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BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q41-Q46):

NEW QUESTION # 41

Which of the following is a factor that should be taken into consideration when developing an exercise program?

- A. A single type of exercise should be used for all so that participants become familiar with the structure and approach of the exercise activities
- B. It is necessary to carry out exercises only once as initial tests will provide all of the required information
- **C. It requires a series of events and activities scheduled over a period of time**
- D. It is necessary to carry out exercises for only a sample of the plans and recovery teams in place

Answer: C

Explanation:

Developing an effective exercise program involves planning a series of varied events and activities over time to comprehensively test and validate different aspects of Business Continuity. The CBCI 7.0 course underlines that exercises should be progressive, increasing in complexity and scope, to build capability and confidence. Conducting exercises only once or relying on a single type of exercise limits effectiveness and can lead to gaps in readiness. Similarly, sampling plans restricts full organizational preparedness. A systematic, scheduled program ensures continuous improvement and coverage across plans and teams.

Reference: CBCI 7.0 Study Guide, Module 6: Exercising and Validation, pages 119-121.

NEW QUESTION # 42

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. Make recommendations on alternative ways of meeting recovery time objectives (RTOs)
- C. Confirm that the organization is fully prepared to respond to incidents
- D. Assess the performance of the members of top management team in relation to Business Continuity

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 # 43

Which of the following is a possible outcome of a gap analysis to establish whether new strategies and solutions are required?

- A. Agreement from top management that a Business Impact Analysis (BIA) should be completed to determine the new procedures required
- B. A determination that Business Continuity capabilities exceed requirements and resources could be redistributed
- C. A schedule for sharing the outcomes with all personnel to invite their comments and encourage them to embrace Business Continuity
- D. Validation exercises to confirm the findings of the gap analysis that can be presented to top management as part of the decision-making process

Answer: B

Explanation:

A gap analysis identifies discrepancies between current capabilities and required Business Continuity needs.

The CBCI 7.0 course explains that outcomes may reveal that the organization's existing capabilities exceed what is necessary, offering opportunities to redistribute resources or adjust investments. This insight helps optimize resource allocation and improve efficiency. While validation exercises and communication plans are important subsequent steps, the immediate and tangible result of a gap analysis can include the reassessment of capability adequacy.

Reference: CBCI 7.0 Study Guide, Module 5: Solutions Design and Gap Analysis, pages 95-98.

NEW QUESTION # 44

In relation to governance roles and responsibilities, what should be put in place to ensure that the responsibilities of each Business Continuity Management System (BCMS) role holder will be fulfilled should the primary role holder be ill, out of the area, or be otherwise unavailable?

- A. A subject matter expert will be assigned as the deputy for each primary BCMS role holder
- B. The Business Continuity professional will temporarily take over the responsibilities of the absent role holder
- C. Responsibilities of the absent role holder will be put on hold while a substitute is located
- D. The Incident Response Team will assume responsibility for the responsibilities of the absent BCMS role holder

Answer: A

Explanation:

The CBCI 7.0 course stipulates that appointing deputies or alternates for each BCMS role is a governance best practice ensuring continuity of responsibility and decision-making. Deputies are subject matter experts equipped to act on behalf of the primary role holder during absences, maintaining operational integrity and responsiveness. Relying on the Business Continuity professional or Incident Response Team to cover absent roles without formal deputization risks delays and gaps. Putting responsibilities on hold is unacceptable as it compromises continuity efforts.

Reference: CBCI 7.0 Study Guide, Module 1: Governance and Roles, pages 24-26.

NEW QUESTION # 45

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

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

Answer: D

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 # 46

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