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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	Introduction: 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.

- 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 (Q86-Q91):**NEW QUESTION # 86**

Which of the following is an action that the Business Continuity professional will take as part of the process of strategy determination?

- A. Develop a mandatory training schedule to ensure that all personnel are required to address any skills gaps relevant to the delivery of priority products, services, activities, and processes
- **B. Work with the relevant product, services, activity, or process owner to develop a specification for an appropriate solution**
- C. Prepare a communications brief to advise all external stakeholders of the outcome of the gap analysis and the plan for acting on the findings
- D. Design a strategy for agreement with top management that can then be delegated to the relevant owners of priority products, services, activities, and processes

Answer: B

Explanation:

Strategy determination is a collaborative process where the Business Continuity professional works directly with owners of priority products, services, activities, or processes to develop detailed specifications for solutions that meet continuity requirements. The CBCI 7.0 course highlights this partnership as essential to ensure strategies are practical, aligned with operational realities, and capable of achieving recovery objectives.

While designing high-level strategies and managing communication are important, hands-on collaboration with operational owners facilitates realistic, implementable solutions. This approach increases ownership, ensures accuracy, and fosters smoother implementation.

Reference: CBCI 7.0 Study Guide, Module 5: Solutions Design, pages 92-95.

NEW QUESTION # 87

In relation to validation, what is meant by review?

- A. The ability of an organization to develop business continuity solutions and to train personnel to implement them effectively
- B. The process to ensure that personnel have embraced business continuity and are complying with requirements
- C. The process to identify an event that could lead to disruption
- **D. The process for assessing the suitability, adequacy, and effectiveness of the Business Continuity Management System (BCMS) and identifying opportunities for improvement**

Answer: D

Explanation:

The CBCI 7.0 course explains that review refers to the systematic process of evaluating the BCMS to assess whether it remains suitable, adequate, and effective in meeting organizational needs and objectives. Reviews identify areas for improvement, ensuring continual enhancement of Business Continuity capabilities. This encompasses analysis of internal and external factors, performance

data, audit results, and feedback from exercises and incidents. It differs from compliance checks or personnel engagement assessments by focusing on the overall system's fitness for purpose, promoting proactive adaptation to changing risks and environments.

Reference:CBCI 7.0 Study Guide, Module 6: Audit and Review, pages 135-137.

NEW QUESTION # 88

When carrying out the Business Impact Analysis (BIA) process, the Business Continuity professional should use a consistent approach to determine priorities of products, services, and activities. Which of the following is a method that could be used?

- A. A gap analysis
- B. A standardized risk rating table
- C. Pre-defined impact thresholds
- D. A risk assessment matrix

Answer: C

Explanation:

The CBCI 7.0 course details that using pre-defined impact thresholds is an effective and consistent method for prioritizing products, services, and activities during a BIA. These thresholds establish clear criteria for impact levels across various categories, such as financial loss, reputational damage, and regulatory consequences. By applying standardized thresholds, organizations can objectively assess and compare the criticality of different business functions, ensuring that prioritization aligns with organizational risk appetite and strategic objectives. This approach promotes consistency, transparency, and repeatability in BIA processes. While risk matrices and gap analyses are useful tools in risk management, pre-defined impact thresholds directly guide priority-setting within BIAs.

Reference:CBCI 7.0 Study Guide, Module 3: Business Impact Analysis, pages 46-48.

NEW QUESTION # 89

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

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

Answer: C

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 # 90

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

- A. A risk assessment is not required until Business Continuity solutions based on the outcomes of the BIA have been developed for review
- B. 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
- 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. 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

Answer: B

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 # 91

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