

Certificate of the Business Continuity Institute ()

BCI CBCI

Version Demo

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Topic Break Down

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QUESTION NO: 1

Which of the following is NOT a factor that should be considered when estimating the Maximum Tolerable Period of Disruption (MTPD) to a product or service?

- A. Breach of legal or regulatory obligations
- B. Damage to reputation
- C. Threats that could cause disruption
- D. Failure to meet business objectives

ANSWER: C

Explanation:

“Threats that could cause disruption” is correct because the Maximum Tolerable Period of Disruption is an impact-based measure, established through business impact analysis. It identifies the point in time at which the consequences of a product or service being unavailable become unacceptable to the organization. Estimating that point requires the organization to consider how disruption develops over time and when it produces intolerable effects, such as an inability to achieve business objectives, breaches of legal or regulatory duties, financial consequences, contractual consequences, or damage to stakeholder confidence and reputation.

A threat describes a potential cause of disruption, such as a cyberattack, flood, supplier failure, or loss of utilities. Identifying threats, vulnerabilities, likelihood, and related controls is the purpose of risk assessment. That information can help an organization understand its risk exposure and select proportionate continuity strategies, but it does not determine the length of time for which the business can tolerate non-delivery. MTPD must remain focused on the organization's time-dependent impact threshold, irrespective of the event that caused the interruption. This separation between impact analysis and risk assessment supports a clear, evidence-based determination of recovery priorities. See the BCI's [Good Practice Guidelines](#) and ISO's overview of [ISO 22301 business continuity management systems](#).

QUESTION NO: 2

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

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

ANSWER: D

Explanation:

“Take into consideration possibility of new vulnerabilities resulting from impacted resources” is correct because returning from continuity arrangements to normal operations is a controlled transition, not simply a reversal of the incident response. Resources used during or affected by an incident—including recovered applications, replacement infrastructure, temporary workarounds, restored data, suppliers, facilities, and personnel arrangements—may differ from the pre-incident environment. Those differences can introduce security exposures, operational weaknesses, data-integrity concerns, or untested dependencies. A BAU restoration plan should therefore include assessment and treatment of risks arising during recovery and transition, along with appropriate validation, testing, monitoring, ownership, and change control before the organization regards normal service as fully restored. This supports resilient recovery: the organization restores required capability while ensuring that the recovered operating environment is stable and does not create a new source of disruption. NIST's contingency-planning guidance describes the need to reconstitute systems to a normal operating state and to validate the restored environment; see [NIST SP 800-34 Rev. 1](#). This approach also aligns with the Business Continuity Institute's emphasis on managing continuity and resilience throughout the lifecycle, including recovery and return to normal operations; see the [BCI Good Practice Guidelines](#).

QUESTION NO: 3

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

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

ANSWER: D

Explanation:

Live is correct. A live exercise is a practical, operationally focused test conducted in the environment where response activities would actually occur: the normal workplace, an alternative site, or a command centre. Its defining purpose is to exercise the coordinated actions, facilities, communications, systems, procedures, and people required for a realistic incident response. It is therefore designed to involve the full range of participants who would have roles during an actual disruption, rather than only a small management group discussing decisions hypothetically.

For business continuity, this level of realism provides assurance that documented arrangements can be implemented under operational conditions. It also enables the organization to validate practical dependencies, such as access to response locations, use of recovery resources, communications between teams, and the ability of personnel to carry out assigned responsibilities. The Business Continuity Institute describes exercising as an essential component of validating business continuity arrangements and organizational capability; see the [BCI Good Practice Guidelines](#). Related international guidance on exercising and testing business continuity plans is available in [ISO 22398:2013, Guidelines for exercises](#).

QUESTION NO: 4

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: C

Explanation:

A subject matter expert will be assigned as the deputy for each primary BCMS role holder is correct because effective BCMS governance requires responsibilities to remain continuously assigned and actionable, including when the person normally accountable is unavailable. A formally identified deputy or alternate provides resilience in the governance structure: the deputy understands the relevant role, has appropriate competence and authority, and can make or escalate decisions without waiting for an ad hoc replacement to be found. This supports uninterrupted oversight of continuity activities, maintenance of plans and arrangements, incident decision-making, and communication with relevant stakeholders.

Documenting deputies also makes role succession clear and testable. The organization can provide those individuals with role-specific training, access to necessary information, and participation in exercising, so that delegation is practical rather than merely theoretical. This approach aligns with the BCMS emphasis on assigning, communicating, and maintaining roles, responsibilities, and authorities, as reflected in the Business Continuity Institute's Good Practice Guidelines and the organizational roles requirements of ISO 22301. See the [BCI Good Practice Guidelines](#) and [ISO 22301:2019](#).

QUESTION NO: 5

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: B

Explanation:

Where the organization is conducting an initial BIA is correct because an organization establishing business continuity management for the first time may not yet have a sufficiently validated view of its critical products and services, organizational boundaries, dependencies, or priority activities. Starting with a high-level BIA provides a proportionate way to identify what the organization delivers, determine which products and services have the greatest consequences if disrupted, and obtain management agreement on priorities. Those findings can then be used to define and refine the BCMS scope and target detailed BIAs toward the activities and resources that support the prioritized outputs. This staged approach avoids premature, resource-intensive analysis of every process before the organization has established where continuity-management effort is most needed. It also supports the ISO 22301 principle that the organization must determine the scope of its BCMS in light of its context, requirements, and products and services. BIA is an analysis process used to establish the impact of disruption over time and recovery priorities, making its initial high-level use especially valuable during BCMS establishment. See [ISO 22301:2019](#) and the [Business Continuity Institute overview of Business Impact Analysis](#).

QUESTION NO: 6

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

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

ANSWER: A

Explanation:

Financial value of the product or service to the organization is a valid consideration when establishing an initial BCMS scope. A BCMS is intended to protect an organization's ability to continue delivering prioritized products and services at acceptable levels following disruption. Consequently, the organization needs to understand which products or services are most material to its viability and objectives. Financial value can indicate materiality through revenue contribution, margin, cash-flow importance, contractual commitments, or the financial consequences that would arise if delivery stopped. A high-value product or service may therefore warrant early inclusion because its disruption could rapidly create unacceptable impacts for the organization and its stakeholders.

This consideration supports a proportionate, business-led scope rather than treating all activities as equally urgent. It also provides a useful input to subsequent impact analysis and prioritization, where financial impacts are assessed alongside other relevant impacts such as legal, regulatory, customer, safety, and reputational consequences. ISO 22301 requires the organization to determine the BCMS scope in light of its context, requirements, and activities; identifying financially significant products and services is consistent with that approach. See [ISO 22301:2019 — Security and resilience](#) and the [BCI Good Practice Guidelines](#).

QUESTION NO: 7

Which of the following is a step that would be taken by the Business Continuity professional to support the process to advance an organization from embedding to embracing Business Continuity?

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

ANSWER: C

Explanation:

Gaining an understanding of the organization's culture is the appropriate step because an organization embraces Business Continuity only when continuity becomes part of how people think, make decisions, and carry out their everyday responsibilities. A Business Continuity professional needs to understand the existing culture—including leadership behaviours, shared values, decision-making practices, communication preferences, and attitudes to risk and resilience—to identify the most effective ways to encourage genuine ownership of continuity. This insight allows the professional to tailor engagement, awareness, training, and leadership messaging so that Business Continuity is meaningful to the organization rather than perceived as a separate compliance exercise. Cultural understanding also helps identify influential stakeholders and potential barriers to adoption, enabling the programme to be integrated sustainably into normal business management. BCI's Good Practice Guidelines describe embedding Business Continuity as establishing it within an organization's culture, while the BCI competency framework identifies cultural awareness and the ability to influence organizational behaviour as important professional capabilities. These principles support progressing beyond the implementation of arrangements toward a resilient culture in which continuity is actively valued and practised. See the [BCI Good Practice Guidelines](#) and the [BCI Competency Framework](#).

QUESTION NO: 8

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: B

Explanation:

Create guidance documents that detail response activities and procedures that specific teams need to follow is correct because a continuity solution becomes operational only when the people responsible for using it have clear, usable instructions. Following the selection of continuity strategies and solutions, an organization needs to translate those decisions into documented response arrangements, including roles, escalation and communication routes, immediate actions, and team-specific procedures. These documents enable personnel to activate and deliver the intended continuity capability consistently during a disruption, rather than relying on informal knowledge or ad hoc decisions.

This is consistent with the Business Continuity Institute's Good Practice Guidelines lifecycle, in which continuity strategies and solutions are enabled through documented plans and procedures that support response and recovery. It also aligns with ISO 22301's requirement to establish and maintain documented business continuity procedures and to make them available to those responsible for implementing them. Guidance must be practical, appropriately assigned to teams, communicated, and maintained so that the agreed solutions can be used effectively under incident conditions. See the [BCI Good Practice Guidelines](#) and [ISO 22301:2019](#).

QUESTION NO: 9

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

Explanation:

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. This reflects the management-system approach to business continuity: governance is established to provide direction, accountability, decision-making authority, and oversight, but it must remain suitable as the BCMS develops. Initial work on scope, business impact analysis, risk assessment, continuity strategies, plans, exercising, and performance evaluation gives the organization progressively better information about dependencies, resource requirements, escalation routes, and ownership. That learning can reveal that accountabilities need clarifying, authorities need delegating differently, or additional roles are needed to operate and maintain the BCMS effectively.

Continual improvement is therefore integral to governance rather than a one-time design activity. Senior management should ensure that governance arrangements continue to support the BCMS objectives and organizational context, while review processes provide a basis for making informed adjustments. ISO 22301 frames business continuity as a management system requiring leadership, assigned responsibilities, performance evaluation, and continual improvement. The BCI's Good Practice Guidelines likewise position business continuity as an ongoing lifecycle rather than a static project. Useful references are [ISO 22301:2019](#) and the [BCI Good Practice Guidelines](#).

QUESTION NO: 10

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

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

ANSWER: C

Explanation:

Assigning responsibilities to staff who are working away from the site to enable recovery activities to commence is the activity that would not normally be an immediate care-and-wellbeing requirement. In the initial stages of an incident, the People and Culture function's priority is human impact: establishing accountability for personnel, confirming their safety and location, maintaining contact channels, and arranging appropriate welfare or medical support. This information enables incident leaders to make informed decisions while ensuring that affected people receive timely assistance.

Deploying or reallocating personnel for recovery work is certainly an important business continuity activity, particularly where the affected site cannot be used. However, it follows the urgent people-safety actions and forms part of organizing the operational response and recovery capability. The distinction matters because immediate response decisions should first protect life, address welfare needs, and provide a reliable picture of the status of staff before work is assigned to restore products, services, or facilities. This sequencing is consistent with business continuity good practice and incident-

management guidance, which place the safety and welfare of people at the forefront of initial response activities. See the [BCI Good Practice Guidelines](#) and [Ready.gov business emergency guidance](#).

QUESTION NO: 11

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: D

Explanation:

Hot debrief is correct. It is a short, immediate discussion conducted as soon as an exercise ends and before participants leave the exercise venue or return to normal duties. Its purpose is to capture participants' initial observations, concerns, perceived successes, and issues while events are recent and recollections are most reliable. This prompt collection of feedback provides valuable input for the exercise evaluation process, particularly where participants experienced operational difficulties, identified gaps in procedures, or noticed aspects of the response that require further investigation.

A hot debrief does not replace the more detailed post-exercise review and improvement process. Rather, it preserves immediate learning that can be considered alongside evaluator notes, exercise logs, and other evidence when developing findings and corrective actions. Conducting it before people disperse also ensures that feedback is obtained from the full range of exercise participants, not only those available for later follow-up. This use of immediate participant feedback is consistent with established exercise-management practice described in the UK government's [Emergency Response and Recovery guidance](#) and the US [Homeland Security Exercise and Evaluation Program](#).

QUESTION NO: 12

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

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

ANSWER: D

Explanation:

To identify the likelihood and consequences of specific threats to a priority product is the correct answer because this is a risk-assessment activity rather than a Products and Services Business Impact Analysis activity. A Products and Services BIA examines the effects of disruption over time: it helps an organization understand the relative importance of its products and services, establish recovery priorities, and identify the timeframes and resources needed to manage unacceptable impacts. At this strategic level, its results can inform leadership decisions on continuity priorities and the appropriate scope of the BCMS, including reconsideration after material business changes.

Assessing particular threats requires a different analytical perspective. Risk assessment considers events or conditions that could cause disruption, evaluates their likelihood, and determines the consequences arising from those scenarios. This supports treatment and resilience decisions, whereas the BIA starts from the disruption of an activity, product, or service and evaluates the resulting business impact regardless of the cause. BCI's Good Practice Guidelines identify BIA and risk

assessment as complementary analysis techniques within a business continuity management system. See the [BCI Good Practice Guidelines](#) and ISO's overview of [ISO 22301 business continuity management systems](#).

QUESTION NO: 13 - (SIMULATION)

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

ANSWER: See the explanation for the answer

Explanation:

Correct answer: A simulation exercise uses a realistic, evolving incident scenario (often with timed injects) in which the relevant people *practise and demonstrate their response actions and decision-making*, without carrying out a full live recovery or disrupting normal business operations.

It is more interactive and demanding than a discussion-only desktop/tabletop exercise. The exercise controller provides information as the scenario develops and participants respond as they would during an actual incident—for example, escalating the incident, convening the crisis team, communicating, assessing impacts, and selecting recovery strategies.

Simulation: realistic scenario and simulated response/decisions.

Desktop/tabletop: primarily facilitated discussion of plans and roles.

Live exercise: actual deployment of people, facilities, technology, or recovery arrangements.

QUESTION NO: 14

When conducting a Business Impact Analysis (BIA), an understanding of the requirements for people, information and data, finance and suppliers is required to identify resources and dependencies for:

- A. Prioritised activities
- B. Developing a general business plan
- C. Developing a plan to improve the organization's BC culture
- D. Establishing a response structure

ANSWER: A

Explanation:

Prioritised activities is correct because a Business Impact Analysis establishes which products, services and activities must be continued or resumed first following a disruption, and identifies the resources needed to support that outcome. Understanding requirements for people, information and data, finance, and suppliers enables the organization to determine the internal and external dependencies on which delivery of each prioritised activity relies. This includes necessary skills and staffing levels, essential records and systems, funding or cash-flow requirements, and critical third-party goods or services.

This dependency information provides an evidence-based foundation for setting recovery requirements and selecting proportionate continuity strategies. It helps ensure that continuity solutions are designed around the minimum resources required to achieve the organization's agreed recovery objectives for activities that matter most, rather than around assumptions about every resource used in normal operations. The BCI's Good Practice Guidelines place BIA within the analysis stage of the business continuity management lifecycle and use it to determine the impacts of disruption, recovery priorities, and resource requirements. ISO 22301 likewise requires organizations to assess impacts over time and establish priorities and requirements for continuity and recovery. See the [BCI Good Practice Guidelines](#) and [ISO 22301:2019](#).

QUESTION NO: 15

When identifying risk mitigation strategies and solutions in relation to unacceptable risk and/or single point dependencies, the Business Continuity (BC) professional should collaborate with:

- A. Activity and resource owners
- B. Top management
- C. Incident response team leaders
- D. Media and communication managers

ANSWER: A

Explanation:

Activity and resource owners are the appropriate collaborators because they have direct knowledge of how critical activities are performed and of the people, premises, technology, information, suppliers, equipment, and other resources on which those activities depend. During business impact analysis and risk assessment work, they are therefore best placed to validate whether a dependency is genuinely a single point of failure, assess the practical impact of its loss, and help identify feasible treatments. Their involvement also ensures that proposed mitigation measures—such as alternative resources, additional capacity, supplier arrangements, workarounds, or process redesign—are operationally realistic and can be implemented by the accountable business area. The BC professional facilitates a structured, evidence-based process and ensures that residual risk and continuity requirements are documented and escalated through the organization's governance arrangements. This aligns with the BCI Good Practice Guidelines' emphasis on engaging relevant stakeholders and owners in determining continuity solutions, and with ISO 22301's requirement to establish processes for assessing and treating risks that may affect the continuity management system. See the [BCI Good Practice Guidelines](#) and [ISO 22301:2019](#).

QUESTION NO: 16

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

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

ANSWER: C

Explanation:

Culture is correct because these sources provide practical evidence of the organization's identity: its purpose, values, strategic priorities, leadership tone, and the behaviours it visibly promotes and rewards. A mission statement expresses intended purpose and values, while annual reports show stated priorities, governance themes, and stakeholder commitments. Newsletters and official social-media communications can also indicate how people communicate, what achievements are celebrated, and which messages are repeatedly reinforced. Together, this information helps a business continuity professional understand the organization's shared assumptions, attitudes, and ways of working before seeking to embed or improve business continuity practices. This understanding is particularly important when developing business continuity culture, since an approach that fits the organization's existing language, values, and priorities is more likely to gain meaningful engagement and commitment. ISO describes organizational culture as being shaped by shared values, beliefs, and behaviours, which directly affect how an organization responds to change and risk. The BCI's Good Practice Guidelines likewise position embedding business continuity as an activity requiring engagement with people and organizational culture, not merely the publication of procedures. See the [BCI Good Practice Guidelines resource page](#) and [ISO 22301:2019 overview](#).

QUESTION NO: 17

Which of the following describes an operational plan?

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

- B. Documented procedures that are still in draft form as they have not yet been tested via exercises or actual incidents
- C. Detailed information on any processes that have not been risk assessed by the organization and therefore present an increased risk
- D. Pre-prepared information to facilitate the coordination of response activities when several different operational teams are involved

ANSWER: A

Explanation:

Documented plans to protect people and property while supporting the recovery of the organization's prioritised activities correctly describes an operational plan. In the BCI Good Practice Guidelines framework, operational planning turns the continuity strategies and solutions selected for prioritised activities into practical, usable instructions for the people who must act during an incident. Such plans are normally used by individual business areas, sites, or specialist functions and address the immediate actions needed to safeguard personnel and assets, manage disruption, and restore the activity within its required timeframe.

The emphasis on both protection and recovery is important. An operational plan is not merely a record of information: it provides an actionable basis for incident-time work, including responsibilities, procedures, resources, communications, and recovery arrangements appropriate to the operational team. It therefore supports the organisation's broader continuity capability by enabling prioritised activities to continue at an acceptable level or to be recovered in line with agreed requirements. BCI's Good Practice Guidelines identify the development and maintenance of appropriate continuity solutions and plans as central elements of a mature business continuity management system. See the [BCI Good Practice Guidelines](#) and the [BCI CBCI qualification overview](#).

QUESTION NO: 18

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

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

ANSWER: A

Explanation:

Performing a check of backup equipment at the alternate site on a monthly basis is regularly planned ongoing maintenance because it is a defined, recurring, preventive activity intended to keep a continuity capability available and effective. Business continuity arrangements depend not only on documented plans but also on the continuing readiness of the resources needed to execute them, including alternate locations, technology, equipment, communications, and supporting services. A monthly check establishes an expected maintenance cadence, enables faults or deterioration to be identified before a disruption occurs, and provides evidence that the alternate-site capability remains usable.

This approach supports the BCMS lifecycle of monitoring, review, maintenance, and continual improvement. The organization can record the results of each check, address any identified issue through its established maintenance process, and use trends to improve resilience over time. ISO's business-continuity management standard emphasizes maintaining and improving a management system so that it continues to support organizational resilience and continuity objectives. The BCI likewise describes business continuity as an ongoing management discipline rather than a one-time planning exercise. See [ISO 22301:2019—Business continuity management systems](#) and [The Business Continuity Institute](#).

QUESTION NO: 19

Which of the following is NOT an outcome that will result from an organization embracing Business Continuity?

- A. Business Continuity tasks being given greater priority and completed on time
- B. A Business Continuity programme that is fit for purpose and adequately sized for the organization
- C. A reduction in the need to carry out maintenance activities and regular plan reviews and updates
- D. Recognition by interested parties of areas where Business Continuity adds value to their operation

ANSWER: C

Explanation:

A reduction in the need to carry out maintenance activities and regular plan reviews and updates is the outcome that will not result from embracing Business Continuity. An embedded, organization-wide Business Continuity culture makes continuity responsibilities part of normal management practice. This includes ensuring that plans, strategies, contact information, resource requirements, and exercising arrangements remain current as the organization, its services, dependencies, risks, and stakeholder expectations change.

Maintenance is therefore a continuing lifecycle activity, rather than a one-time task completed when a plan is approved. Regular review and update work gives the organization confidence that its documented arrangements remain usable, appropriate, and aligned with its actual operating environment. A mature programme also uses lessons from exercises, incidents, audits, and organizational change to improve those arrangements over time. Embracing Business Continuity should increase the visibility, ownership, and prioritization of this work, supporting resilience and effective response capability.

This approach is consistent with the Business Continuity Institute's Good Practice Guidelines, which frame Business Continuity as an ongoing management process, and with ISO 22301's requirement to maintain and continually improve a business continuity management system. See the [BCI Good Practice Guidelines](#) and [ISO 22301:2019](#).