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Certified Business Continuity Professional (CBCP)

GAQM CBCP-002

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QUESTION NO: 1

Which type of planning requires the commitment of significant financial and human

resources for situations that may never even occur?

A. Operational

B. Technical

C. Contingency

D. Review

ANSWER: C

Explanation:

Contingency planning is correct because it prepares an organization to respond effectively when a disruptive event, emergency, or failure scenario occurs. Its central purpose is to establish viable alternative actions before an incident happens, even though the particular event being planned for may never materialize. This forward-looking preparation commonly requires substantial investment in people, time, technology, facilities, communications arrangements, recovery capabilities, documented procedures, training, exercises, and ongoing maintenance.

Within business continuity practice, this investment is justified by the need to reduce uncertainty and preserve critical products, services, and organizational objectives during a disruption. A contingency plan identifies credible incident scenarios, assigns response and recovery responsibilities, specifies resources and procedures, and is tested so personnel can act promptly under pressure. The plan must also be reviewed and updated as the organization, its dependencies, and its risks change. Although the organization may never need to activate every prepared measure, maintaining readiness is a core characteristic of contingency planning. This aligns with ISO's business-continuity guidance, which emphasizes planning and capabilities for responding to and recovering from disruptive incidents. See ISO 22301:2019—Business continuity management systems and NIST's Contingency Planning Guide for Federal Information Systems.

QUESTION NO: 2

Which type of risk occurs due to volatile environments in which businesses operate and the

nature of their operations?

A. Quality Risk

B. Auditing Risk

C. Business Risk

D. Project Risk

ANSWER: C

Explanation:

Business Risk is the correct answer because it encompasses the uncertainty and potential for loss that an organization faces as a result of the environment in which it operates and the inherent nature of its activities. A volatile operating environment may include changing economic conditions, competitive pressures, shifts in customer demand, supply-chain disruption, regulatory developments, technological change, and natural or human-caused incidents. The organization's operations can also create exposure through its products, processes, dependencies, assets, people, and decision-making. In a business continuity context, recognizing business risk is important because such uncertainty can affect the organization's ability to achieve objectives and continue delivery of prioritized products and services. Business continuity planning uses risk assessment to identify relevant threats and vulnerabilities, understand their potential business impacts, and establish proportionate resilience and continuity strategies. This makes business risk a broad, organization-level concept that directly reflects risks arising from dynamic business conditions and operational activities. For a general definition of business risk, see Investopedia: Business Risk. For business continuity good-practice context, see the Business Continuity Institute Good Practice Guidelines.

QUESTION NO: 3

During a prolonged service interruption, employees begin sharing unverified information on social media about the cause of the incident and expected restoration time. Which action should the crisis-management team take first?

A. Issue verified updates through authorized spokespersons and channels

B. Wait until the root cause has been fully confirmed before communicating

C. Permit each department to publish its own operational update

D. Remove all employee comments from social-media platforms

ANSWER: A

Explanation:

The crisis-management team should establish authorized communications and issue verified, consistent updates through defined channels. Timely communication reduces uncertainty, supports employee safety and confidence, and prevents inaccurate information from becoming the organization’s apparent position.

Technical investigation must continue, but it should not delay basic factual communications. Individual departments should not issue uncoordinated statements, and deleting social-media comments does not provide employees or other stakeholders with reliable information.

QUESTION NO: 4

Which of the following three controls help ensure that a Business Continuity Plan remains usable after significant organizational change? (Choose three)

A. Archive the existing plan without reviewing its content

B. Review the plan when changes affect critical activities or dependencies

C. Apply version control and distribute approved revisions to relevant personnel

D. Prevent recovery team members from accessing plan documentation

E. Exercise or validate the revised continuity arrangements

F. Rely on informal verbal updates rather than documented changes

ANSWER: B C E

Explanation:

Business continuity plans remain usable when material changes trigger review, approved revisions are controlled and distributed to relevant personnel, and the revised arrangements are exercised or otherwise validated. These controls help ensure that documented procedures reflect current people, facilities, technology, suppliers, and recovery strategies.

Archiving a plan without review preserves outdated information. Restricting the plan from all recovery personnel prevents effective use during an incident, while relying on informal verbal updates does not provide controlled, auditable plan maintenance.

QUESTION NO: 5

Which of the following are normally determined through a Business Impact Analysis? (Choose three)

A. The dependencies required to deliver a critical activity

B. The probability that a disruptive incident will occur

C. The impact of disruption over different periods of time

D. The final insurance value of damaged assets

E. The minimum resources required for recovery

F. The detailed technical procedures for restoring every system

ANSWER: A C E

Explanation:

A Business Impact Analysis determines the consequences of disruption over time and establishes the recovery requirements for prioritized products, services, and activities. It identifies dependencies and the minimum resources needed to continue or resume the activity at an acceptable level.

Threat likelihood is assessed through risk assessment rather than BIA. Detailed recovery procedures are developed after recovery requirements and strategies have been established, while insurance settlement values are not a primary BIA output.