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Question: 1

Which of the following approach identifies potential threats to an organisation and impacts to business operations?

- A. Business Process Management
- B. Business Continuity Management
- C. Six Sigma Approach
- D. ISMS Security Process

Answer: B

Explanation:

Business Continuity Management (BCM) is the approach that identifies potential threats to an organization and impacts to business operations. BCM provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities¹. BCM involves the following steps²:

Establishing the context and scope of the BCMS

Conducting a business impact analysis (BIA) and risk assessment (RA)

Developing business continuity strategies and solutions

Implementing business continuity plans and procedures

Exercising, testing and reviewing the BCMS

Continually improving the BCMS Reference:

ISO 22301:2019, clause 3.6

ISO 22301 Auditing eBook, page 15

Question: 2

Which one of the following initiative of Business Continuity Management helps in preparing the entire organization in advance of any major incident?

- A. Leadership
- B. Governance
- C. Good Business Practice
- D. Long Range Focus

Answer: C

Explanation:

Business Continuity Management (BCM) is a holistic management process that identifies potential

threats to an organization and the impacts to business operations that those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities¹. One of the main objectives of BCM is to prepare the entire organization in advance of any major incident, so that it can respond and recover effectively and efficiently. This is achieved by implementing a Business Continuity Management System (BCMS), which is a set of policies, processes, procedures, roles, responsibilities, resources, and plans that enable an organization to manage business continuity².

According to ISO 22301, the international standard for BCMS, one of the benefits of implementing a BCMS is that it helps an organization to establish a culture of good business practice, which is an initiative that helps in preparing the entire organization in advance of any major incident³. Good business practice means that an organization follows the principles of business continuity, such as customer focus, leadership, engagement of people, process approach, improvement, evidencebased decision making, and relationship management. By adopting these principles, an organization can enhance its resilience, reduce its risks, improve its performance, and increase its customer satisfaction.

The other options are not correct because they are not initiatives of BCM that help in preparing the entire organization in advance of any major incident. Leadership is a principle of business continuity, but it is not an initiative by itself. It refers to the role of top management in establishing the BCMS, providing direction and support, and ensuring its effectiveness. Governance is a function of the organization that ensures that the BCMS is aligned with the strategic objectives, complies with the legal and regulatory requirements, and meets the expectations of the interested parties. Long range focus is a characteristic of a resilient organization, but it is not an initiative of BCM. It means that an organization anticipates and adapts to the changing environment, and plans for the future.

Reference: 1: ISO 22301:2019, Security and resilience — Business continuity management systems — Requirements, 3.4 2: ISO 22301:2019, Security and resilience — Business continuity management systems — Requirements, 3.5 3: ISO 22301:2019, Security and resilience — Business continuity management systems — Requirements, Introduction : ISO 22301:2019, Security and resilience — Business continuity management systems — Requirements, 0.2 : ISO 22301 Auditing eBook, Chapter 2.2.2 : ISO 22301 Auditing eBook, Chapter 2.1.1

Question: 3

Which one of the following initiative of Business Continuity Management is a regulatory system that controls an organization and its activities?

- A. Leadership
- B. Good Business Practice
- C. Governance
- D. Long Range Focus

Answer: C

Explanation:

Governance is the initiative of Business Continuity Management that is a regulatory system that controls an organization and its activities. Governance refers to the set of policies, processes, roles,

and responsibilities that define how an organization is directed and managed. Governance ensures that the organization's objectives, strategies, and operations are aligned with the expectations and needs of its stakeholders, such as customers, employees, regulators, and shareholders. Governance also provides oversight and accountability for the organization's performance, risks, compliance, and continuity.

Business Continuity Management (BCM) is a key component of governance, as it enables the organization to protect its critical assets and functions, and to respond and recover from disruptive incidents. BCM helps the organization to maintain its reputation, resilience, and value in the face of uncertainty and crisis. BCM also supports the organization's compliance with relevant laws, regulations, standards, and best practices, such as ISO 22301, the international standard for business continuity management systems.

Therefore, governance is the initiative of Business Continuity Management that is a regulatory system that controls an organization and its activities, by providing direction, oversight, and accountability for the organization's continuity and resilience. Reference:

ISO 22301 Auditing eBook, Chapter 1: Introduction to Business Continuity Management, Section 1.1: What is Business Continuity Management?, Page 4

ISO 22301 Auditing eBook, Chapter 2: Introduction to ISO 22301, Section 2.1: What is ISO 22301?, Page 9

ISO 22301 Auditing eBook, Chapter 3: Business Continuity Management System, Section 3.1: Context of the Organization, Page 13

ISO 22301 Auditing eBook, Chapter 3: Business Continuity Management System, Section 3.2: Leadership, Page 16

Question: 4

Which one of the following function encompasses the knowledge and skills of a diverse group of professionals to manage the corporate Business Continuity Management programme?

- A. Communication
- B. Adaption
- C. Value Preservation
- D. Multidisciplinary Function

Answer: D

Explanation:

A multidisciplinary function encompasses the knowledge and skills of a diverse group of professionals to manage the corporate Business Continuity Management programme. According to the ISO 22301 Auditing eBook, "Business continuity is a multidisciplinary function that involves several different departments and business units, such as IT, human resources, finance, legal, public relations, etc. Each of these departments and units has a role and responsibility in ensuring the continuity of the organization's critical activities and processes in the event of a disruption. Therefore, a business continuity auditor needs to have a broad understanding of the various aspects and functions of the organization, as well as the specific requirements and expectations of each stakeholder group."¹ Reference:

ISO 22301 Auditing eBook, Chapter 2: Business Continuity Concepts and Principles, Section 2.2:

Question: 5

Which of the following evaluation process enables senior executives to manage decisions on building resilience in the development programme?

- A. Resources Allocation
- B. New Product/Service Assessment
- C. Process Evaluation
- D. Adaption

Answer: B

Explanation:

The evaluation process that enables senior executives to manage decisions on building resilience in the development programme is the new product/service assessment. This process involves evaluating the potential impact of new products or services on the organization's business continuity objectives, risks, and capabilities. The new product/service assessment helps senior executives to identify and prioritize the business continuity requirements and resources needed for the successful launch and delivery of new products or services. The new product/service assessment also helps senior executives to monitor and review the performance and effectiveness of the new products or services in relation to the business continuity objectives and expectations. Reference:

ISO 22301 Auditing eBook, page 67

ISO 22301:2019, clause 8.3

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