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NEW QUESTION: 1

Which of the following is an outcome of a situation where top management embraces Business Continuity (BC)?

- A. The Business Continuity Management System (BCMS) is independent from organizational objectives
- B. Business continuity training and awareness initiatives are promoted across the organization
- C. Personnel do not embrace Business Continuity (BC)
- D. Reviews of BC performance are carried out if time permits and follow-up actions are phased in slowly to minimise disruption to existing priorities

Answer: B (LEAVE A REPLY)

CBCI 7.0 expects visible leadership commitment because BCMS success depends on senior sponsorship, resourcing, and consistent messaging. When top management embraces BC, they actively support awareness, training, and engagement so BC becomes understood beyond the small group formally involved in the BCMS. The BCI's PP2 guidance highlights that embracing business continuity is a process of education and awareness-reminding staff what is at stake and who depends on the organization's products and services. Leaders who embrace BC amplify this through promoting awareness and training across the workforce.

Option A contradicts good practice: a BCMS should be aligned to organizational purpose and objectives, not independent. Option C is the opposite of the expected outcome. Option D describes weak governance-reviews only "if time permits" and slow follow-up-whereas leadership embrace typically strengthens governance cadence and improvement discipline. Therefore, B is the correct outcome.

NEW QUESTION: 2

In order to enable Business Continuity solutions, it is necessary to:

- A.** Carry out a review of the Business Continuity policy to ensure that it is updated with the detail of the agreed solutions
- B.** Measure capabilities to deliver the solutions by carrying out a gap analysis
- C.** Establish and implement a strategy to ensure that business objectives are aligned to the agreed solutions
- D.** Create guidance documents that detail response activities and procedures that specific teams need to follow

Answer: [\(SHOW ANSWER\)](#)

The CBCI 7.0 course emphasizes that establishing and implementing a strategy aligned with business objectives is fundamental to enabling Business Continuity solutions.

Business Continuity solutions must not only be technically sound but also directly support the organization's goals and priorities. Alignment ensures that continuity efforts contribute meaningfully to sustaining critical operations and delivering value during and after disruptions. This strategic approach drives resource allocation, prioritizes recovery efforts, and integrates continuity planning into broader organizational frameworks. While gap analyses, guidance documents, and policy reviews support solution enablement, without strategic alignment solutions risk being disconnected from business needs and may fail to gain management support or achieve desired outcomes.

Reference: CBCI 7.0 Study Guide, Module 5: Enabling and Implementing Solutions, pages 98-101.

NEW QUESTION: 3

Which of the following is a technique for collecting Business Impact Analysis (BIA) information?

- A.** Workplace observation
- B.** Workplace health and safety reviews
- C.** Monthly budget reviews
- D.** Questionnaires and surveys

Answer: **D** [\(LEAVE A REPLY\)](#)

Questionnaires and surveys are widely used and effective techniques for gathering BIA information. They enable the Business Continuity professional to collect standardized data on activity priorities, dependencies, and recovery requirements from a broad range of stakeholders. The CBCI 7.0 course highlights that well-designed questionnaires provide structured insights while being scalable and efficient, especially in larger organizations. While workplace observation and reviews provide useful context, and budget reviews may give financial perspectives, they are not primary tools for capturing the detailed operational data needed for BIAs.

NEW QUESTION: 4

The time period defined by the Recovery Time Objective (RTO) should always be less than which of the following?

- A. The Recovery Point Objective (RPO)
- B. The Maximum Tolerable Period of Disruption (MTPD)
- C. The Minimum Business Continuity Objective (MBCO)
- D. The standard timeline set by the organization's customer services charter

Answer: [\(SHOW ANSWER\)](#)

The RTO represents the maximum acceptable time to restore activities following disruption, and it must always be shorter than the Maximum Tolerable Period of Disruption (MTPD), which is the absolute limit before unacceptable impacts occur. The CBCI 7.0 course explains that this ensures recovery efforts occur within tolerable timeframes, preventing critical losses. The RPO concerns data restoration points and is not a time period comparison. The MBCO relates to minimum acceptable outputs and is not a time-based measure.

NEW QUESTION: 5

One of the steps in the risk management process is to establish the risk treatment required. The purpose of risk treatment is to:

- A. Ensure that a named person within the organization takes responsibility for the monitoring and management of the risk
- B. Calculate a risk score based on the combination of the likelihood of the risk occurring and the consequences of this happening
- C. Mitigate each risk identified by reducing the likelihood of the risk occurring or by lowering the impact of disruption
- D. Ensure that regular updates on the current status of the risk are presented to top management

Answer: [C \(LEAVE A REPLY\)](#)

Risk treatment is a fundamental phase within the risk management process, focusing on how identified risks will be managed to reduce their potential impact or likelihood. The CBCI 7.0 course clarifies that risk treatment involves selecting and implementing measures to either prevent risks from occurring or to minimize their adverse effects on the organization. This step is critical to building resilience, as it directly influences the mitigation of unacceptable risks that could disrupt key business activities. While assigning responsibility, scoring risks, and reporting are important supporting actions, the core purpose of risk treatment is to apply controls and strategies that reduce risk exposure effectively, thereby enhancing continuity readiness.

Reference: CBCI 7.0 Study Guide, Module 3: Risk Management and Risk Treatment, pages 50-53.

NEW QUESTION: 6

Which type of exercise is always carried out in the normal operational environment, alternative premises, or command centres and is designed to include everyone that could be involved in the response if the incident were real?

- A. Simulation
- B. Discussion-based
- C. Scenario
- D. Live

Answer: D ([LEAVE A REPLY](#))

The CBCI 7.0 course describes live exercises as the most comprehensive type of Business Continuity exercise. These are conducted in actual or alternate operational environments, including command centres, to simulate real incident conditions as closely as possible. Live exercises involve all personnel who would participate in an actual incident response, testing systems, processes, communication, and physical infrastructure. Their scope, realism, and inclusiveness help identify practical issues that other exercise types may miss. They require significant resources and planning but provide critical assurance of organizational preparedness under authentic conditions.

NEW QUESTION: 7

What should an organization do when it does not yet have fully developed Business Continuity (BC) solutions, response structures, and Business Continuity plans in place?

- A. Conduct an initial Business Impact Analysis (BIA)
- B. Develop and implement an interim crisis management plan
- C. Outsource the response to a Business Continuity service provider when a crisis or disruption occurs
- D. Implement a "go to" strategy and acquire the required resources, equipment, and services when disruption occurs

Answer: B ([LEAVE A REPLY](#))

When an organization lacks fully developed BC solutions, response structures, or plans, the CBCI 7.0 course recommends the immediate development and implementation of an interim crisis management plan. This plan serves as a temporary framework to manage disruptions while the comprehensive BCMS is being established. An interim plan prioritizes rapid response capability, outlining essential roles, responsibilities, and immediate actions to stabilize incidents. Conducting a BIA is important but follows initial crisis preparedness. Outsourcing or reactive procurement of resources without a foundational plan risks ad hoc responses and inefficiency. Establishing an interim plan ensures the organization is not unprepared during the transition towards a mature BCMS.

NEW QUESTION: 8

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

- A. Design a strategy for agreement with top management that can then be delegated to the relevant owners of priority products, services, activities, and processes
- B. Prepare a communications brief to advise all external stakeholders of the outcome of the gap analysis and the plan for acting on the findings

- C. 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
- D. Work with the relevant product, services, activity, or process owner to develop a specification for an appropriate solution

Answer: D (LEAVE A REPLY)

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: 9

A type of exercise where participants can explore relevant issues and walk through plans in a low-pressure environment is a:

- A. Scenario exercise
- B. Simulation exercise
- C. Investigative exercise
- D. Discussion-based exercise

Answer: D (LEAVE A REPLY)

In CBCI 7.0 (aligned with GPG 7.0 practice), Validation includes exercising and testing to confirm that arrangements and plans work as intended and that people understand their roles. A discussion-based exercise is specifically designed as a low-pressure environment where participants talk through roles, decisions, and plan steps, often using a hypothetical situation to prompt discussion. This format is widely used to help teams explore issues, clarify responsibilities, and identify gaps without the cost, stress, or operational impact of a live simulation.

That is why option D is correct.

A scenario (table-top) exercise is often discussion-based, but the defining feature in the question is the exercise type that is explicitly low-pressure and walk-through in nature-this matches "discussion-based." A simulation exercise is typically more realistic and pressured (sometimes involving time compression, actual call-outs, or technical failover), and therefore not the best match. "Investigative" is not the standard label for this low-pressure walk-through category in common BC exercise groupings. Discussion-based exercises are often used early to build confidence and validate understanding before moving to more demanding exercise types.

NEW QUESTION: 10

Which of the following is NOT part of the process to implement solutions to resume business operations?

- A. Ensuring alignment with the response structure and plans
- B. Providing training for users of solutions and support staff
- C. Updating the Activities Business Impact Analysis (BIA) to take into account the effect of the solutions on priority activities
- D. Complying with the organization's project management procedures

Answer: C (LEAVE A REPLY)

While the Activities BIA informs the development of solutions, updating the BIA is not part of the solution implementation process itself. The CBCI 7.0 course explains that implementing solutions focuses on ensuring that operational plans, training, and governance are aligned and effectively deployed. Training equips personnel to use and support new solutions properly. Compliance with project management processes ensures structured, controlled implementation. The BIA is a foundational analysis tool and is typically reviewed or updated separately during scheduled risk and impact assessments rather than during solution implementation. Conflating BIA updates with implementation may confuse strategic assessment with operational execution.

Reference: CBCI 7.0 Study Guide, Module 5: Implementation and Maintenance, pages 96-99.

NEW QUESTION: 11

An activity strategy that requires a change to an established way of operating and which provides acceptable outcomes for a limited time during a disruption is known as:

- A. Segmenting
- B. A workaround
- C. Sampling
- D. A replication solution

Answer: B (LEAVE A REPLY)

Within CBCI 7.0 solution thinking, not every recovery approach is a "like-for-like replacement." Many continuity strategies use temporary ways of working that keep priority delivery going at an acceptable level until normal capability is restored. A workaround is exactly that: a time-limited, alternate method that changes the usual operating approach but still produces acceptable outcomes during disruption (for example, switching to manual steps, simplified service, alternative approval routes, or temporary routing of work). This concept is commonly reflected in continuity procedures that instruct teams to "invoke manual / alternative workarounds" when normal utilities or systems are unavailable- highlighting that workarounds are purposeful, temporary operating methods used during disruption.

"Replication solution" implies engineered redundancy (often higher cost) rather than a temporary change in working. "Segmenting" and "sampling" are not standard BC terms for temporary operational changes to sustain delivery. Therefore, the correct answer is B: a workaround.

NEW QUESTION: 12

When developing a response structure for an organization, the process should include:

- A. Consulting with customers and suppliers on the requirements for the structure
- B. Ensuring that appropriate and competent individuals are assigned to leadership roles in the structure
- C. Advising department heads that department structure will have to change to match the proposed response structure
- D. Implementing a supporting performance management system in the organization to ensure that all managers and personnel are complying with the new requirements

Answer: B (LEAVE A REPLY)

A response structure must work under pressure, with clear leadership, decision rights, and coordination across incident management, crisis management, and recovery teams. In PP5 (Enabling Solutions), organizations embed agreed solutions by establishing response arrangements and plans that can actually be executed during disruption; that requires putting competent individuals into key leadership roles so decisions are timely, coordinated, and aligned to priorities.

Option B is therefore the correct inclusion in the process: ensure appropriate and competent individuals are assigned to leadership roles. Competence matters because leadership roles require situational assessment, escalation, communications, and resource prioritization-not just job titles.

Option A can be useful for specific dependencies (e.g., supplier coordination) but it is not a core requirement for designing the internal response structure. Option C is overly rigid: the response structure should integrate with existing management and operational structures where practical, rather than forcing wholesale reorganization. Option D (performance management) is not a prerequisite design step for response structures; it may support broader governance, but effective response depends first on clear roles, authority, and capable leadership.

NEW QUESTION: 13

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. Use language that is clear and easily accessible to all when producing documents, presentations or training materials
- B. Provide detailed explanations on all of the organization and set regular tests to ensure that personnel are taking sufficient interest

C. Ensure that attendance at meetings is recorded and reflected in the staff performance appraisals

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

Answer: A ([LEAVE A REPLY](#))

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.

NEW QUESTION: 14

Which of the following describes an operational plan?

A. Documented plans to protect people and property while supporting the recovery of the organization's prioritised activities

B. Documented procedures that are still in draft form as they have not yet been tested via exercises or actual incidents

C. Detailed information on any processes that have not been risk assessed by the organization and therefore present an increased risk

D. Pre-prepared information to facilitate the coordination of response activities when several different operational teams are involved

Answer: ([SHOW ANSWER](#))

Operational plans sit within Enabling Solutions (PP5) and are designed to support the continuity and recovery of prioritised activities at the departmental or specialist-service level (e.g., facilities, ICT, logistics), from the beginning of an incident through recovery and return to normal. They translate agreed continuity solutions and resource requirements into actionable procedures for operational teams.

Option A is the best description because it captures the operational intent: protect people/property (immediate operational control and safety) while enabling recovery of prioritised activities and services. Option D is closer to what BCI guidance describes as a tactical plan outcome-a coordination framework between strategic and operational teams-rather than an operational plan itself.

Option B confuses plan status (draft/untested) with plan type; an operational plan can be draft or validated, but that does not define it. Option C is about risk documentation, not operational recovery planning. Operational plans are therefore best represented by A.

NEW QUESTION: 15

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

- A.** The organization is performing at its optimum financial level
- 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 results of an external audit are justified in terms of internal evidence of Business Continuity achievements

Answer: [\(SHOW ANSWER\)](#)

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: 16

Which of the following describes the focus of the strategic team as part of a response structure?

- A.** Addressing issues and crises threatening the organization's viability and integrity
- B.** Dealing with the immediate effects of an incident by containing it where possible and managing direct consequences
- C.** Developing a step-by-step plan for managing the response to a physical disruption or incident
- D.** Consolidating information from the operational teams

Answer: **A** [\(LEAVE A REPLY\)](#)

In a response structure, teams operate at different levels to ensure fast operational action and effective executive decision-making. The strategic team (often the crisis management level) focuses on the organization-wide, high-impact decisions: protecting viability, reputation, governance obligations, and stakeholder confidence, and ensuring decisions align with organizational objectives under crisis conditions. This matches option A.

Option B describes the operational focus (containment, immediate consequence management) typically handled by incident/operational responders. Option D (information consolidation) is more aligned to tactical coordination and situational reporting between operational and strategic levels. Option C describes plan development work rather than the real-time strategic decision-making role during an incident.

BCI guidance emphasises that a response structure should be capable of dealing with many types of disruption and should include appropriate roles/teams so information is communicated quickly and accurately and decision-making is properly coordinated across levels. The strategic team's defining concern is enterprise survival and integrity, which is why A is correct.

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NEW QUESTION: 17

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.** Recruitment of additional personnel so that the organization always has access to surplus staff in case of an incident occurring
- D.** 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

Answer: (SHOW ANSWER)

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: 18

Which of the types of review that can be used to review a Business Continuity Management System (BCMS) can be described as being designed to provide independent assurance on a set of processes without confirming that the solutions adopted are necessarily correct?

- A. Internal audit
- B. Performance appraisal
- C. Post-incident review
- D. Quality assurance

Answer: A (LEAVE A REPLY)

An internal audit is designed to provide independent, objective assurance by evaluating the effectiveness of governance, risk management, and control processes. In a BCMS context, internal audit can assess whether BCMS processes (policy control, BIA/RA governance, plan management, exercising cadence, document control, corrective action tracking) are being followed and are effective as management controls. Importantly, internal audit's focus is typically on whether processes are adequate and working as intended—not on guaranteeing that the chosen continuity solutions are "the best possible" in an absolute sense. That matches the question's description: independent assurance on processes without necessarily confirming the adopted solutions are "correct." Performance appraisal is an HR tool, not independent assurance. Post-incident review captures learning from a real event and may include subjective performance insights, but it is not primarily an independent assurance mechanism. Quality assurance checks adherence to standards, but it is often not independent in the same formal way as internal audit. Therefore, A is the best answer.

NEW QUESTION: 19

Which of the following will determine the way that an organization uses Business Impact Analysis (BIA)?

- A. Consultation with internal and external stakeholders on their views of priorities and risks
- B. The size, complexity and type of organization
- C. The outcomes of exercises testing existing BC plans
- D. Feedback from risk management professionals

Answer: B (LEAVE A REPLY)

In CBCI 7.0 / GPG 7.0, BIA is a core Analysis technique, but it is not "one size fits all." The depth, method, and tooling used for BIA are determined primarily by the organization's size, complexity, and type, because these factors dictate how products/services are delivered, how many activities and dependencies exist, how centralized or distributed operations are, and how much formalization is needed to produce consistent outputs. The BCI GPG Lite explicitly notes that implementation should suit "organizational size and complexity," which directly applies to how BIA is performed (e.g., workshops vs. questionnaires, single-layer vs. multi-layer BIA, degree of consolidation, number of stakeholder groups involved). (thebci.org) Stakeholder consultation (A) provides valuable

input but doesn't "determine the way" BIA is used as strongly as organizational characteristics do. Exercise outcomes (C) inform validation and improvements, not the fundamental BIA approach. Risk management feedback (D) can help align approaches, but BIA design is primarily shaped by organizational structure and complexity. Therefore, B is correct.

NEW QUESTION: 20

Which of the following is NOT a way in which an organization can use exercise programs to ensure and validate supply chain continuity?

- A.** By including key suppliers in an internal exercise
- B.** By requiring suppliers to share evidence that recovery plans and exercise programs have been developed and implemented
- C.** By including a requirement in Service Level Agreements (SLAs) for suppliers to carry out exercise activities and share the outcomes
- D.** By conducting internal exercises to assess the impact of supply chain failures

Answer: [\(SHOW ANSWER\)](#)

While including key suppliers in internal exercises might seem beneficial, the CBCI 7.0 course highlights that external suppliers should be engaged in their own exercises, separate from the organization's internal exercises. Instead, validation of supply chain continuity is better achieved by requiring suppliers to develop and test their recovery plans independently and sharing outcomes. Contractual obligations such as those embedded in SLAs ensure suppliers maintain their own Business Continuity preparedness, while internal exercises focus on organizational responses to supply chain disruptions. Conducting internal exercises to assess impacts remains essential to understand dependencies and potential vulnerabilities without compromising exercise control.

NEW QUESTION: 21

Which of the following is demonstrated where an organization includes Business Continuity in induction processes and sets Business Continuity objectives for personnel?

- A.** The organization's approach to risk assessment
- B.** The organization's Business Continuity culture
- C.** The role of the Business Continuity professional
- D.** The use of validation

Answer: **B** [\(LEAVE A REPLY\)](#)

Embedding Business Continuity into induction and setting objectives for personnel clearly indicates a mature Business Continuity culture. The CBCI 7.0 course details that a strong culture is characterized by widespread awareness, commitment, and integration of Business Continuity principles into everyday activities. Including continuity in induction familiarizes new staff with the organization's resilience expectations, while individual objectives reinforce personal accountability. This cultural embedding supports sustainable

continuity practices and improves the likelihood of effective responses during disruptions. It reflects a proactive organizational mindset rather than isolated activities or roles.

NEW QUESTION: 22

Which of the following would NOT be taken into account when developing and drafting a Business Continuity policy?

- A.** Providing detailed background information in the introduction to the policy which explains, with examples, how the new approach will be different from past approaches
- B.** Setting expectations for how the BCMS will be operationalized
- C.** Using concise and straightforward language that is accessible to all personnel
- D.** Designing the policy to be appropriate to the type of organization and to reflect the culture and operating environment

Answer: A (LEAVE A REPLY)

The CBCI 7.0 course indicates that Business Continuity policies should be clear, concise, and focused on the organization's current continuity objectives and governance, rather than including detailed historical background or examples of past approaches. The policy is a guiding document that sets expectations and scope, written in accessible language tailored to the organization's culture and operating environment.

Extensive background details can dilute the clarity and purpose of the policy, making it less effective as a communication tool. Operationalization expectations and cultural appropriateness are key inclusions.

Reference: CBCI 7.0 Study Guide, Module 1: Policy Development, pages 15-18.

NEW QUESTION: 23

In your role as a Business Continuity (BC) professional you have submitted your company's first gap analysis to top management for their review and approval. The response is a decision not to address some gaps even though you had recommended some new strategies and solutions. The best course of action is to:

- A.** Request a meeting to further discuss the importance of the recommendations.
- B.** Recommend that the business pursues adjusted strategies and solutions that will partially close the identified gaps.
- C.** Search for ways to lower the cost of carrying out the recommendations.
- D.** Plan to resubmit the strategies and solutions during the validation phase.

Answer: B (LEAVE A REPLY)

Within CBCI 7.0 (aligned to the BCI GPG 7.0 model), Solutions Design is where strategies are selected that best meet the organization's continuity requirements while remaining viable and proportionate. Crucially, the outcomes of analysis (BIA/RA and any resulting gap picture) are used to highlight "gaps for top management to address or accept." If top management decides not to fully close certain gaps, the BC professional should treat this as a governance decision (risk/impact acceptance) and then work constructively to refine options that improve resilience within the constraints set by management. Recommending

adjusted strategies and solutions (option B) supports continual improvement without ignoring leadership's decision, and it keeps momentum by delivering partial risk reduction and capability uplift where feasible.

Option A may be appropriate if the decision appears uninformed, but it does not directly move the BCMS forward. Option C is only one possible input to adjustment (cost is not the only constraint). Option D misplaces the timing-validation tests what exists; it is not the stage to "re-pitch" unapproved solutions.

NEW QUESTION: 24

Size of the organization, the organization's culture and how people prefer to receive information are among the factors for the Business Continuity (BC) professional to consider when:

- A.** Developing an awareness strategy
- B.** Planning a live exercise
- C.** Developing plans
- D.** Designing solutions

Answer: (SHOW ANSWER)

CBCI 7.0 places strong emphasis on Embracing Business Continuity (PP2), which is centred on education and awareness to improve BC culture and build voluntary commitment. PP2 explicitly focuses on understanding "the mindset of an organization" and its existing culture before attempting to influence it, because culture affects how people engage with BC activities and how sustainable the programme will be. An effective awareness strategy must therefore be tailored to organizational context: in a large organization, you may need multiple channels and segmented messaging; in a smaller organization, more direct engagement may work better. Likewise, if the culture is siloed, messages may need different champions than in a collegiate culture. Finally, people's preferred information channels (briefings, intranet, video, manager cascades, social platforms, etc.) determine how awareness can realistically reach and influence the workforce. This is why these factors are most directly linked to developing an awareness strategy rather than to exercise planning, plan writing, or solution design.

NEW QUESTION: 25

Which of the following statements about an Activity Business Impact Analysis (BIA) is correct?

- A.** An Activity BIA ensures that all of the activities undertaken by an organization can continue as usual during a disruption and sets out a detailed plan to enable continuity
- B.** An Activity BIA determines the resources required to deliver the organization's prioritized products and services
- C.** An Activity BIA identifies risks to delivery activities and establishes strategies to either prevent risks arising or to mitigate their effects should they arise

D. An Activity BIA identifies and prioritizes the activities that deliver the most urgent products and services and determines the resources and dependencies required to enable continuity

Answer: ([SHOW ANSWER](#))

An Activity Business Impact Analysis (BIA) is a crucial component of the Business Continuity Management System (BCMS) that focuses on identifying and prioritizing the activities within the organization that contribute to delivering critical products and services. According to the CBCI 7.0 course, the Activity BIA maps out which activities are most urgent and vital, and it determines the necessary resources and interdependencies required to maintain or restore these activities following a disruption. This detailed understanding enables the organization to allocate resources effectively and design recovery strategies tailored to priority activities. Unlike a broad process or product BIA, the Activity BIA provides granular insights into operational components, ensuring continuity plans address practical recovery needs and dependencies.

Reference: CBCI 7.0 Study Guide, Module 3: Business Impact Analysis, pages 42-44.

NEW QUESTION: 26

Which of the following would be undertaken as part of the process to ensure the effective implementation of agreed Business Continuity (BC) solutions?

- A.** Announcing the changes that have been made on the organization's external website
- B.** Encouraging personnel to adapt solutions to suit their particular situation in order to engage them in the process
- C.** Ensuring alignment with response structure and plans
- D.** Checking that printed versions of procedures have been made available to all organization personnel

Answer: **C** ([LEAVE A REPLY](#))

In GPG 7.0, PP5 - Enabling Solutions is explicitly about implementing the agreed solutions from PP4 and ensuring they are usable when needed by developing the response structure and business continuity plans. The guidance stresses that enabling solutions means not only deploying technical or operational measures (e.g., extra data centres, back-up suppliers, alternative locations, training back-up staff) but also ensuring these solutions are supported by the response organization and response plans so they work as designed during an incident.

Therefore, the most correct implementation activity is ensuring alignment with response structure and plans (option C). If solutions are implemented without being embedded into the organization's response model, roles, procedures, and plan set, they may exist on paper or in technology but fail operationally when activated.

Option A is not a core implementation control. Option B undermines standardization and controlled design by encouraging uncontrolled variation. Option D may be useful in some environments, but "printed versions for all personnel" is not universally required and is less central than ensuring the solution is integrated into the response structure and plans.

NEW QUESTION: 27

When establishing a Business Continuity Management System (BCMS), engagement with stakeholders is important. Which of the following is NOT a reason for engaging with internal stakeholders?

- A. Existing policies and procedures may be relevant to the BCMS so early identification will reduce the risk for duplication of work
- B. Early collaboration with colleagues will engage them in the process and secure support for the ongoing development and implementation of the BCMS
- C. Engagement of stakeholders will reduce the potential for conflict at later stages of the programme
- D. Involving stakeholders will reduce the workload and responsibilities of the Business Continuity Professional as administrative activities can be delegated to other staff

Answer: D (LEAVE A REPLY)

While stakeholder engagement facilitates collaboration, reduces conflict, and helps identify relevant policies, it does not primarily serve to lessen the workload of the Business Continuity Professional by delegating administrative tasks. The CBCI 7.0 course clarifies that stakeholder involvement is about gaining support, expertise, and ownership rather than shifting administrative burdens. The Business Continuity Professional retains core responsibility for managing the BCMS, though collaboration supports efficient and effective program delivery.

NEW QUESTION: 28

Why is it important to establish governance for a Business Continuity Management System (BCMS)?

- A. To provide the foundation for further development, effective operation, support and continual improvement
- B. To monitor and review BC training programmes regularly to ensure that any skills gaps identified by the gap analysis are being addressed
- C. To ensure that different parts of the organization can take independent approaches to reflect their preferences and timelines
- D. To align the governance of the BCMS with the structure of the organization's business sector

Answer: A (LEAVE A REPLY)

BCMS governance exists to ensure the organization has clear direction, oversight, accountability, and decision-making for business continuity. In CBCI 7.0's PP1 focus, governance provides the structure for defining scope, setting policy and objectives, assigning roles, allocating resources, and ensuring the BCMS is operated and improved over time. Governance is therefore the foundation that enables consistent implementation and prevents BC from becoming fragmented or optional.

This aligns with internal audit/assurance concepts: effective governance is what allows an organization to evaluate and improve the effectiveness of risk management, control, and governance processes in a disciplined way-BCMS governance works similarly by ensuring BC processes are defined, owned, monitored, and improved.

Option B is too narrow (training is only one governance output). Option C contradicts BCMS intent-independent, inconsistent approaches create gaps and misalignment. Option D is irrelevant; governance must fit the organization's structure and objectives, not the "sector structure." Therefore, A is correct.

NEW QUESTION: 29

Which of the following is a factor to be taken into consideration when developing and using risk assessments?

- A.** Risk assessments will need to work undertaken during the Business Impact Analysis (BIA) to determine the products, services, and activities that need to be
- B.** The time that has elapsed since the last assessment of risks in order to maintain its currency
- C.** Risk assessments are primarily produced as information for regulators and auditors to provide evidence that the organization is monitoring and managing risks
- D.** Risk assessments are based on estimations of the likelihood and consequences of a risk occurring

Answer: D ([LEAVE A REPLY](#))

The CBCI 7.0 course explains that risk assessments fundamentally rely on evaluating the likelihood of risk occurrence and the consequences if they materialize. This probabilistic approach enables prioritization and treatment planning. Although risk assessments inform BIAs and regulatory compliance, their primary purpose is to analyze potential risks in terms of impact and probability to guide effective continuity strategies.

Currency (timeliness) is important but secondary to the quality of likelihood and consequence evaluations, which form the basis of all risk decisions.

Reference: CBCI 7.0 Study Guide, Module 3: Risk Assessment Fundamentals, pages 48-51.

NEW QUESTION: 30

When deciding whether or not to include a product or service in the initial scope of the Business Continuity Management System (BCMS), which of the following would be considered?

- A.** Financial value of the product or service to the organization
- B.** Consultation with, and feedback from, the organization's staff
- C.** How quickly and easily the product or service can be incorporated into the BCMS
- D.** Comparative approaches to the product or service taken by business competitors

Answer: ([SHOW ANSWER](#))

In CBCI 7.0 (aligned with BCI GPG 7.0), PP1 - Establishing a BCMS includes defining the scope of the BCMS as a foundational activity. Scoping decisions must be rational, risk-informed, and aligned to what the organization must protect to survive disruption-especially the delivery of its products and services and achievement of organizational objectives. Among the answer options, financial value is a legitimate scoping consideration because it directly relates to business objectives (income, margin, cashflow, contractual value, and critical revenue streams). A product/service that generates significant revenue or underpins strategic outcomes typically warrants inclusion, because disruption would quickly create unacceptable impacts and threaten viability. By contrast, consultation with staff is an important method for gathering inputs, but it is not, by itself, a primary criterion for deciding scope. "Ease of incorporation" is not good-practice justification for inclusion (scope is set by business need, not convenience). Competitor approaches may be interesting context, but scope should be determined by the organization's own objectives, obligations, and dependency landscape, not benchmarking alone.

NEW QUESTION: 31

Recovery solutions that support an alternate location strategy for physical infrastructure that can be made available within hours include:

- A.** Personnel working from home
- B.** Repurposing other work areas and facilities
- C.** Ordering, delivering and installing replacement equipment
- D.** Rebuilding and reconnecting utility feeds

Answer: B (LEAVE A REPLY)

An alternate location strategy for physical infrastructure focuses on providing usable workspace quickly when a primary site is unavailable. Solutions that can be available within hours typically rely on options the organization already controls-such as repurposing internal space (often described in continuity guidance as "displacement/budge-up," using other facilities, or relocating teams into existing sites). This is the most realistic "hours-scale" approach because it avoids procurement lead times and complex engineering dependencies.

Option B fits that model precisely: repurposing other work areas and facilities can be activated rapidly with basic logistics (access, seating, connectivity, and prioritization of critical teams).

Option A (working from home) can be a valid continuity strategy, but the question specifies physical infrastructure and an alternate location approach; remote working is not a physical alternate site solution in the same sense. Options C and D typically take longer than hours: ordering/installing equipment and rebuilding/reconnecting utilities involve supply chains, specialist work, and external dependencies. Therefore, B is the best answer.

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NEW QUESTION: 32

In relation to a disruption to activities, the Minimum Business Continuity Objective (MBCO):

- A.** Should be the Recovery Time Objective (RTO)
- B.** Should be attained either at the same time, or after, the RTO
- C.** Is the point identified in the risk assessment when risks have been successfully mitigated
- D.** Is the point set by top management for mobilizing response teams

Answer: B (LEAVE A REPLY)

The CBCI 7.0 course defines the Minimum Business Continuity Objective (MBCO) as the minimum level of services or outputs that must be maintained or restored to avoid unacceptable consequences. The MBCO is achieved either simultaneously with or after the Recovery Time Objective (RTO), as the RTO specifies when recovery should be complete for prioritized activities. MBCO sets a baseline for continuity, focusing on critical minimum outputs, rather than risk assessment milestones or managerial mobilization decisions. Understanding this sequencing supports realistic and measurable recovery planning.

NEW QUESTION: 33

In relation to maintaining a Business Continuity (BC) culture, the first few minutes of every Business Continuity (BC) workshop and presentation can be used by the BC professional to:

- A.** Allocate additional new BC responsibilities to participants
- B.** Reconnect participants to the organization and raise awareness of the benefits of protecting the organization from harmful disruptions
- C.** Demonstrate to participants how successful top management has been in addressing risks
- D.** Enable the BC professional to re-design procedures and solutions

Answer: B (LEAVE A REPLY)

GPG 7.0 positions Embracing Business Continuity (PP2) as intentionally improving BC culture by embedding BC into the organization-moving away from compliance enforcement and toward genuine understanding, ownership, and engagement. The opening minutes of workshops are a powerful culture tool: they set context ("why this matters"), connect

continuity to the organization's purpose, customers, obligations, and staff wellbeing, and reinforce that BC protects value and reduces harm. That is exactly option B.

Using the opening to allocate new responsibilities (A) can trigger resistance and anxiety, especially before establishing meaning and benefits. Option C risks becoming performative; culture is strengthened by shared purpose and participation, not by showcasing leadership success. Option D is not the purpose of the opening minutes; re-designing procedures belongs to technical workstreams, whereas workshops/presentations start best by aligning participants to the mission, priorities, and practical value of BC. This approach supports consistent messaging and helps build the shared mindset that PP2 aims for-so B is the best answer.

NEW QUESTION: 34

The purpose of a Business Continuity policy is to:

- A.** Initiate the development of an effective response structure in case of disruption to products or services within the scope of the Business Continuity Management System (BCMS)
- B.** Enable the Business Continuity professional to issue instructions to all on the changes that they will be required to make
- C.** Share the outcomes of a Business Impact Analysis with internal and external stakeholders
- D.** Establish shared understanding of the importance of a BCMS and its relevance to the organization

Answer: D (LEAVE A REPLY)

A Business Continuity policy acts as a foundational document that communicates the organization's commitment to Business Continuity and sets out its scope, objectives, and principles. The CBCI 7.0 course stresses that the policy fosters a shared understanding across the organization about the importance of the BCMS and ensures that personnel recognize its relevance to their roles. It does not specify operational details or mandate actions but guides governance and culture. The policy supports alignment of efforts and continuous improvement of the BCMS.

NEW QUESTION: 35

Which of the following is an indicator that top management is embracing Business Continuity?

- A.** Business Continuity is part of the organization's strategic planning and is reviewed regularly
- B.** The organization's health and safety risk assessments are recorded as required
- C.** The organization maintains full compliance with legal and regulatory requirements
- D.** The organization's Business Continuity operational plans are kept up to date

Answer: A (LEAVE A REPLY)

The CBCI 7.0 course identifies the integration of Business Continuity into the organization's strategic planning with regular reviews as a clear sign of top management's commitment. Strategic incorporation ensures Business Continuity is prioritized, resourced, and aligned with long-term objectives, reflecting leadership's recognition of its importance. Regular review cycles demonstrate ongoing engagement and responsiveness to changing risks. While legal compliance, health and safety management, and operational plan maintenance are important, they may occur without active leadership endorsement. True embracement requires embedding Business Continuity in strategic decision-making and organizational culture.

Reference: CBCI 7.0 Study Guide, Module 1: Leadership and Commitment, pages 23-26.

NEW QUESTION: 36

In relation to Business Continuity (BC) solutions, which of the following would be included in the procedure for communications with people outside of the organization during a disruption?

- A.** Clarification that all personnel have the responsibility of keeping social media information up to date and should treat this as a priority activity
- B.** Identification of the team, group or individual with the responsibility, authority and technical knowledge to deliver communications via each available method
- C.** Instruction that external communications should not take place until after the incident is over
- D.** Permission for communications personnel to make decisions on how the organization is represented in a crisis without prior agreement with top management

Answer: B (LEAVE A REPLY)

Enabling Solutions (PP5) is where agreed continuity solutions are made usable through response structures and plans-this includes defining how communications will work during disruption. Effective external communications procedures must be role-based and controlled: they should identify who is authorized to communicate, through which channels, and with what approvals-so messages are accurate, timely, and consistent. Option B reflects that good practice: naming the team/group/individual with the required responsibility, authority, and technical capability for each method (e.g., media statement, website updates, customer notifications, hotline, social media).

Option A is dangerous because it decentralizes messaging and increases the risk of conflicting or inaccurate public information. Option C is unrealistic-stakeholders often need updates during the incident (customers, suppliers, regulators, media), not after it ends. Option D removes governance and can create reputational and legal risk; crisis communications normally follow agreed principles, escalation, and approvals, with top management involved in high-impact messaging. Therefore, B is the correct procedural inclusion for communicating outside the organization during disruption

NEW QUESTION: 37

In order to ensure that priority is given to activities with the shortest Recovery Time Objectives (RTOs), strategies can:

- A. Include relevant extracts from the Business Impact Analysis (BIA)
- B. Highlight activities with short RTOs by categorising strategies by timeframe
- C. Include a risk assessment to identify the best treatment option
- D. Identify workarounds for all activities other than those with short RTOs

Answer: [\(SHOW ANSWER\)](#)

The CBCI 7.0 course highlights that categorizing strategies by timeframe is an effective method to ensure focus on activities with short RTOs. This approach visually and operationally segments recovery strategies, allowing the organization to prioritize resources and actions that address the most time-critical functions first.

Including BIA extracts supports understanding but is insufficient on its own. Risk assessments inform treatment choices but do not inherently prioritize by RTO.

Workarounds for non-priority activities are useful but are a secondary measure after prioritization. Categorizing by recovery time frames aligns operational focus with impact tolerances.

Reference: CBCI 7.0 Study Guide, Module 5: Solutions Development, pages 91-94.

NEW QUESTION: 38

Which of the following is NOT an activity that is undertaken as part of the governance of the Business Continuity Management System (BCMS)?

- A. Carrying out specific operational activities relevant to BCMS priorities
- B. Monitoring and evaluating the performance of the BCMS
- C. Supporting continual improvement to the BCMS
- D. Ensuring that the BCMS meets any related regulatory requirements

Answer: A [\(LEAVE A REPLY\)](#)

BCMS governance is about direction, oversight, and control-setting expectations, monitoring whether the BCMS is effective, and ensuring it remains fit for purpose. The BCI GPG 7.0 (Lite) highlights that a BCMS must operate and maintain processes and response structures while monitoring and reviewing performance and effectiveness, and using qualitative/quantitative measures to drive continual improvement. Governance also includes ensuring the BCMS aligns with external obligations such as relevant legal and regulatory requirements, because non-compliance can create unacceptable impacts and can influence priorities and recovery requirements.

What governance does not do is "run the recovery work" itself. Carrying out specific operational activities (e.g., restoring systems, relocating teams, executing step-by-step recovery tasks) is the role of operational teams and plan owners under the response structure, not BCMS governance. Governance ensures those operational capabilities exist, are resourced, and are validated-but it does not execute them day-to-day. Therefore,

option A is the activity that is not part of governance, while options B, C, and D are core governance responsibilities.

NEW QUESTION: 39

In order to ensure that priority is given to activities with the shortest Recovery Time Objectives (RTOs), strategies can:

- A.** Include relevant extracts from the Business Impact Analysis (BIA)
- B.** Highlight activities with short RTOs by categorising strategies by timeframe
- C.** Include a risk assessment to identify the best treatment option
- D.** Identify workarounds for all activities other than those with short RTOs

Answer: B ([LEAVE A REPLY](#))

The CBCI 7.0 course highlights that categorizing strategies by timeframe is an effective method to ensure focus on activities with short RTOs. This approach visually and operationally segments recovery strategies, allowing the organization to prioritize resources and actions that address the most time-critical functions first. Including BIA extracts supports understanding but is insufficient on its own. Risk assessments inform treatment choices but do not inherently prioritize by RTO. Workarounds for non-priority activities are useful but are a secondary measure after prioritization. Categorizing by recovery time frames aligns operational focus with impact tolerances.

NEW QUESTION: 40

Analysing information about how an organization has responded to incidents, including engagement with those impacted and its approach to responsibility, can provide insight into the organization's:

- A.** Culture
- B.** Business targets
- C.** Business plan
- D.** Structure

Answer: (SHOW ANSWER)

Understanding an organization's response to incidents-particularly how it engages with affected parties and manages accountability-offers a window into its organizational culture. Culture reflects shared values, beliefs, and behaviors within an organization, influencing how risks are perceived and managed. The CBCI 7.0 course emphasizes that a strong Business Continuity culture ensures personnel are proactive in managing disruptions and responsible for their roles in response plans. Analysing incident responses reveals this underlying culture by showing commitment levels, openness to learning, and responsibility allocation, which collectively shape resilience. This insight is crucial because culture directly affects the effectiveness of the Business Continuity Management System (BCMS), as a positive culture fosters cooperation and adherence to continuity plans, while a weak culture may reveal gaps in preparedness and commitment.

Reference:CBCI 7.0 Study Guide, Module 2: Understanding Organizational Context and Culture, pages 35-38.

NEW QUESTION: 41

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

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

Answer: (SHOW ANSWER)

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: 42

Which of the following should be included in a post-incident review of a Business Continuity Management System (BCMS)?

- A.** Information from those involved in the event and also from those involved in the response and recovery activities.
- B.** Consideration of responsibility and allocation of accountability for errors made either before or during the incident.
- C.** A review of the BCMS implementation and an action plan for improvement.
- D.** Information from a related audit report.

Answer: A (LEAVE A REPLY)

In GPG 7.0's Validation practice (PP6), a post-incident review is emphasised as a way to evaluate response and recovery efforts and determine the extent to which "plans, capabilities, and competencies met the business continuity requirements." To do that credibly, the review must capture factual, first-hand evidence from the people who

experienced the incident and those who executed the response and recovery-what happened, what decisions were made, what worked, what didn't, and why. That is exactly what option A provides.

Option B shifts the review into blame allocation, which undermines the constructive learning mindset that validation aims to build (identify strengths and improvements positively). Option C contains a desirable outcome (an improvement plan), but the question asks what should be included in the post-incident review itself; without structured input from participants, improvement actions become speculative. Option D (audit reports) can be a useful reference, but it is not the defining content of a post-incident review of actual response/recovery performance.

NEW QUESTION: 43

An effective response structure includes:

- A.** Unlimited access to financial resources during a disruption
- B.** Knowledge of when key suppliers and external stakeholders should be notified and included in the response
- C.** Flexibility to change policies and procedures during a disruption without consulting top management
- D.** Personnel in place to assess and measure the performance of responders during a disruption

Answer: (SHOW ANSWER)

According to the CBCI 7.0 course, an effective response structure must incorporate clear protocols for timely notification of key suppliers and external stakeholders. This ensures coordinated response efforts and mitigates cascading impacts. Unlimited financial access is unrealistic and can lead to mismanagement. Changes to policies require governance and cannot be unilaterally made during disruptions. While performance measurement is important, notification protocols are fundamental to structured, controlled, and communicative response efforts.

NEW QUESTION: 44

Which of the following explains the value that can be added when personnel embrace Business Continuity rather than seeing it as something embedded in their job role?

- A.** Personnel complete tasks as instructed within the time allocated
- B.** Personnel are aware of Business Continuity and attend meetings if required to
- C.** Personnel feel committed to Business Continuity and ensure that their tasks are completed promptly and with attention to detail
- D.** Personnel view Business Continuity as additional requirements which demand further training

Answer: C (LEAVE A REPLY)

Personnel who genuinely embrace Business Continuity demonstrate commitment beyond compliance, proactively ensuring tasks related to continuity are completed promptly and

with thoroughness. The CBCI 7.0 course stresses that this attitude leads to better preparedness, reduces risks, and enhances recovery capabilities, driving organizational resilience. Merely attending meetings or completing tasks as instructed reflects minimal engagement, whereas embracing continuity fosters ownership and accountability.

NEW QUESTION: 45

Which of the following factors affects the way in which an organization selects and combines the different types of Business Impact Analysis (BIA)?

- A.** The outcomes of an organization's risk assessment to determine which part of the organization is at greatest risk
- B.** The scope of the Business Continuity Management System (BCMS)
- C.** The outcomes of a gap analysis to identify where there is greatest need for Business Continuity capability to be improved
- D.** Consultation with internal and external stakeholders on the extent of analysis that is required

Answer: [\(SHOW ANSWER\)](#)

The CBCI 7.0 course explains that the scope of the BCMS is the primary factor influencing the selection and combination of BIA types (e.g., activity, product, or process BIAs). The scope defines which organizational units, activities, and resources are covered, thereby guiding the level and focus of impact analysis. While risk assessments, gap analyses, and stakeholder consultations inform aspects of BCMS development, they do not determine the BIA methodology as directly as the defined scope. Aligning BIAs to scope ensures consistency and resource-effective analysis.

NEW QUESTION: 46

After all Business Impact Analyses (BIAs) have been completed, a consolidated analysis is carried out and a report is written to document the results. What is the purpose of this?

- A.** For review by all BIA participants
- B.** For submission to top management for final approval
- C.** For planning an exercise
- D.** For internal audit

Answer: **B** [\(LEAVE A REPLY\)](#)

The CBCI 7.0 course highlights that the consolidated BIA report, combining all individual BIAs, serves as a key governance document submitted to top management for review and approval. This final approval confirms that management understands the criticality of prioritized activities, recovery objectives, and resource requirements. It enables informed decision-making regarding resource allocation, strategy development, and risk treatment. While BIA participants, auditors, and exercise planners use the report, top management's endorsement is critical for organizational commitment and effective BCMS progression. Reference: CBCI 7.0 Study Guide, Module 3: Business Impact Analysis and Reporting, pages 50-54.

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NEW QUESTION: 47

When developing a new response structure, how should the Business Continuity professional proceed where a pre-existing structure is already in place?

- A.** All pre-existing teams and plans should be stood down immediately to prevent confusion or mixed loyalties as the new structure and plans are developed
- B.** Teams and roles responsible for pre-existing plans should be assessed and, where appropriate, aligned and incorporated into the new structure with training provided
- C.** All previous personnel and plans should be adopted without change in order to ensure continuity of approach, streamlining of costs and to encourage team members to embrace Business Continuity
- D.** Personnel with existing roles should automatically be provided with senior roles in the new structure and provided with authority to change the new solutions that have been agreed by drawing on their previous experience

Answer: B (LEAVE A REPLY)

The CBCI 7.0 course recommends a pragmatic approach where existing teams and roles are evaluated and, where appropriate, integrated into the new response structure. This ensures continuity, leverages existing expertise, and minimizes disruption. Providing training helps align personnel with new expectations and structures, supporting a smooth transition. Immediate disbanding risks loss of knowledge and confusion, while uncritical adoption or automatic promotion can entrench outdated practices or create governance challenges. Careful assessment and deliberate integration preserve organizational memory while enabling improvement.

Reference: CBCI 7.0 Study Guide, Module 2: Response Structures and Governance, pages 78-81.

NEW QUESTION: 48

During the process of strategy determination as part of solutions design, the Business Continuity (BC) professional should consider and select solutions to deliver agreed strategies in partnership with the:

- A.** Finance director
- B.** Department representative

C. Relevant product, activity or resource owner

D. Incident response team leader

Answer: C (LEAVE A REPLY)

Solutions Design (PP4) turns requirements from Analysis into practical strategies and solutions (for people, premises, technology, information, suppliers, etc.). Selecting workable solutions requires collaboration with the stakeholders who own the product/service delivery, activities, and critical resources, because they understand operational constraints, dependencies, performance expectations, and what "minimum acceptable capacity" really means in practice. This is reinforced by the CBCI module outline for PP4, which includes selecting strategies/solutions and mitigating unacceptable risks/single points of failure-work that depends on detailed operational input from owners. The finance director may advise on affordability, but is not the primary partner for solution design decisions. A "department representative" is vague and may not have authority/knowledge of the specific priority activity or resource. Incident response team leaders focus on incident-time coordination, not necessarily on designing recovery capabilities. Therefore, partnering with the relevant product, activity, or resource owner (option C) is best practice and delivers solutions that are realistic, maintainable, and actually executable during disruption.

NEW QUESTION: 49

When defining the scope of the Business Continuity Management System (BCMS), which one of the following is true?

A. Scope should take into consideration all external suppliers and customers

B. Once the scope is defined, it remains static until completion of the BCMS development process

C. The scope provides a clear understanding of areas of the organization covered by the BCMS and those not covered

D. The scope sets out the high-level principles which underpin the organization's approach to BC

Answer: C (LEAVE A REPLY)

In PP1 (Establishing a BCMS), defining scope is a foundational activity because it sets clear boundaries for what the BCMS applies to and what it does not. Good practice requires a scope statement that makes coverage explicit (e.g., products/services, sites, functions, legal entities, interfaces, and exclusions) so stakeholders understand the BCMS's intended reach and so analysis and solutions design are directed appropriately. The GPG 7.0 Lite highlights that BCMS development includes developing the scope and policy, and it emphasizes continual improvement and review-implying scope may need review when organizational context changes. (thebci.org) Option C captures the definition accurately: scope clarifies what is covered and not covered. Option A is too absolute; you consider relevant suppliers/customers, but scope does not automatically include "all." Option B is incorrect because scope is reviewed as the organization changes (mergers,

delivery model changes, regulatory change). Option D describes the policy, not the scope. Therefore, C is the correct statement.

NEW QUESTION: 50

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

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

Answer: D ([LEAVE A REPLY](#))

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: 51

When developing an exercise programme, it is important to include:

- A.** All employees of the organization
- B.** Only members of the response team
- C.** Only Business Continuity (BC) professionals
- D.** Everyone with a role in a team relevant to the scenario being exercised

Answer: ([SHOW ANSWER](#))

In CBCI 7.0, exercising sits within Validation (PP6) and is used to confirm that plans, procedures, and response structures can achieve the objectives set by the BC policy and BCMS requirements. An exercise programme must therefore be designed around the scenario and the capabilities being validated-meaning the correct participants are those who would actually perform roles during that type of disruption (strategic decision-makers, incident/crisis team roles, operational recovery leads, communications, IT/service owners, and key support functions), plus any dependent parties as needed.

That is exactly what option D states: include everyone with a role in a team relevant to the scenario being exercised. Including all employees (A) is unnecessary and often counterproductive; awareness activities can target all staff, but exercises should be role-based and objective-led. Including only the response team (B) excludes essential recovery and support roles that are frequently critical to product/service restoration. Including only

BC professionals (C) turns an organizational capability test into a specialist discussion and fails to validate real execution.

NEW QUESTION: 52

Reading the organization's mission statement, annual reports, corporate social media accounts, or newsletters can contribute to building a better understanding of the organization's:

- A. Business Continuity Management System (BCMS)
- B. Emergency Response Strategy
- C. Culture
- D. Crisis Communication plan

Answer: C (LEAVE A REPLY)

In CBCI / BCI Good Practice Guidelines (GPG) Edition 7.0, Embracing Business Continuity (PP2) is centred on strengthening business continuity culture by building genuine understanding and commitment across the organization-not just "policy compliance." A practical starting point is learning how the organization thinks and behaves: its purpose, priorities, values, and the way it communicates internally and externally. Mission statements and annual reports typically explain organizational purpose, strategic intent, and leadership messaging; newsletters and corporate social media often reveal behaviours, tone, informal norms, and what the organization chooses to celebrate or emphasise. This helps the BC professional understand the "mindset of an organization" and where the BC culture currently sits, which is necessary before influencing and improving it.

This aligns with the GPG/ISO view of organizational culture as the shared values, attitudes, and behaviours shaping the social and psychological environment in which the organization operates.

NEW QUESTION: 53

Which of the following is NOT part of the process to implement solutions to resume business operations?

- A. Ensuring alignment with the response structure and plans
- B. Providing training for users of solutions and support staff
- C. Updating the Activities Business Impact Analysis (BIA) to take into account the effect of the solutions on priority activities
- D. Complying with the organization's project management procedures

Answer: C (LEAVE A REPLY)

While the Activities BIA informs the development of solutions, updating the BIA is not part of the solution implementation process itself. The CBCI 7.0 course explains that implementing solutions focuses on ensuring that operational plans, training, and governance are aligned and effectively deployed. Training equips personnel to use and support new solutions properly. Compliance with project management processes ensures

structured, controlled implementation. The BIA is a foundational analysis tool and is typically reviewed or updated separately during scheduled risk and impact assessments rather than during solution implementation. Conflating BIA updates with implementation may confuse strategic assessment with operational execution.

NEW QUESTION: 54

Which of the following statements best describes the relationship between Business Continuity strategies and solutions?

- A.** Strategies align to the direction set out in the Business Continuity policy whilst solutions address the outlined objectives in the Business Continuity Management System (BCMS)
- B.** Strategies are based on the outcomes of the Business Impact Analysis (BIA) whereas solutions are based on the outcomes of the risk assessment
- C.** Strategies are high-level approaches for meeting the organization's Business Continuity requirements whereas solutions detail how the strategies will be implemented
- D.** Strategies focus on the methods and procedures for business as usual activities whereas solutions focus on the treatments and actions to minimize risks

Answer: C (LEAVE A REPLY)

According to CBCI 7.0, strategies represent the high-level approaches that define how the organization will maintain or recover critical operations, aligned with Business Continuity requirements identified through BIAs and risk assessments. Solutions, on the other hand, are the specific, detailed methods and resources deployed to implement these strategies effectively. Strategies set the direction, while solutions translate these into practical capabilities such as alternate site arrangements, backup systems, or communication plans. Distinguishing strategies from solutions clarifies planning and execution responsibilities within the BCMS.

Reference: CBCI 7.0 Study Guide, Module 5: Solutions Design, pages 88-90.

NEW QUESTION: 55

The purpose of establishing a response structure is to:

- A.** Build BC awareness
- B.** Ensure the organization has teams in place for responding to an incident regardless of its cause
- C.** Provide a visual reference for BC roles and responsibilities
- D.** Promote close alignment with the existing chains of command and responsibilities

Answer: B (LEAVE A REPLY)

Under CBCI 7.0, response structure development sits in Enabling Solutions (PP5) because it makes the BCMS operational: it defines who responds, how they coordinate, and how decisions and recovery actions are managed during disruption. The core purpose is to ensure the organization has the right teams and role-holders in place to respond to incidents regardless of cause—since BC response structures are typically "all-hazards," designed to manage disruption impacts whether triggered by technology failure, supplier

outage, facility loss, cyber incident, or other events. (ready.gov) Option C (visual reference) can be a helpful output (e.g., org charts), but it is not the purpose. Option D (alignment with existing chains of command) is often desirable to reduce confusion, but again it is a design principle rather than the fundamental purpose. Option A (awareness) is part of culture/communications work (PP2), not the main reason a response structure exists. Therefore, B best matches the BCMS intent: ensure teams and roles exist to respond effectively to incidents and coordinate recovery.

NEW QUESTION: 56

Which of the following elements would NOT be validated by an exercise?

- A.** The availability of key information when required
- B.** The design and effectiveness of the business impact analysis process
- C.** The effectiveness and usability of relevant procedures
- D.** The reliability of systems and equipment

Answer: (SHOW ANSWER)

Exercises focus on validating the practical elements of Business Continuity arrangements, including the availability of key information, usability of procedures, and reliability of systems and equipment under simulated conditions. The CBCI 7.0 course clearly distinguishes that the business impact analysis (BIA) process itself is a planning and analysis activity, not a response function, and therefore is not subject to validation through exercises. BIAs are validated through reviews and audits rather than operational testing. Exercises are designed to test response and recovery capabilities, communication flows, and system robustness in real-time or simulated disruptions. Validating the BIA design requires analytical review, stakeholder engagement, and continuous improvement processes, which occur separately from exercises. This differentiation ensures that exercises focus on operational readiness rather than procedural design.

Reference: CBCI 7.0 Study Guide, Module 6: Exercising and Validation, pages 115-117.

NEW QUESTION: 57

In relation to the care and wellbeing of staff during an incident, which of the following would NOT be an immediate requirement for the People and Culture Management team?

- A.** Accounting for the personnel on the site where the incident has occurred
- B.** Being able to contact personnel and their family members
- C.** Assigning responsibilities to staff who are working away from the site to enable recovery activities to commence
- D.** Enabling access to physical care if needed

Answer: C (LEAVE A REPLY)

During an incident, immediate people-related requirements prioritize life safety, welfare, and accountability. In BC response structures, People/HR (often called People & Culture) typically focuses first on confirming who is affected, ensuring personnel are safe, supporting access to medical/physical care, and establishing reliable communications with

staff and (where appropriate) family members. These actions reduce harm and enable leadership to make accurate decisions about escalation and support. This aligns with crisis/incident management good practice where "accounting for people" and welfare support are immediate priorities before broader recovery work is initiated. (ready.gov) Option C-assigning recovery responsibilities to staff away from the site-is important for recovery enablement, but it is not an immediate care/wellbeing requirement. It belongs more to operational recovery coordination and plan activation once the immediate safety picture is understood. Options A, B, and D are directly tied to immediate welfare: confirm personnel status, contact and support staff/families, and enable access to care. Therefore, C is the correct "NOT immediate requirement" for the People and Culture Management team when the focus is specifically care and wellbeing.

NEW QUESTION: 58

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

Answer: C (LEAVE A REPLY)

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.

NEW QUESTION: 59

During a discussion-based exercise, the exercise facilitator is notified of a threat that could compromise participant safety. The facilitator's next step will be:

- A.** Begin gathering more details about the situation
- B.** Use a pre-determined code word to notify all participants of suspension of the exercise
- C.** Call a short break to allow time to determine how to proceed
- D.** Continue with the exercise unless otherwise notified

Answer: B (LEAVE A REPLY)

Participant safety is paramount during all exercises. The CBCI 7.0 course mandates that facilitators use pre-determined code words or signals to immediately and discreetly communicate the suspension of an exercise if a real threat to safety emerges. This protocol ensures that all participants receive a clear, consistent message to halt activities without causing panic or confusion. Gathering more details or calling a break delays decisive action and risks exposure. Continuing the exercise despite threats is unacceptable and breaches duty of care.

Pre-established emergency communication protocols allow swift, safe responses that prioritize participant well-being above all else.

Reference: CBCI 7.0 Study Guide, Module 6: Exercising and Validation, pages 122-124.

NEW QUESTION: 60

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.** Use language that is clear and easily accessible to all when producing documents, presentations or training materials
- B.** Provide detailed explanations on all of the organization and set regular tests to ensure that personnel are taking sufficient interest
- C.** Ensure that attendance at meetings is recorded and reflected in the staff performance appraisals
- D.** Send all information via email or the intranet on the assumption that this will be everyone's preferred, and most convenient, form of communication

Answer: A (LEAVE A REPLY)

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: 61

Which of the following is NOT a critical requirement for an effective response structure?

- A.** A plan to communicate with internal and external interested parties
- B.** The number and type of teams required by the organization
- C.** A plan to exercise the escalation and response
- D.** Guidance on when regulators should be notified and be included in the response

Answer: (SHOW ANSWER)

While communication plans, team structure, and exercising escalation and response are essential for an effective Business Continuity response structure, specific guidance on regulator notification, although important, is not typically considered a core structural element. The CBCI 7.0 course outlines that regulatory communications are usually integrated within communication plans but are not a standalone requirement for response structures. The focus remains on establishing clear roles, responsibilities, and communication mechanisms.

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NEW QUESTION: 62

An example of regularly planned ongoing maintenance of the Business Continuity Management System (BCMS) is:

- A.** Performing a check of backup equipment at the alternate site on a monthly basis
- B.** Taking corrective actions to revise the Business Continuity plan after an actual incident
- C.** Examining with department heads the performance of their systems following near misses
- D.** Making changes to the evacuation procedures after an emergency building evacuation demonstrates the procedures include unexpected risks

Answer: A (LEAVE A REPLY)

The CBCI 7.0 course highlights that regularly scheduled maintenance activities, such as monthly checks of backup equipment, are essential for ensuring that Business Continuity resources remain operational and ready for use. Such preventative maintenance helps detect failures before incidents occur, supporting system reliability. While corrective actions and reviews following incidents or near misses are important, ongoing, planned maintenance is the proactive foundation of system resilience. Evacuation procedure changes are reactive and part of continual improvement, but routine equipment checks represent essential planned maintenance.

NEW QUESTION: 63

Which method of measuring culture requires periodic checks to determine the percentage of the organization's personnel currently covered by existing Business Continuity culture initiatives?

- A.** Unstructured observation

- B. Culture index
- C. Behavioural consistency
- D. Business Continuity awareness

Answer: (SHOW ANSWER)

The CBCI 7.0 course identifies Business Continuity awareness measurement as a method involving regular assessments of personnel engagement levels with Business Continuity culture initiatives. Periodic checks gauge how many employees have been reached by awareness programs, training, and communications. This quantitative approach provides tangible data on the penetration of continuity culture across the organization, informing areas needing focus or improvement. Unlike unstructured observations or broader culture indices, awareness measurement specifically targets the spread and effectiveness of Business Continuity messaging and understanding.

Reference: CBCI 7.0 Study Guide, Module 4: Measuring and Developing Culture, pages 72-75.

NEW QUESTION: 64

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

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

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: 65

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.** Consult with personnel to determine preferred ways of working in different departments
- C.** Consider the potential recovery strategies and solutions that may be implemented
- D.** Ensure that the process includes an external communications procedure

Answer: ([SHOW ANSWER](#))

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: 66

Which of the following is a way to ensure that personnel remain committed to Business Continuity and to protecting the organization from the effects of disruption?

- A.** Holding annual assessments of Business Continuity knowledge and understanding and setting minimum pass standards which personnel must meet
- B.** Making it a disciplinary offence for personnel to miss relevant Business Continuity meetings and training events
- C.** Including Business Continuity as part of the introduction to meetings and events in order to strengthen and maintain the relationship between personnel and the organization
- D.** Providing updates on Business Continuity activities via the intranet which personnel can find and read if they are interested

Answer: **C** ([LEAVE A REPLY](#))

To foster commitment, Business Continuity must be embedded in the daily organizational culture, not merely treated as an administrative requirement or compliance exercise. The CBCI 7.0 course highlights that including Business Continuity topics in the introductions to meetings and events encourages ongoing dialogue and reinforces its importance. This practice nurtures a sense of shared responsibility and engagement, which is more effective than punitive measures or passive communication. Embedding Business Continuity in routine interactions helps personnel internalize its significance, promotes continual awareness, and strengthens their relationship with the organization's resilience goals. This proactive, inclusive approach ensures commitment is sustained over time, improving response effectiveness during disruptions.

Reference: CBCI 7.0 Study Guide, Module 4: Developing a Business Continuity Culture, pages 65-68.

NEW QUESTION: 67

A Products and Services Business Impact Analysis (BIA) would NOT be used:

- A.** To confirm or modify the scope of the Business Continuity Management System (BCMS)
- B.** To determine the impact of a disruption pertaining to a significant change in business operations
- C.** By top management to prioritise products and services
- D.** To identify the likelihood and consequences of specific threats to a priority product

Answer: D (LEAVE A REPLY)

In CBCI 7.0 / BCI GPG 7.0, the Analysis practice (PP3) clearly separates two techniques: Business Impact Analysis (BIA) and Risk Assessment. The BIA estimates the impacts of disruption over time to determine response/recovery priorities and resource requirements, while risk assessment analyses relevant risks to prioritised activities (i.e., threats, vulnerabilities, points of failure).

A Products & Services BIA is a strategic-level BIA used to understand which products and services matter most, the impacts if they are disrupted, and therefore supports decisions such as prioritisation and even clarifying/adjusting BCMS scope at a high level. It can also be used when major operational change occurs to re-check disruption impacts and priorities.

However, identifying the likelihood and consequences of specific threats is the role of risk assessment, not the Products & Services BIA. The question's wording ("likelihood and consequences of specific threats") matches risk assessment language, so option D is the one the Products & Services BIA would NOT be used for.

NEW QUESTION: 68

A key difference between "embedding" and "embracing" Business Continuity (BC) is that:

- A.** Embedding is focused on mandating and enforcing compliance whereas embracing is aimed at creating a greater understanding of the reason why BC is needed through cultural change
- B.** Embedding is mandated by top management within the BCMS whereas embracing is designed and implemented by operational teams
- C.** Embedding is only relevant for organizations that are new to BC whereas embracing should only be undertaken in organizations with well-established BCMS
- D.** Embedding relies on commitment from personnel whereas embracing is mandated and incorporates strict discipline

Answer: A (LEAVE A REPLY)

CBCI 7.0 explicitly covers "the difference between embracing and embedding business continuity." In BCI's messaging around GPG 7.0, the change to "embracing" reflects a shift from a compliance-heavy mindset toward building understanding, belief, and culture, so people know why BC matters and behave accordingly.

Option A best captures this: "embedding" is commonly associated with making BC part of routines through processes and requirements (often interpreted as compliance enforcement), while "embracing" focuses on the cultural and behavioural commitment that makes BC sustainable and meaningful.

Options B-D misstate ownership and maturity. Embracing is not only an operational-team activity; it needs leadership sponsorship and organization-wide participation. It is also relevant at any maturity level, and it is not fundamentally about mandating strict discipline- rather it is about creating shared understanding and engagement.

NEW QUESTION: 69

A strategic plan:

- A.** May be supported by a separate crisis communications plan
- B.** Should identify viable options to coordinate efforts of the operational teams
- C.** Should contain procedures for responding to emergencies, including threats to life, or the environment
- D.** May contain procedures for coordinating the transportation of personnel to alternate facilities

Answer: A (LEAVE A REPLY)

Strategic plans set the overarching framework and objectives for Business Continuity and are often supported by separate tactical or crisis communication plans tailored to communication needs during disruptions. The CBCI 7.0 course clarifies that while strategic plans guide overall responses, detailed emergency procedures and logistics coordination typically reside in operational or tactical plans, ensuring clarity and focus at different planning levels.

Reference: CBCI 7.0 Study Guide, Module 5: Solutions Design and Planning, pages 100-103.

NEW QUESTION: 70

Which of the following statements about embracing Business Continuity is correct?

- A.** Embracing Business Continuity is relevant only to top management as other personnel are required to comply with tasks in their role description
- B.** Embracing Business Continuity can be described as a corporate mandate driven by policy
- C.** Embracing Continuity is where personnel commit to Business Continuity because they believe that is necessary to protect the organization and its interested parties
- D.** Embracing Business Continuity is a culture that exists separately from the organization's culture

Answer: C (LEAVE A REPLY)

The CBCI 7.0 course defines embracing Business Continuity as a cultural commitment by personnel who recognize the importance of Business Continuity in protecting organizational interests. It goes beyond policy mandates or role compliance and reflects

genuine belief and ownership. Embracing Business Continuity is integrated with the broader organizational culture rather than existing separately. This deep commitment improves resilience and the effectiveness of continuity efforts at all levels.

Reference: CBCI 7.0 Study Guide, Module 4: Business Continuity Culture, pages 65-68.

NEW QUESTION: 71

Establishing governance for a new Business Continuity Management System (BCMS) is an iterative process because:

- A.** The roles, responsibilities and accountabilities for the BCMS can only be fully defined after the first validation exercise has been completed.
- B.** The organization may not fully understand all of the roles, responsibilities and authorities required to operate the BCMS in the early stages of development and may need to revise them over time.
- C.** The governance structure needs to be approved by the organization's Board and this is often a time-consuming process.
- D.** Those who have been assigned BCMS roles and responsibilities have to undergo training and assessment over time.

Answer: (SHOW ANSWER)

CBCI 7.0 emphasizes that establishing and operating a BCMS is not static; it is "an iterative journey of continual improvement over time." Governance-roles, responsibilities, accountabilities, and authorities-must therefore mature as the organization learns what is required to run the BCMS effectively across policy, analysis, solutions, enablement, and validation. Early in development, organizations often start with a high-level governance model and then refine it as scope, priorities, dependencies, and response structures become clearer through BIA/RA outputs, strategy decisions, and early plan development. This is why option B is correct: the organization may not fully understand all governance requirements at the beginning and must revise them over time.

Option A is too narrow: governance refinement does not depend solely on completing a first exercise; it evolves throughout implementation. Option C may be true in some organizations, but "time-consuming approval" is not the fundamental reason governance is iterative. Option D (training) supports competence, but training alone doesn't explain why governance structures themselves must be revisited and adjusted as the BCMS develops.

NEW QUESTION: 72

Which of the following is the first step in the process for developing recovery strategies and solutions?

- A.** Training personnel to carry out strategy determination activities
- B.** Developing a Business Continuity policy
- C.** Consulting relevant stakeholders on draft designs and proposals
- D.** Carrying out a gap analysis to determine needs

Answer: D (LEAVE A REPLY)

The CBCI 7.0 course clarifies that conducting a gap analysis is the initial step in developing recovery strategies and solutions. The gap analysis compares current Business Continuity capabilities with the requirements identified in the BIA and risk assessments, highlighting deficiencies that must be addressed.

This systematic evaluation informs strategy development by identifying where improvements or new solutions are necessary. While policy development and stakeholder consultation are important subsequent steps, gap analysis provides the evidence base required for informed decision-making. Training personnel comes later as part of implementation.

Reference: CBCI 7.0 Study Guide, Module 5: Solutions Design, pages 91-95.

NEW QUESTION: 73

An example of regularly planned ongoing maintenance of the Business Continuity Management System (BCMS) is:

- A.** Performing a check of backup equipment at the alternate site on a monthly basis
- B.** Taking corrective actions to revise the Business Continuity plan after an actual incident
- C.** Examining with department heads the performance of their systems following near misses
- D.** Making changes to the evacuation procedures after an emergency building evacuation demonstrates the procedures include unexpected risks

Answer: A (LEAVE A REPLY)

The CBCI 7.0 course highlights that regularly scheduled maintenance activities, such as monthly checks of backup equipment, are essential for ensuring that Business Continuity resources remain operational and ready for use. Such preventative maintenance helps detect failures before incidents occur, supporting system reliability. While corrective actions and reviews following incidents or near misses are important, ongoing, planned maintenance is the proactive foundation of system resilience. Evacuation procedure changes are reactive and part of continual improvement, but routine equipment checks represent essential planned maintenance.

Reference: CBCI 7.0 Study Guide, Module 6: Maintenance and Continual Improvement, pages 140-142.

NEW QUESTION: 74

Recording and counting the number of hours spent by personnel in participating in Business Continuity (BC) training is a way for the BC professional to measure the:

- A.** Business continuity culture in an organization
- B.** Amount of knowledge and understanding that individuals have gained through their study
- C.** Effectiveness of the People and Culture department
- D.** Reduction in risks related to Business Continuity (BC)

Answer: A (LEAVE A REPLY)

Counting training hours is a participation/engagement metric. It tells you whether people are showing up and investing time in BC learning and awareness activities, which is one indicator (among many) of the organization's BC culture-i.e., whether BC is being taken seriously and embedded into normal organizational behaviour. GPG 7.0's shift toward Embracing Business Continuity highlights improving culture through awareness and engagement across the organization, rather than relying only on compliance enforcement. Importantly, training hours do not directly measure learning outcomes (B). Someone can spend hours in training without gaining (or retaining) the required understanding; you would need assessments, exercises, observation of behaviour, or performance evidence to confirm learning. Similarly, training hours do not prove risk reduction (D); reduced risk is typically evidenced through improved controls, fewer single points of failure, better recovery performance, and validated capability. Therefore, the best interpretation is that training hours are a proxy measure supporting evaluation of BC culture/engagement, making A the correct answer.

NEW QUESTION: 75

Which of the following factors affects the way in which an organization selects and combines the different types of Business Impact Analysis (BIA)?

- A.** The outcomes of an organization's risk assessment to determine which part of the organization is at greatest risk
- B.** The scope of the Business Continuity Management System (BCMS)
- C.** The outcomes of a gap analysis to identify where there is greatest need for Business Continuity capability to be improved
- D.** Consultation with internal and external stakeholders on the extent of analysis that is required

Answer: B (LEAVE A REPLY)

The CBCI 7.0 course explains that the scope of the BCMS is the primary factor influencing the selection and combination of BIA types (e.g., activity, product, or process BIAs). The scope defines which organizational units, activities, and resources are covered, thereby guiding the level and focus of impact analysis. While risk assessments, gap analyses, and stakeholder consultations inform aspects of BCMS development, they do not determine the BIA methodology as directly as the defined scope. Aligning BIAs to scope ensures consistency and resource-effective analysis.

Reference: CBCI 7.0 Study Guide, Module 3: Business Impact Analysis, pages 43-45.

NEW QUESTION: 76

Which of the following is a process that analyses the impact over time of a disruption on an organization?

- A.** Business Impact Analysis
- B.** Recovery Time Analysis
- C.** Cost Benefit Analysis

D. Risk and Threat Analysis

Answer: A (LEAVE A REPLY)

In CBCI 7.0 / BCI GPG 7.0 terminology, Business Impact Analysis (BIA) is the process used to understand and quantify how disruption affects an organization over time, so priorities, recovery strategies, and resource requirements can be set. The BCI explicitly describes BIA as defining impact tolerances and "the impacts over time" to determine response strategies, recovery priorities, and resource needs. This time-based impact view is what distinguishes BIA from other analyses: it helps determine when disruption becomes unacceptable (supporting concepts like MTPD) and what must be restored first.

"Risk and threat analysis" (D) focuses on causes, likelihood, vulnerabilities, and potential events-not primarily on time-phased impact. Cost-benefit analysis (C) helps evaluate financial viability of options, but it doesn't analyse operational impact over time. "Recovery time analysis" (B) is not the standard named process in BCI's framework; recovery time targets (like RTO) are outputs informed by BIA rather than replacing it. Therefore, the correct answer is A: Business Impact Analysis.

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NEW QUESTION: 77

What should an organization do when it does not yet have fully developed Business Continuity (BC) solutions, response structures, and Business Continuity plans in place?

- A.** Conduct an initial Business Impact Analysis (BIA)
- B.** Develop and implement an interim crisis management plan
- C.** Outsource the response to a Business Continuity service provider when a crisis or disruption occurs
- D.** Implement a "go to" strategy and acquire the required resources, equipment, and services when disruption occurs

Answer: B (LEAVE A REPLY)

When an organization lacks fully developed BC solutions, response structures, or plans, the CBCI 7.0 course recommends the immediate development and implementation of an interim crisis management plan. This plan serves as a temporary framework to manage disruptions while the comprehensive BCMS is being established. An interim plan prioritizes rapid response capability, outlining essential roles, responsibilities, and immediate actions to stabilize incidents. Conducting a BIA is important but follows initial crisis preparedness.

Outsourcing or reactive procurement of resources without a foundational plan risks ad hoc responses and inefficiency. Establishing an interim plan ensures the organization is not unprepared during the transition towards a mature BCMS.

Reference:CBCI 7.0 Study Guide, Module 1: Establishing the BCMS, pages 20-24.

NEW QUESTION: 78

Which of the following parameters would NOT be considered by a resource or activity owner when evaluating and selecting solutions to meet an agreed strategy?

- A.** The advantages and disadvantages of the proposed solution
- B.** The type of exercises to be conducted to validate the strategies and solutions
- C.** The estimated costs to prepare, implement, operate and maintain the solution
- D.** The implementation time required

Answer: [\(SHOW ANSWER\)](#)

When selecting solutions, resource or activity owners focus on factors such as advantages, disadvantages, costs, and implementation timelines, which directly affect feasibility and operational impact. The CBCI 7.0 course clarifies that while validation exercises are important for testing solutions, the choice and evaluation of solutions themselves typically do not consider the type of exercises planned for later validation phases. Exercise planning is a separate activity handled by the validation team, not the solution selectors.

NEW QUESTION: 79

In relation to validation, what is meant by review?

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

Answer: **A** [\(LEAVE A REPLY\)](#)

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: 80

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

- A.** How to ensure that all personnel are required to respond to the process
- B.** The aims of the activity and how the information will be collected and assessed
- C.** The way that the outcomes will inform the design of Business Continuity solutions
- D.** The need to present the outcomes in a positive way for top management and stakeholders

Answer: ([SHOW ANSWER](#))

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.

NEW QUESTION: 81

The purpose of a Business Continuity policy is to:

- A.** Initiate the development of an effective response structure in case of disruption to products or services within the scope of the Business Continuity Management System (BCMS)
- B.** Enable the Business Continuity professional to issue instructions to all on the changes that they will be required to make
- C.** Share the outcomes of a Business Impact Analysis with internal and external stakeholders
- D.** Establish shared understanding of the importance of a BCMS and its relevance to the organization

Answer: ([SHOW ANSWER](#))

A Business Continuity policy acts as a foundational document that communicates the organization's commitment to Business Continuity and sets out its scope, objectives, and principles. The CBCI 7.0 course stresses that the policy fosters a shared understanding across the organization about the importance of the BCMS and ensures that personnel recognize its relevance to their roles. It does not specify operational details or mandate actions but guides governance and culture. The policy supports alignment of efforts and continuous improvement of the BCMS.

Reference: CBCI 7.0 Study Guide, Module 1: Establishing the BCMS, pages 20-22.

NEW QUESTION: 82

Business as usual (BAU) plans document processes for restoring an organization to its original state and should:

- A.** Be developed in detail prior to any incident occurring
- B.** Focus on resuming activities in reverse order of Recovery Time Objectives (RTOs)
- C.** Be based on the availability of primary resources prior to the incident
- D.** Take into consideration possibility of new vulnerabilities resulting from impacted resources

Answer: D (LEAVE A REPLY)

Business as usual (BAU) plans are designed to restore normal operational conditions after a disruption, often returning systems and processes to pre-incident states. The CBCI 7.0 course underlines that these plans must consider new vulnerabilities that may arise as a result of the disruption's impact on resources or operational environments. Incidents can introduce changes such as weakened controls, damaged infrastructure, or altered workflows, which must be addressed to prevent recurrence or new risks. While BAU plans should be prepared in advance, the focus is not just on resource availability or reversing recovery sequences but on understanding the dynamic context post-disruption. This approach ensures resilience not only in restoration but in strengthening the organization against future incidents.

NEW QUESTION: 83

A breakdown of internal and external dependencies that may include priority suppliers is an outcome of:

- A.** A Product and Services Business Impact Analysis (BIA)
- B.** An Activity Business Impact Analysis (BIA)
- C.** A risk assessment
- D.** An initial assessment

Answer: B (LEAVE A REPLY)

The CBCI 7.0 course explains that an Activity Business Impact Analysis (BIA) provides detailed identification of dependencies necessary to deliver prioritized products and services. This includes internal dependencies such as departments and resources, and external dependencies such as suppliers and partners. Mapping these dependencies is crucial to understanding potential vulnerabilities and planning continuity solutions that address both internal process interrelations and supply chain considerations. The Product and Services BIA focuses more on outcomes and impacts, while risk assessments identify threats but do not detail operational dependencies. Initial assessments are broader and less detailed.

NEW QUESTION: 84

When creating an effective response structure, which of the following should be considered as a critical requirement?

- A.** A summary of the outcomes of the Business Impact Analysis (BIA)

B. A method to monitor incidents so that early action can be taken to prevent them from escalating further

C. Procedures to activate and control the response to an incident

D. Procedures for carrying out risk assessments following the end of an incident

Answer: C (LEAVE A REPLY)

A response structure exists to ensure the organization has a documented mechanism for responding to an incident regardless of cause, with clear command, control, escalation, and communications. A "critical requirement" for such a structure is having clearly understood procedures for activation and control-i.e., how teams are stood up, who has authority, how decisions are made, and how the response is coordinated once activated. This is explicitly called out as a key requirement for an effective response structure.

Option B (monitoring/early recognition) is also important, but it is one component. The question asks for a critical requirement when creating the structure; activation and control procedures are foundational because without them, even a well-designed structure cannot be reliably mobilised or governed during disruption.

Option A (BIA summary) informs priorities, but it is not a defining requirement of the response structure mechanism itself. Option D relates to analysis/review after an incident, which supports improvement, but it is not the core requirement needed to operate the response structure during an incident. Therefore, C is the best answer.

NEW QUESTION: 85

Which of the following is an outcome of personnel embracing Business Continuity and the organization's Business Continuity Management System (BCMS)?

A. A Business Continuity programme that is tailored specifically for the organization, taking into account its organizational culture

B. A reduction in the need to update and review the BCMS due to the commitment of personnel in the development stage

C. Increased sales of products and services due to public confidence in the published information about the organization's resilience capability

D. Validation of plans is no longer needed due to the high level of commitment from relevant personnel to their effective implementation

Answer: A (LEAVE A REPLY)

Personnel embracing Business Continuity fosters a culture that supports the design and implementation of a BCMS tailored to the organization's unique culture, risks, and operational realities. The CBCI 7.0 course underscores that when personnel actively engage with continuity practices, the BCMS reflects actual organizational needs, leading to practical, accepted, and effective continuity programs. Commitment does not reduce the necessity for regular updates or validation; instead, it enhances the quality and relevance of those processes. While public confidence may improve indirectly, the key outcome is the fit-for-purpose nature of the BCMS driven by engaged personnel.

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

NEW QUESTION: 86

Which of the following is NOT correct in relation to Business Continuity plans?

- A.** They should contain detailed step-by-step instructions on what to do for every eventuality that could occur
- B.** They may include scenario-specific plans that are designed to address a particular threat
- C.** They should be validated before being deemed operational
- D.** They should be kept up to date

Answer: A ([LEAVE A REPLY](#))

The CBCI 7.0 course explains that Business Continuity plans should not contain detailed step-by-step instructions for every possible eventuality, as this is impractical and can lead to overly complex, difficult-to-maintain plans. Instead, plans should provide clear, actionable guidance and procedures that focus on managing the most likely or impactful scenarios. Scenario-specific plans targeting particular threats can complement overarching plans to address specific risks more thoroughly. Validation through exercises and reviews is essential to confirm operational readiness, and plans must be regularly updated to reflect changes in organizational context, resources, and threats. Over-detailing can hinder flexibility and rapid decision-making during actual incidents.

Reference: CBCI 7.0 Study Guide, Module 5: Plans and Procedures, pages 80-82.

NEW QUESTION: 87

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.** Customers and suppliers that are familiar with the way the organization works and can make recommendations from an external perspective
- D.** Multi-disciplinary experts who are familiar with the operation of the organization

Answer: ([SHOW ANSWER](#))

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.

NEW QUESTION: 88

When establishing governance for a Business Continuity Management System (BCMS), which of the following will be responsible for developing and communicating the Business Continuity policy and for promoting a Business Continuity culture by leading by example?

- A. Business Continuity Plan Owners
- B. Departmental Representatives
- C. Top Management
- D. Business Continuity Professional

Answer: C ([LEAVE A REPLY](#))

Top management holds the ultimate responsibility for developing and endorsing the Business Continuity policy and fostering a culture of continuity within the organization. The CBCI 7.0 course emphasizes that leadership commitment is crucial for the BCMS's success, as top management's active involvement sets expectations, allocates resources, and leads by example. Their role extends beyond policy approval to include visible support and communication to embed Business Continuity values across all levels. Other roles such as plan owners and professionals support implementation but do not carry this overarching governance responsibility.

NEW QUESTION: 89

Strategic, tactical, and operational plans should always be activated:

- A. Simultaneously
- B. Only after it is determined that full activation of all teams is necessary
- C. When cascaded down from the strategic team
- D. Based on the conditions or circumstances documented in the relevant team plan

Answer: ([SHOW ANSWER](#)**)**

The CBCI 7.0 course specifies that activation of strategic, tactical, and operational plans must be based on the conditions or triggering events detailed in each specific plan. Each plan type serves distinct purposes at different organizational levels and phases of incident response. Strategic plans set the overarching direction; tactical plans translate this into actions, and operational plans provide detailed task instructions. The triggering conditions—such as incident severity, scope, or impact—dictate when each plan should be activated to optimize resource use and response effectiveness. Simultaneous activation is neither practical nor efficient. Activation cascading from the strategic team is a controlled process, but ultimately depends on predefined triggers, ensuring an orderly and appropriate escalation.

Reference: CBCI 7.0 Study Guide, Module 5: Plans and Procedures, pages 84-87.

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