



DEMO VERSION

BCI

CBCI Exam

Certificate of the Business Continuity Institute (CBCI)



Exam Latest Version: 6.1



Question 1. (Single Select)

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

Correct 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.

Question 2. (Single Select)

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

- A: By including key suppliers in an internal exercise

B: By requiring suppliers to share evidence that recovery plans and exercise programs have been developed and implemented

C: By including a requirement in Service Level Agreements (SLAs) for suppliers to carry out exercise activities and share the outcomes

D: By conducting internal exercises to assess the impact of supply chain failures

Correct Answer: A

Explanation:

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

Question 3. (Single Select)

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

Correct Answer: B

Explanation:

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.

Question 4. (Single Select)

Which of the following actions will lead to the protection of priority activities with respect to their Recovery Time Objectives (RTOs) and will limit the impacts of disruptions to prioritised activities?

- A: Conducting a risk assessment
- B: Conducting an Activity Business Impact Analysis (BIA)
- C: Creating a set of approved strategies and solutions to mitigate unacceptable risks and single points of failure
- D: Grouping unacceptable risks and single points of failure by owner and having discussions with each activity and resource owner

Correct Answer: C

Explanation:

Protecting priority activities and meeting their RTOs involves developing and implementing effective strategies and solutions that address unacceptable risks and single points of failure. The CBCI 7.0 course explains that after identifying risks and critical points, creating approved and actionable mitigation strategies is essential to limit disruption impacts and ensure recovery within targeted timeframes. While risk assessments and BIAs inform these strategies, it is the actual development and approval of solutions that directly safeguard continuity. Grouping risks by owner is part of the process but does not itself provide protection.

Question 5. (Single Select)

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

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

Correct Answer: B

Explanation:

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

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