and review programmes. Exercise programmes are aimed at improving performance and readiness: they strengthen teamwork and competence (A), provide evidence that recovery performance targets (including RTOs) are achievable (B), and reveal issues such as outdated plan content, role confusion, missing resources, or unclear procedures so improvements can be made (C).

Designing new policies and solutions (D) is not the purpose of exercising. Policies are set within BCMS establishment/governance (PP1), and strategies/solutions are primarily designed in Solutions Design (PP4) and implemented in Enabling Solutions (PP5). Exercises may inform changes to policy or solutions via lessons learned, but "design of additional policies and solutions" is not an aim of the exercise programme itself—it's a downstream improvement activity that follows from validation findings. Therefore, D is the option that is NOT an exercise-programme aim.

#### NEW QUESTION # 103

The Recovery Time Objective (RTO), competency of team members, and complexity of the processes to be recovered are factors that will play a role in determining the level of detail contained in:

- A. Strategic plans
- B. Operational plans

- C. Emergency response plans
- D. Crisis communication plans

**Answer: B**

Explanation:

Operational plans require detailed instructions tailored to the recovery needs of specific activities. The CBCI 7.0 course explains that factors such as the RTO, the skills of recovery teams, and process complexity influence the granularity of these plans. Shorter RTOs or complex processes demand more detailed operational plans to guide recovery actions precisely and minimize delays. Strategic plans set high-level direction and are less detailed; crisis communication and emergency response plans focus on information and immediate safety rather than detailed recovery steps.

Reference: CBCI 7.0 Study Guide, Module 5: Plans and Procedures, pages 85-88.

## NEW QUESTION # 104

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