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**Certificate of the Business Continuity Institute (CBCI)**



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# Latest Version: 6.1

## Question: 1

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

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

**Answer: A**

Explanation:

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

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

## Question: 2

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

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

**Answer: C**

Explanation:

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

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

### Question: 3

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

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

**Answer: C**

Explanation:

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

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

### Question: 4

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: A**

Explanation:

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 decisionmaking, 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.

Reference: CBCI 7.0 Study Guide, Module 6: Exercising and Validation, pages 120-123.

## Question: 5

The organization's requirements for information and data resources should be considered as part of the Activity Business Impact Analysis (BIA). Which of the following is correct in relation to the Recovery Point Objective (RPO)?

- A. All data users and activities have the same requirements; so only limited consultation is required to determine the RPO
- B. The RPO should comply with data protection requirements
- C. The RPO is the point to which information must be restored to enable all priority activities to operate on resumption
- D. The RPO establishes the amount of time that IT services can be disrupted before the organization is impacted

**Answer: C**

Explanation:

Recovery Point Objective (RPO) defines the maximum acceptable age of data to be recovered following a disruption, effectively setting the point in time to which information must be restored. The CBCI 7.0 course explains that RPOs vary depending on the priority and criticality of activities, requiring consultation with data users to ensure continuity needs are met accurately. RPOs are crucial for developing backup and data recovery strategies and directly influence the selection of

technical solutions. While data protection compliance is necessary, it is not the primary function of RPO. Additionally, RPO focuses on data restoration points, not on the duration IT services can be disrupted—that relates to Recovery Time Objective (RTO).

Reference: CBCI 7.0 Study Guide, Module 3: Business Impact Analysis and Recovery Objectives, pages 56-59.

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