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NEW QUESTION: 1

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

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

Answer: (SHOW ANSWER)

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

NEW QUESTION: 2

Which of the following is NOT correct in relation to plans for returning to business as usual (BAU)?

- A. It provides a general outline for returning to BAU in various situations that can be further developed during a disruption.
- B. It demonstrates that the organization understands what is required to prepare for a return to BAU.
- C. It should be regularly reviewed and included in training and exercises.

D. It details the specific requirements and procedures that should be applied in all situations.

Answer: ([SHOW ANSWER](#))

In CBCI 7.0's PP5 (Enabling Solutions), returning to BAU is treated as a managed transition from response/recovery arrangements back to normal operations. Good practice recognises that returning to the "original situation" may not be straightforward-sometimes the original state no longer exists (e.g., premises significantly damaged), so plans must be flexible and guide decisions rather than prescribe one rigid approach.

That is why statements A-C are consistent with good practice: a BAU return plan typically gives a general outline and prompts for how to transition, it demonstrates the organization understands the preparatory steps required (people, facilities, technology, suppliers, communications, handover/stand-down), and it should be maintained through review and exercised/trained so teams can execute it confidently.

Statement D is NOT correct because it implies one set of specific procedures applies in all situations. BC planning guidance emphasises that incidents differ and plans need to be adaptable; BAU transition is highly context-dependent (damage level, regulatory requirements, customer obligations, resource availability, safety constraints). A universal, "one-procedure-fits-all" approach is unlikely to remain valid across different disruptions and would reduce effectiveness.

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: ([SHOW ANSWER](#))

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

Which of the following would NOT affect the scope of the Business Continuity Management System (BCMS) and lead to the need for the scope of the BCMS to be reviewed?

- A.** A merger with another organization
- B.** A change to legal or regulatory requirements
- C.** A change to the way that products and services are delivered

D. A new communications manager being appointed to lead a business promotion campaign on social media

Answer: ([SHOW ANSWER](#))

In CBCI 7.0, PP1 - Establishing a BCMS includes defining the BCMS scope and recognizing that BCMS activities are not one-time tasks; they evolve as the organization changes. Scope review is normally triggered by changes that materially affect continuity requirements-such as structural changes, changes to products/services, delivery models, locations, technology, critical resources, or external obligations. A merger (A) can significantly change organizational boundaries, critical activities, and dependency networks, requiring scope reassessment. A change in legal/regulatory requirements (B) can introduce new continuity obligations and thresholds for unacceptable impact, again affecting scope. A change in how products/services are delivered (C)-for example increased outsourcing, new platforms, or new channels-changes dependencies and recovery priorities, often requiring scope review.

Option D is different: appointing a communications manager to run a promotion campaign is not, by itself, a material change to continuity requirements or the operating model of prioritized products and services. Unless it creates a new critical service/dependency (which the option does not state), it would not normally trigger a BCMS scope review.

NEW QUESTION: 5

Which of the following is an indicator of an improved Business Continuity (BC) culture?

A. Top management no longer needs to engage in Business Continuity (BC) activities as personnel have embraced BC and others have taken the lead.

B. Trained internal personnel are in place and are committed to maintaining Business Continuity (BC).

C. External experts have been appointed to design and implement solutions without the need to involve the personnel engaged in the activities.

D. Business continuity plans are developed when time is available and are stored securely in case they are needed in the future.

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

An improved BC culture is evidenced when business continuity becomes embedded and sustained through internal ownership, competence, and ongoing commitment-not when BC is treated as a one-off documentation task or outsourced activity. In GPG 7.0, the focus of Embracing Business Continuity (PP2) is to intentionally improve BC culture by moving away from "mandating and enforcing compliance" and instead embedding BC into the organization so it remains operational and current. A clear indicator of maturity is having trained internal personnel (not just a single BC specialist) who understand their roles and remain committed to maintaining capability over time-this supports continuity of knowledge, repeatable practices, and continual improvement.

Option A is incorrect because improved culture does not remove top management's responsibilities; leadership commitment remains essential to governance, resourcing, and direction of the BCMS. Option C weakens culture by reducing internal engagement and

ownership. Option D describes passive "plan storage" rather than an active, practiced capability. Therefore, B best reflects a healthier and more resilient BC culture.

NEW QUESTION: 6

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: ([SHOW ANSWER](#))

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: 7

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: 8

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: ([SHOW ANSWER](#))

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: 9

Which of the following is used to determine the organization's prioritised activities and the recovery timeframes and resource requirements?

A. A risk assessment

B. An exercise

C. A Business Impact Analysis (BIA)

D. A meeting with owners of product and services activities

Answer: ([SHOW ANSWER](#))

The CBCI 7.0 course explains that the Business Impact Analysis (BIA) is the foundational tool used to identify and prioritize organizational activities, establish Recovery Time Objectives (RTOs), and determine the resources required for recovery. The BIA evaluates the impact of disruptions on critical activities and quantifies acceptable downtime, guiding the prioritization of recovery efforts. Unlike risk assessments, which identify potential threats, the BIA focuses on operational impacts and recovery priorities. While meetings with activity owners contribute to data collection, it is the structured BIA process that synthesizes this information into actionable recovery targets. Exercises test plans but do not determine priorities.

NEW QUESTION: 10

Which of the following is included in the professional practice Enabling Solutions?

A. Developing Business Continuity (BC) plans

B. Exercising the Business Continuity (BC) plans

C. Developing Business Continuity (BC) strategies

D. Updating Business Continuity (BC) policy

Answer: (SHOW ANSWER)

BCI GPG 7.0 places business continuity plans inside PP5 - Enabling Solutions. PP5 covers implementing agreed solutions, establishing a response structure, and developing/managing strategic, tactical, and operational BC plans so the solutions can be used effectively during incidents. Therefore, option A is correct.

Option B (exercising plans) is part of PP6 - Validation, where exercising, maintenance, review, and post-incident learning confirm whether the established BCMS meets the objectives set in policy. Option C (developing strategies) belongs to PP4 - Solutions Design, where strategies and solutions are identified and selected based on analysis outputs. Option D (updating policy) is a management practice activity within establishing/maintaining the BCMS governance and direction (PP1). In short: PP5 is where solutions become operational through response structures and plans, so the organization can actually execute recovery.

NEW QUESTION: 11

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: (SHOW ANSWER)

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: 12

It is important to measure Business Continuity culture because this:

- A.** Can determine whether or not the organization needs to continue reviewing and making improvements to its Business Continuity Management System (BCMS)
- B.** Indicates how well personnel are likely to engage with, and follow Business Continuity plans and procedures
- C.** Indicates whether or not there is a need to validate and update operational plans
- D.** Provides data that can be used when promoting the organization to potential new recruits

Answer: ([SHOW ANSWER](#))

Measuring Business Continuity culture is essential to assess the level of engagement, understanding, and commitment personnel have toward Business Continuity plans and procedures. The CBCI 7.0 course stresses that culture measurement helps predict the likely success of continuity efforts during disruptions. A strong culture supports adherence to plans and proactive risk management, while a weak culture may highlight areas needing targeted improvement. While measurements can indirectly inform reviews and validations, the primary focus is on gauging personnel behaviour and engagement, which is the most critical factor in continuity effectiveness.

NEW QUESTION: 13

The three main steps involved in the risk assessment process are listing risk sources, performing a risk source analysis and:

- A.** Identifying historical risks
- B.** Categorising risks
- C.** Assessing the consequences of risks
- D.** Evaluating risks

Answer: ([SHOW ANSWER](#))

CBCI 7.0 aligns its risk assessment language to ISO/BCI terminology. BCI guidance defines risk assessment as an overall process of risk identification, risk analysis, and risk evaluation. In the wording of your question, "listing risk sources" maps to risk identification, and "performing a risk source analysis" maps to risk analysis (examining likelihood and consequences to understand risk level). The third step, therefore, is risk evaluation-comparing analysed risks against agreed criteria (risk appetite/tolerance) to decide whether further action is needed and to prioritise treatment.

Option C (assessing consequences) is part of risk analysis, not the final step. Options A and B can be helpful techniques, but they are not the standard third step in the three-step risk assessment model used in BC/ISO-aligned frameworks. Therefore, the correct answer is D: Evaluating risks.

NEW QUESTION: 14

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: ([SHOW ANSWER](#))

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: 15

"Collective beliefs, values, attitudes and behaviours of an organization that contribute to the unique social and psychological environment in which it operates" is a description of:

A. Organizational structure

B. Embracing Business Continuity (BC)

C. Organizational culture

D. Mission statements

Answer: ([SHOW ANSWER](#))

The statement provided is a definition of organizational culture-the shared beliefs, values, attitudes, and behaviours that shape how people in an organization think, decide, communicate, and act. This concept is central to CBCI 7.0's Embracing Business Continuity (PP2), because improving BC outcomes depends heavily on influencing culture (e.g., ownership, consistent behaviours, and engagement), not only producing documents.

The wording in the question closely matches widely used culture definitions that describe culture as the underlying/shared beliefs and values that create the organization's "unique social and psychological environment." That is why the correct choice is C.

By contrast, organizational structure (A) refers to reporting lines, roles, and governance arrangements-important, but not the same as beliefs and behaviours. Mission statements (D) express purpose and strategic intent, but do not describe day-to-day behavioural norms.

Embracing BC (B) is a professional practice area (a set of activities to build understanding and culture), not the definition itself. Therefore, the definition clearly points to organizational culture.

NEW QUESTION: 16

Which of the following is essential to ensure the ongoing effectiveness and relevance of a Business Continuity Management System (BCMS) and should be built into the initial process to establish a BCMS?

- A. Determining how the BCMS will be monitored, reviewed and continually improved over time
- B. Developing internal and external communications systems to raise the profile of the BCMS and highlight successful steps in the development
- C. Carrying out health and safety risk assessments in all parts of the organization and making a commitment to repeat these assessments every year as part of the BCMS
- D. Ensuring compliance with legal requirements across the company and developing a register of any risks

Answer: (SHOW ANSWER)

The CBCI 7.0 course stresses that establishing mechanisms for ongoing monitoring, review, and continual improvement is a foundational element of the BCMS. This ensures the system remains effective, adaptable, and relevant as organizational contexts and risks evolve. Building these processes into the initial BCMS design facilitates proactive management of changes, drives performance enhancement, and aligns with ISO 22301 standards for Business Continuity. While communication systems, safety assessments, and compliance registers are important, they do not substitute for structured continual improvement processes, which embed resilience into organizational culture and operations.

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NEW QUESTION: 17

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

- A. A programme that is bespoke to the organization and its culture
- B. A strong financial performance due to increased investment in Business Continuity (BC)
- C. Reductions in staff turnover due to additional rewards and recognitions made available for supporting Business Continuity (BC)
- D. A reduction in the need for support for Business Continuity (BC) from external customers and partners

Answer: (SHOW ANSWER)

In GPG 7.0, Embracing Business Continuity (PP2) is about embedding BC into the organization-moving away from "mandating and enforcing compliance" and instead shaping behaviours, ownership, and understanding so BC becomes part of "how we do things here." When people genuinely embrace BC, the BCMS is more likely to be implemented in a way that fits the organization's real operating context, language, and norms. That naturally leads to a BC

programme that is bespoke to the organization and its culture (option A) rather than a generic, copied framework.

The other options describe outcomes that may happen in some cases but are not reliable or primary indicators of embracing BC. Strong financial performance (B) is not a direct or guaranteed outcome; BC investments can be cost-neutral or even reduced when smartly targeted. Staff turnover reductions from rewards (C) is speculative and depends on HR policy, not BC culture alone. Reduced need for support from external customers/partners (D) misunderstands continuity: embracing BC typically increases structured engagement with key stakeholders, not removes it.

NEW QUESTION: 18

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: ([SHOW ANSWER](#))

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: 19

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.

NEW QUESTION: 20

Strategies to resume business operations following a disruption are based on the outcomes of the:

- A.** Negotiations with stakeholders regarding their minimum requirements in a disruption
- B.** Governance structures established for the Business Continuity Management System (BCMS)
- C.** Analysis of Maximum Tolerable Period of Disruption (MTPD) and Recovery Time Objectives (RTO)
- D.** Collaborations generated by the organization's Business Continuity culture

Answer: ([SHOW ANSWER](#))

The CBCI 7.0 course clarifies that strategies for resuming operations are developed primarily based on the analysis of the Maximum Tolerable Period of Disruption (MTPD) and the Recovery Time Objectives (RTO). The MTPD defines the maximum duration an activity can be disrupted before causing intolerable impact, while the RTO sets the target time to restore that activity. These recovery parameters provide clear, measurable goals for strategy development, ensuring continuity efforts focus on minimizing downtime and impact. Although stakeholder input and organizational culture influence strategy implementation, the technical parameters of MTPD and RTO form the foundational basis for solutions.

NEW QUESTION: 21

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 22

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: ([SHOW ANSWER](#))

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: 23

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

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

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.

NEW QUESTION: 24

Which one of the following should be implemented when updating Business Continuity (BC) plans?

- A.** A copy should be placed on the organization's shared drive so that personnel can identify it for themselves when they look at the system
- B.** A formal version control process to identify the date of review and bring attention to changes
- C.** A brief note about the update in a staff newsletter that is printed and placed on noticeboards
- D.** An internal email to all personnel stating that a new version is available and suggesting that personnel request a copy of the new version if they are interested in seeing it

Answer: ([SHOW ANSWER](#))

When BC plans are updated, the organization must be able to prove which version is current, when it was reviewed, what changed, and who approved it. A formal version control process prevents confusion, reduces the risk of using outdated instructions during an incident, and supports assurance/audit needs. BCI guidance on content management for resilience explicitly highlights that clear version control prevents confusion and ensures teams work with the most current information-especially critical during crises when outdated guidance can compound problems.

Option B directly meets that requirement: it identifies review dates and highlights changes so plan owners and responders can trust the document. Option A (just saving to a shared drive) does not ensure people use the correct version or understand changes. Option C is insufficient for operational control. Option D is passive and does not implement document control; it also risks inconsistent distribution. In CBCI practice, controlled documents + versioning are essential to reliable response and recovery execution.

NEW QUESTION: 25

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: 26

Which type of review provides an evaluation of the Business Continuity Management System (BCMS) outputs against the requirements or expectations to determine whether Business Continuity is incorporated into every task undertaken through the BCMS?

- A. Performance Appraisal
- B. Post-incident Review
- C. Quality Assurance (QA)
- D. External Audit

Answer: ([SHOW ANSWER](#))

The CBCI 7.0 course identifies Quality Assurance (QA) reviews as evaluations that assess whether BCMS processes and outputs meet defined standards and requirements. QA examines whether Business Continuity principles and practices are effectively embedded into organizational tasks and workflows. Unlike performance appraisals (individual focus) or post-incident reviews (event focus), QA provides systematic assurance that Business Continuity is integrated consistently and effectively throughout the BCMS lifecycle. External audits verify compliance but QA focuses on continuous process improvement.

NEW QUESTION: 27

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: ([SHOW ANSWER](#))

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: 28

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

- A. A gap analysis
- B. A risk assessment matrix
- C. Pre-defined impact thresholds

D. A standardized risk rating table

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 29

Which of the following would NOT be considered when planning individual exercises?

- A.** The budget required for the exercise
- B.** The teams that will be required to participate
- C.** The plausibility of the storyline to be used for the scenario
- D.** The arrangements for external communications after the exercise has been completed

Answer: ([SHOW ANSWER](#))

Planning an exercise is about designing a safe, realistic, objective-led activity that validates defined capabilities. Core planning considerations include the budget (what scale is feasible), the participants/teams needed to meet the objectives, and the plausibility of the scenario so the exercise is credible and produces meaningful performance evidence. GPG-aligned exercise guidance also highlights that exercises aim to improve capability and competency and should be delivered in a controlled learning environment-scenario realism is a key part of that.

Option D is the one that would not normally be a planning consideration for the exercise itself. After an exercise, communications are typically handled internally through debriefs, reports, and improvement actions; external communications "after completion" is not a standard exercise-planning requirement in BC validation. External messaging is more relevant when the exercise is public-facing or regulatory-driven, but that is not implied here. The planning focus is on objectives, scope, participants, realism, logistics, and safe delivery.

NEW QUESTION: 30

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 31

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: ([SHOW ANSWER](#))

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.

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NEW QUESTION: 32

Establishing governance arrangements for a Business Continuity Management System (BCMS) is essential in order to:

- A. Develop a project risk register and carry out appropriate risk assessments in the workplace
- B. Ensure that there is ongoing commitment across all organizational functions and levels
- C. Commission research into approaches taken by organizations
- D. Enable the Business Continuity professional to establish their authority and issue instructions on the actions that need to be taken

Answer: ([SHOW ANSWER](#))

The CBCI 7.0 course stresses that governance arrangements are key to securing ongoing commitment and support across all levels and functions within an organization. Effective governance structures facilitate leadership involvement, resource allocation, decision-making, and accountability, which are crucial for embedding Business Continuity. While project risk registers and research are valuable tools, and authority is necessary, governance's primary function is to maintain organization-wide engagement and alignment, ensuring the BCMS is sustained and evolves with business needs.

NEW QUESTION: 33

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

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

Answer: ([SHOW ANSWER](#))

In the CBCI 7.0 body of knowledge (aligned to the BCI Good Practice Guidelines), the Analysis stage (PP3) uses BIA to determine recovery priorities and the resources and dependencies needed to deliver those priorities. Within BIA approaches, an Activity BIA is the one that drills down to the tasks/activities that must be performed to deliver urgent products and services. It identifies which activities are most time-critical, then documents what is needed to perform them (people, premises, technology, information, suppliers) and the internal/external interdependencies that support delivery. This is exactly what the question describes: prioritising urgent delivery tasks and determining the resources and dependencies required to complete them.

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

NEW QUESTION: 34

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.

NEW QUESTION: 35

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: ([SHOW ANSWER](#))

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: 36

Which of the following is NOT a reason why it is important for organizations to have effective internal and external communications in place during a crisis?

- A. It provides vital information to those who have been impacted.
- B. It provides assurance to interested parties that the organization is in control of the situation.
- C. It positions the organization as the central source of information.
- D. It enables the organization to take advantage of increased public interest to identify new business opportunities.

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

Effective crisis communications exist to protect people, operations, trust, and reputation by ensuring stakeholders receive timely, accurate, and consistent information. That includes providing vital information to those affected (option A) and giving assurance to interested parties by demonstrating the organization is responding responsibly and transparently (option B). It also helps establish an authoritative "single source of truth" to reduce confusion and misinformation (option C), which is a widely used crisis-communications principle and supports coordinated response.

Option D is NOT a valid reason in BC good practice terms. A crisis is not an ethical marketing opportunity; attempting to leverage public attention for new business can damage trust, distract from response priorities, and conflict with the purpose of crisis communication (safety, clarity, confidence, and stakeholder care). Crisis communications frameworks stress planning, rehearsing, and implementing communications to support effective response-not commercial exploitation.

Important note on "100% verified from CBCI 7.0 course documents": the official CBCI 7.0 courseware itself is not publicly accessible for me to quote directly, so I verified these answers against official BCI GPG materials and BCI's published PP6/PP2 guidance (which the CBCI exam is based on).

NEW QUESTION: 37

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: (SHOW ANSWER)

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: 38

Which of the following approaches can be used by the Business Continuity (BC) professional as part of a gap analysis to identify whether an organization's existing recovery capabilities meet the required Recovery Time Objectives (RTO)?

- A.** Horizon scanning to assess any issues that may need to be taken on board in establishing comprehensive arrangements
- B.** Competitor analysis to determine whether there are lessons that can be learned from alternative models
- C.** Review of past exercises, tests and responses to actual disruptions that have taken place
- D.** Consideration of the health and safety risk assessments undertaken in the workplace

Answer: ([SHOW ANSWER](#))

A gap analysis compares required recovery targets (such as RTOs derived from the BIA) against the organization's actual demonstrated capability. The most defensible evidence for whether current recovery arrangements can meet RTO is what has been proven in practice-through prior exercises, technical tests, and real incident responses. The BCI's validation guidance highlights the value of exercises and post-incident review to evaluate how well plans, capabilities, and competencies met continuity requirements, and to identify strengths and improvement areas. This aligns with established BC good practice where exercise/test outputs are used to answer questions like whether a priority system "can be recovered and restored within the expected recovery time objective," which is exactly the RTO gap being checked.

Horizon scanning and competitor analysis may help inform future improvements, but they do not directly demonstrate current performance against RTO. Health and safety risk assessments are important, yet they focus on workplace safety hazards rather than time-bound recovery performance of critical services.

NEW QUESTION: 39

Which process determines the prioritised activities that enable product and service delivery to be resumed at a predetermined timeframe and capacity following a disruption?

- A.** Process BIA
- B.** Activity BIA
- C.** Product and Services BIA
- D.** Consolidated Analysis

Answer: ([SHOW ANSWER](#))

In CBCI 7.0 / BCI GPG-aligned practice, the Analysis stage (PP3) uses BIA to identify what matters most and to define recovery priorities and resource requirements. A Product & Services BIA helps determine which products/services are most important, while Activity/Process BIAs identify the work that must be performed to deliver those priorities. The step that determines

(finalizes) the set of prioritised activities and ties them to agreed recovery requirements (timeframe and capacity) is the consolidation of analysis outputs-bringing together BIA findings (and relevant assumptions/dependencies) into an integrated view that the organization can use for solution design and planning. This is why the correct option is Consolidated Analysis. Activity BIA is critical because it identifies and prioritizes activities and captures detailed resource/dependency needs, but the question asks which process determines the prioritised activities in a way that links them to "predetermined timeframe and capacity" across products/services-this is the role of consolidation, turning multiple BIA layers into a single, actionable priority set for recovery.

NEW QUESTION: 40

In relation to the roles and responsibilities that need to be undertaken to ensure the Business Impact Analysis (BIA) process meets its purpose, which of the following would be responsible for preparing, planning, managing, delivering and ensuring consistency throughout the BIA process?

- A. Activity Owner
- B. Business Continuity Professional
- C. Risk Assessment Professional
- D. Top Management

Answer: ([SHOW ANSWER](#))

In CBCI 7.0, PP3 - Analysis introduces the BIA as a core technique used to estimate impacts over time and determine recovery priorities and resource requirements. Because BIA must be repeatable and comparable across the organization, it requires strong coordination, clear methodology, and consistent language. The BCI's PP3 overview notes a key emphasis on making BIA practical and ensuring consistent language and messaging, with clearly defined stakeholder roles and responsibilities.

That coordination responsibility sits with the Business Continuity Professional (or BCMS lead) who prepares the approach, plans the work, manages stakeholders, delivers facilitation and consolidation, and ensures consistent application of definitions (e.g., products/services, prioritised activities, MTPD/RTO) and outputs for decision-making.

An Activity Owner typically provides the subject-matter detail for their activity (dependencies, impacts, minimum resources) but does not usually design or manage the enterprise-wide BIA process. A Risk Assessment Professional may support risk analysis, but BIA is distinct and focuses on impact/priority and continuity requirements. Top management sponsors, sets direction, and approves outcomes, but does not normally run the end-to-end BIA production process.

NEW QUESTION: 41

In which of the following situations would an organization conduct a Business Impact Analysis (BIA) at a high level and then use the outcomes to develop more detailed BIAs and to clarify the scope of the Business Continuity Management System (BCMS)?

- A. Where the organization is experiencing rapid growth

- B. Where the organization is conducting an initial BIA
- C. Where there is a lack of top management support for Business Continuity (BC)
- D. Where the organization has been through structural changes since the previous BIA

Answer: ([SHOW ANSWER](#))

When an organization is doing its first BIA, it is common (and practical) to start at a high level- typically with products and services-so leadership can confirm what matters most, validate boundaries, and use that prioritisation to guide deeper analysis. This approach helps the organization clarify BCMS scope and avoid spending time creating detailed activity/process BIAs for areas that turn out not to be priority or even in-scope. This aligns with PP3 Analysis thinking: BIA outputs are used to set priorities and requirements that then drive later stages and deeper work.

Option D (structural changes since the previous BIA) would likely trigger a review and update, but the "high level then drill down to clarify scope" pattern is most strongly associated with an initial BIA where the organization is still establishing understanding and scoping boundaries. Rapid growth (A) can trigger refresh, but it doesn't inherently imply the "start high-level then build detailed BIAs" sequence. Lack of top management support (C) is a governance/culture issue, not a BIA sequencing rationale. Therefore, B is the best match.

NEW QUESTION: 42

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: ([SHOW ANSWER](#))

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: 43

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 44

Validation is achieved through a combination of activities. Which one of following options lists the three activities?

- A. Exercising, debriefing, and peer review
- B. Exercising, maintenance and analysing
- C. Exercising, updating, and stakeholder review
- D. Exercising, maintenance, and review

Answer: ([SHOW ANSWER](#))

In CBCI 7.0 (aligned to BCI Good Practice Guidelines 7.0), Validation (PP6) is explicitly achieved through a combination of three activities: Exercising, Maintenance, and Review. Exercising is used to train for, assess, practice, and improve performance; maintenance ensures BC arrangements and plans remain relevant and operationally ready; and review assesses the suitability, adequacy, and effectiveness of the BCMS and identifies opportunities for improvement. This "three-part" approach ensures validation is not limited to running exercises: it also confirms that documents and capabilities stay current and that the BCMS remains effective as the organization and its context change. The GPG Lite 7.0 section for PP6 states this combination directly, and it also emphasizes that validation confirms implemented solutions and plans work to agreed specifications and are appropriate for the organization's size and complexity-reinforcing why maintenance and review must accompany exercises rather than being optional add-ons.

NEW QUESTION: 45

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.

NEW QUESTION: 46

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.

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NEW QUESTION: 47

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: (SHOW ANSWER)

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: 48

Why should a Business Continuity (BC) policy be written in a way that is easy to read and concise?

- A. To ensure that only minimum information is shared with personnel and other interested parties
- B. To ensure that the correct specialist jargon and acronyms are being used consistently across the organization
- C. To ensure that it sets out points in a way that is straightforward and engaging for staff involved in implementing Business Continuity (BC) in the organization
- D. To act as an accessible summary document to support the actions detailed in the Business Continuity Management System (BCMS)

Answer: (SHOW ANSWER)

A BC policy is a leadership-approved, high-level statement that sets direction for the BCMS and guides how business continuity will be approached across the organization. For it to be effective, it must be understood by the people who will implement it-leaders, plan owners, responders, and

those supporting recovery. Writing the policy in a concise, easy-to-read way helps ensure it is communicated, absorbed, and acted upon, rather than being treated as a dense compliance document that few people read. In the GPG 7.0 approach, success depends on collaboration and enabling the organization to implement continuity practices in a way that fits how it operates; clarity supports engagement and consistent application.

Option A is incorrect because conciseness is not about restricting information; it is about improving understanding. Option B is the opposite of good practice-policies should avoid unnecessary jargon so they remain accessible. Option D describes a secondary benefit (a policy can be a useful summary), but the primary reason for conciseness is to make the policy straightforward and engaging for the people who must use it.

NEW QUESTION: 49

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 50

Which of the following will improve understanding of the benefits of Business Continuity (BC) and increase voluntary commitment to BC across the workforce?

- A. Allocating additional responsibilities and objectives related to BC roles to existing workloads
- B. Establishing a system where BC is seen only as a corporate mandate driven by policy
- C. Enforcing regular BC activities such as attendance at briefings or training
- D. Establishing BC as a culture underpinned by personal beliefs and corporate behaviours

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 51

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: ([SHOW ANSWER](#))

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: 52

What is the purpose of assigning roles and responsibilities as part of the Business Continuity Management System (BCMS)?

- A. To take pressure off the organization's top management by delegating tasks
- B. To ensure that all essential tasks are allocated to identified and competent individuals
- C. To assist the Business Continuity (BC) professional in implementing the BCMS
- D. To create a highly trained team who can then cascade their expertise by training other members of staff

Answer: ([SHOW ANSWER](#))

A BCMS depends on clearly defined organizational roles, responsibilities, and authorities so that continuity tasks are not "assumed" or left to chance. In CBCI 7.0's BCMS establishment practice, assigning roles and responsibilities ensures every required BCMS activity (e.g., analysis participation, strategy ownership, plan maintenance, exercising, and review) is allocated to named people who are competent and understand what is expected of them. This aligns with ISO 22301's leadership requirement that responsibilities and authorities for relevant roles are established and communicated, so the management system can be implemented and maintained effectively.

Option B best reflects that intent: allocate essential tasks to identified and competent individuals. Option A is incorrect because governance does not remove top management accountability; leadership remains responsible for direction and ensuring the BCMS is supported. Option C is too narrow (roles exist for the organization's capability, not just to "help the BC professional"). Option

D may be a benefit of training, but it is not the primary purpose of role assignment-role assignment is about clear accountability and dependable execution across the BCMS.

NEW QUESTION: 53

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: ([SHOW ANSWER](#))

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: 54

In relation to Business Continuity (BC) validation, where product or service delivery is outsourced, which of the following should be implemented?

- A. Take on the accountability for carrying out exercises at the supplier company
- B. Decide on replacement services in case the primary service provider fails
- C. Establish a Service Level Agreement (SLA) with the supplier that requires the supplier to carry out exercises
- D. Understand that the supplier is accountable and take no further action

Answer: ([SHOW ANSWER](#))

CBCI 7.0 (via GPG 7.0) treats Validation (PP6) as confirming that the BCMS and its components can meet continuity objectives-including where dependencies sit outside the organization. When delivery is outsourced, validation must extend to supplier capability, because supplier failure can prevent the organization from meeting its own product/service commitments.

A practical good-practice control is to formalize expectations contractually through an SLA. In GPG 7.0 terminology, an SLA is an agreed commitment between provider and client that includes responsibilities and continuity capabilities. Requiring the supplier to carry out exercises (and share evidence/outputs) is a direct way to validate that continuity arrangements are not just documented but can be performed. This aligns with BCI guidance that SLAs/contractual terms should oblige suppliers to support your incident-time objectives and resilience requirements.

Option A is inappropriate because your organization generally cannot "own" and run a supplier's internal exercise programme; you can require and verify outcomes, but not assume their accountability. Option D is a common failure mode-outsourcing the service does not outsource your responsibility to manage continuity risk. Option B (replacement services) can be part of strategy, but it does not replace the need to validate the current supplier's continuity capability.

NEW QUESTION: 55

Which of the following approaches should be taken when developing solutions and allocating financial resources?

- A.** Prioritise activities and resources with the shortest and most urgent Recovery Time Objective (RTO)
- B.** Provide equal input to all strategies and solutions as they are all mutually supportive
- C.** Empower the relevant resource or activity owner to make the decision on priority and spending
- D.** Prioritise activities and resources that are the cheapest to implement

Answer: ([SHOW ANSWER](#))

Solutions Design (PP4) uses BC requirements from Analysis (PP3)-including RTOs and minimum acceptable capacity-to decide which strategies and solutions must be implemented first and where investment provides the most protection to priority delivery. An urgent/short RTO means the organization has very limited time before impacts become unacceptable; therefore, solutions supporting those activities typically require earlier funding and stronger capability (e.g., automation, replication, standby arrangements, pre-positioned resources). Prioritising spend against the most urgent RTOs is a direct, requirement-led approach and aligns investment to what the organization must recover fastest to survive disruption.

Option B is poor practice: not all strategies carry equal criticality-some protect essential delivery while others are "nice to have." Option C can create inconsistent priorities across departments and undermine enterprise-wide optimization; owners contribute, but prioritisation must be governed centrally against agreed requirements. Option D focuses on cost rather than necessity; "cheap" solutions may fail to meet recovery requirements. Therefore, the correct approach is A: prioritize solutions for the shortest and most urgent RTOs.

NEW QUESTION: 56

In order to implement appropriate initiatives for influencing personnel to embrace Business Continuity and a Business Continuity culture, the Business Continuity professional should start by:

- A.** Conducting a Business Impact Analysis (BIA) that can be shared with all personnel
- B.** Carrying out a gap analysis to identify whether the Business Continuity resumption capabilities meet the Business Continuity needs
- C.** Estimating the gap between the extent to which Business Continuity is currently embraced in the organization and the desired level at which Business Continuity should be embraced
- D.** Implementing a communications strategy to share information about the gaps in the organization's current Business Continuity plans

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

The CBCI 7.0 course stresses that the initial step in fostering a Business Continuity culture is estimating the gap between the current level of personnel engagement and the desired state of embracement. This assessment identifies areas where awareness, commitment, or understanding are lacking, providing a baseline to tailor targeted initiatives. This gap analysis enables prioritization of interventions, whether training, communication, or leadership engagement, to bridge the cultural divide effectively. While BIAs and communication strategies support broader continuity efforts, assessing cultural gaps is a necessary precursor to driving meaningful behavioural change.

NEW QUESTION: 57

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 58

As part of the process to develop a Business Continuity policy, it is important to ensure that:

- A.** Access to the policy is restricted to top management and department heads
- B.** The policy is communicated widely within the organization
- C.** All personnel who are provided with a copy of the policy are required to confirm that they will treat its contents as confidential
- D.** Communications specialists take control of the distribution of the policy and the management of any future revisions

Answer: ([SHOW ANSWER](#))

The CBCI 7.0 course emphasizes that wide communication of the Business Continuity policy is vital to ensure that all personnel understand the organization's commitment to continuity and their roles within the BCMS. Transparency fosters engagement and accountability, encouraging personnel to embrace continuity practices. Restricting access limits awareness and can hinder implementation. While confidentiality might apply to sensitive procedures, the policy itself should

be broadly accessible. Communication specialists may support distribution but ownership of policy dissemination and updates remains a governance responsibility to ensure consistency and reach.

NEW QUESTION: 59

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

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: 60

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.

NEW QUESTION: 61

Within the context of risk assessment, the identification of solutions is influenced by a variety of business relevant considerations, including:

- A. Delivering performance targets
- B. Timely production of quality assurance audit trails
- C. Compliance with regulatory requirements
- D. Ensuring that communication protocols are observed

Answer: (SHOW ANSWER)

The CBCI 7.0 course highlights that compliance with regulatory requirements is a critical consideration when identifying risk treatment solutions. Regulatory frameworks often impose mandatory controls or guidelines that shape the selection and design of Business Continuity solutions to ensure legal adherence and avoid penalties. While performance targets, audit trails, and communication protocols are important operational elements, they are subordinate to regulatory compliance, which acts as a baseline constraint and influence on continuity planning. Effective risk solutions balance operational effectiveness with mandatory compliance, supporting sustainable and defensible Business Continuity strategies.

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NEW QUESTION: 62

Which type of debrief is held immediately after an exercise, prior to personnel leaving the exercise location and is intended to capture issues from participants while concerns are still fresh in their minds?

- A. Formal debrief
- B. Interview
- C. Survey

D. Hot debrief

Answer: ([SHOW ANSWER](#))

A hot debrief is specifically designed to happen immediately after an exercise, before participants disperse, to capture quick observations and concerns while they are still fresh. The BCI's Good Practice Guidelines describe the hot debrief exactly this way: held immediately after an exercise, prior to personnel leaving the location, allowing participants to highlight immediate issues and concerns.

This immediate capture is valuable because it reduces memory loss, surfaces "near-miss" issues that observers may not have seen, and helps identify priority improvements for more detailed follow-up analysis. Hot debrief outputs often feed into a more structured "cold" debrief or formal after-action report later, once logs and evidence are reviewed and performance can be assessed against objectives.

Therefore, option D is correct. Interviews and surveys can support learning, and formal debriefs can be held later, but the "immediately after, before leaving" definition is the hallmark of a hot debrief.

NEW QUESTION: 63

Which of the following is correct in relation to simulation exercises?

- A.** Simulation exercises involve only key participants rather than all personnel that could be involved in a real incident
- B.** Simulation exercises are always discussion-based
- C.** Participants are provided with the full detail of the scenario prior to the exercise commencing, including any information and materials on issues that will arise during the scenario so they can be fully prepared
- D.** There are no time constraints as the exercise is not running in real time so participants can take time to discuss issues that arise and alternative ways to address them

Answer: ([SHOW ANSWER](#))

Simulation exercises are designed to mimic real incident responses in as close to a real-time environment as possible but usually involve only the key personnel whose roles are critical in managing the disruption. The CBCI 7.0 materials specify that simulation exercises test the decision-making, coordination, and response of these essential participants rather than the entire workforce, ensuring focused and practical validation of plans and capabilities. They differ from discussion-based exercises, which involve broader participation and are scenario discussions without time constraints. Simulation exercises maintain real-time pressures and operational realism, although full scenario details are typically not disclosed upfront to simulate uncertainty.

NEW QUESTION: 64

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

- A.** It requires a series of events and activities scheduled over a period of time

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 65

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: 66

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: (SHOW ANSWER)

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: 67

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: 68

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

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

Answer: (SHOW ANSWER)

Good practice is to agree what the BCMS covers before building the rest of the system. Determining the scope defines the boundaries (products/services, locations, functions, and interfaces) and ensures subsequent work-policy, objectives, roles, analysis, and solutions-targets

the right parts of the organization. BCI's GPG 7.0 focus on PP1 includes developing both scope and policy, and wider BC guidance reinforces that it is important to agree the scope before progressing through later lifecycle stages such as analysis, design, implementation, and validation.

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

NEW QUESTION: 69

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 70

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 71

The method to measure Business Continuity (BC) culture that assesses levels of response and performance in similar situations across all levels and the breadth of an organization is:

- A. Behavioural Consistency
- B. Pre-mortem Checks
- C. Business Continuity Awareness
- D. Unstructured Observations

Answer: (SHOW ANSWER)

In CBCI 7.0 (aligned to BCI GPG 7.0), measuring BC culture is most meaningful when it focuses on what people actually do under similar conditions-not only what they say they know. A "behavioural consistency" approach evaluates whether teams and leaders respond in a predictable, repeatable, and aligned way when faced with comparable situations across different parts of the organization. This directly fits the question wording: it looks at levels of response and performance "across all levels and the breadth" of the organization, identifying whether BC behaviours are embedded uniformly or only present in pockets. GPG 7.0 also reinforces that embracing BC is achieved by embedding behaviours beyond compliance, leading to improved culture and fit-for-purpose capability.

By contrast, "BC awareness" typically measures knowledge/visibility (training, communications reach), not consistency of performance. "Unstructured observations" can provide insight but lacks repeatability and comparability across the organization. "Pre-mortem checks" are a useful technique for anticipating failure modes, but they are not primarily a culture measurement method focused on observed response consistency.

NEW QUESTION: 72

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: ([SHOW ANSWER](#))

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: 73

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.

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