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Q55. Which type of review can often used as a secondary method to support other forms of information collection methods?
* Documentary review
* Visionary review
* Personal review
* Private review

Q56. Which type of planning minimizes impacts due to the unavailability of key staff?
* Succession
* Regression
* Recovery
* Backup

Q57. Which step in PDCA Cycle validates improvements?
* Plan

* Do
* Check
* Act
Explanation

The act step in the PDCA cycle validates improvements by taking actions to address any gaps, nonconformities, or opportunities for improvement identified in the check step. The act step also involves reviewing the effectiveness of the actions taken and determining whether further improvement is possible or necessary. The act step closes the PDCA cycle and leads to a new plan step for the next cycle of continual improvement. The act step is one of the key requirements of ISO 22301, as it demonstrates theorganization's commitment to enhance its business continuity capability and performance. References: ISO 22301 Auditing eBook, page 10 1; ISO 22301:2019, clause 0.3 2

Q58. The purpose of risk management for business continuity is to find out what problems an organization may face.

How should the level of risk for an organization be determined?
* Combining consequence and likelihood of events
* Combining importance and acceptance of events
* Combining acceptable and tolerable events
* Combining profitability and analysis of events
Explanation

According to ISO 22301:2019, Clause 6.1.2, the organization must establish, implement, and maintain a documented process to manage risks related to the continuity of its critical functions and the achievement of its business continuity objectives. The risk management process should include the identification, analysis, and evaluation of the risks that may cause disruption to the organization's operations, products, and services. The level of risk for an organization should be determined by combining the consequence and likelihood of the events that may lead to disruption, as well as the organization's risk criteria, risk appetite, and risk tolerance.

The consequence of an event is the impact or effect that it may have on the organization's objectives, reputation, stakeholders, and resources. The likelihood of an event is the probability or frequency that it may occur, based on historical data, statistical analysis, expert judgment, or other methods. The organization should use appropriate tools and techniques to assess the level of risk, such as risk matrices, risk registers, risk maps, or risk software. The organization should also document the results of the risk assessment and communicate them to relevant interested parties. The purpose of risk management for business continuity is to find out what problems an organization may face, and to take appropriate actions to prevent, mitigate, or transfer the risks, or to accept them if they are within the organization's riskcriteria. References: ISO 22301:2019, Clause 6.1.2; ISO 22301 Auditing eBook, Chapter 4.2.2.

Q59. How many types of strategies are involved in Process-Centric approach?
* 4
* 5
* 6
* 7
Explanation

According to the ISO 22301 Auditing eBook, there are five types of strategies involved in the process-centric approach to business continuity management. They are:

Business continuity strategy: This is the overall approach that provides a framework for ensuring the continuity of an organization's critical functions in the event of a disruption. It defines the objectives, scope, principles, and policies of the business continuity management system (BCMS).

Recovery strategy: This is the specific approach that defines how an organization will restore its critical functions within a predefined time frame after a disruption. It identifies the resources, actions, and procedures required to recover the critical functions and resume normal operations.

Continuity strategy: This is the specific approach that defines how an organization will maintain its critical functions during a disruption. It identifies the alternative arrangements, methods, and modes of operation that will enable the organization to continue delivering its products or services at an acceptable level of performance.

Mitigation strategy: This is the specific approach that defines how an organization will reduce the likelihood and/or impact of a disruption. It identifies the preventive and protective measures that will minimize the exposure and vulnerability of the organization to potential threats and risks.

Response strategy: This is the specific approach that defines how an organization will react to a disruption. It identifies the roles, responsibilities, and authorities of the incident management team, the communication channels and protocols, and the escalation and notification procedures.

References: ISO 22301 Auditing eBook, pages 40-42

Q60. The organization should establish a formal evaluation process for determining continuity and recovery priorities and objectives.

What is one of the purposes of the Business Impact Analysis (BIA)?
* to determine the business continuity strategy
* to determine minimal acceptable outage
* to identify risks
* to identify crisis
Explanation

One of the purposes of the business impact analysis (BIA) is to determine the minimal acceptable outage (MAO) for each critical function or process of the organization. The MAO is the maximum amount of time that a function or process can be disrupted before it causes unacceptable consequences for the organization.

The MAO is used to define the recovery time objective (RTO) and the recovery point objective (RPO) for each function or process. The RTO is the time within which a function or process must be restored after a disruption, and the RPO is the point in time to which the data and information must be recovered. The BIA helps the organization to prioritize its recovery efforts and allocate the necessary resources for business continuity. References: ISO 22301 Auditing eBook, page 38; ISO 22301:2019 standard, clause 8.2.2

Q61. Leadership stresses the importance of executive support for the BCMS.
* False
* True

Q62. Which step in PDCA Cycle Implements previous selected controls to meet the control objectives?
* Plan
* Do
* Check
* Act

Q63. Which step in PDCA Cycle maintains communication with key stakeholders?

* Plan
* Do
* Check
* Act
Explanation

The Do step in the PDCA cycle is the stage where the plan is implemented and executed. It involves carrying out the activities and processes that are defined in the BCMS. It is also the step where communication with key stakeholders is maintained. Communication is a vital element of the BCMS, as it ensures that all relevant parties are informed and involved in the business continuity process. ISO 22301 requires organizations to establish communication procedures that enable timely and effective communication during a disruption. These procedures should include clear communication channels, escalation processes, and guidelines for communication with stakeholders such as customers, suppliers, and regulatory bodies1.

Communication and training are also important aspects of the Do step, as they ensure that all stakeholders are involved and aware of the PDCA cycle and their role in it. Provide training and support to help employees understand the process and how they can contribute to it2. The Do step also involves testing and exercising the BCMS to verify its effectiveness and identify areas for improvement. Testing and exercising are essential for validating the assumptions, plans, and procedures of the BCMS and ensuring that they are fit for purpose. They also help to raise awareness and confidence among the staff and stakeholders and demonstrate the organization’s commitment to business continuity3. References: : ISO 22301 Clause 7.4 Communication : The Plan-Do-Check-Act (PDCA) Cycle: A Guide to Continuous Improvement : ISO 22301 Business Continuity Management Made Easy

Q64. Which of the following Audit verifies that the BCM Programme activities are adequately managed through conformance?
* Maintenance
* Dependency
* Quality
* Security

Q65. Which communication structure should be established for managing information between various groups of stakeholders in the organization?
* Internal Communication
* External Communication
Explanation

According to ISO 22301 Lead Auditor objectives and content, the communication structure for managing information between various groups of stakeholders in the organization should include both internal and external communication. Internal communication refers to the exchange of information and messages within the organization, such as between employees, managers, and business continuity teams. External communication refers to the exchange of information and messages with parties outside the organization, such as customers, suppliers, regulators, media, and the public. Both types of communication are essential for ensuring the effective operation of the business continuity management system (BCMS) and the successful response and recovery from disruptions. The communication structure should be aligned with the organization’s communication strategy, which should identify the communication needs, define the communication channels, and establish the communication procedures for the BCMS. The communication structure should also consider the unique communication requirements that may arise during a disruption, such as timely and accurate information, alternative communication channels, and managing rumours and misinformation. References: ISO 22301 Auditing eBook, page 291; ISO 22301 Clause 7.4 Communication2

Q66. Workshops bring a group of people together into a discussion.
* True
* False

Q67. The Act phase of PDCA cycle consists of improvement?
* True
* False
Explanation

The Act phase of the PDCA cycle consists of improvement. The Act phase is the fourth and final phase of the PDCA cycle, following the Check phase. In the Act phase, the organization takes action based on what it learned from the Check phase, where it monitored and evaluated the results of the Do phase, where it implemented the plan developed in the Plan phase. The action can be one of the following options1:

If the change was successful, the organization can standardize and stabilize the change, and communicate and document the results and the lessons learned. The organization can also identify opportunities for further improvement and start a new PDCA cycle with a different plan.

If the change was not successful, the organization can identify the root causes of the failure and revise the plan accordingly. The organization can also start a new PDCA cycle with the revised plan or a different plan. The Act phase is the phase where the organization improves its processes and performance by incorporating the learning from the previous phases. The Act phase also helps the organization to sustain the improvement and prevent the recurrence of problems. The Act phase is aligned with the clause 10 of ISO 22301, the international standard for business continuity management systems, which requires the organization to improve its business continuity management system by taking corrective actions, addressing nonconformities, and enhancing customer satisfaction2.

References:

ISO 22301 Auditing eBook, Chapter 1: Introduction to Business Continuity Management Systems, Section 1.3: PDCA Cycle1 ISO 22301:2019 – Security and resilience – Business continuity management systems – Requirements, Clause 10: Improvement2

Q68. Of which process should Business Continuity programs be a part?
* Incident Management process
* Compliance process
* Governance process
* Problem Management process
Explanation

Business continuity programs should be a part of the governance process of the organization, which is the system by which the organization is directed and controlled. The governance process involves setting the strategic direction, establishing the policies and objectives, allocating the resources, monitoring the performance, and ensuring the accountability and transparency of the organization. Business continuity programs support the governance process by ensuring the continuity of the organization’s critical functions and processes in the event of a disruptive incident, and by enhancing the organization’s resilience and reputation. References: ISO 22301 Auditing eBook, Chapter 1: Introduction to Business Continuity Management Systems (BCMS), Section 1.1: Governance, page 8.

Q69. Corporate Services and Information Technology are the functions that provide a range of physical and technological infrastructure services to all other functions.
* True
* False
Explanation

Corporate Services and Information Technology are the functions that provide a range of physical and technological infrastructure

services to all other functions, such as human resources, finance, legal, procurement, facilities, security, IT systems, networks, applications, databases, etc. These functions are essential for the continuity of the organization’s operations, as they support the delivery of products and services to customers and stakeholders. Therefore, they need to be included in the scope and objectives of the business continuity management system (BCMS), and their roles and responsibilities need to be defined and communicated. References: ISO 22301 Auditing eBook, Chapter 2: Business Continuity Management System (BCMS), Section 2.1: Scope and Objectives, page 23.

Q70. Which type of interview employ verbal questioning as its principal technique of data collection?
* Private interview
* Personal interview

Q71. The collection of corporate information provides evidence on the state of organizational preparedness.
* True
* False
Explanation

The collection of corporate information provides evidence on the state of organizational preparedness, as it allows the organization to assess its currentcapabilities, resources, and performance in relation to its business continuity objectives and requirements. Corporate information includes documents, records, data, and other types of information that are relevant to the organization’s business continuity management system (BCMS).

By collecting and analyzing corporate information, the organization can identify its strengths, weaknesses, opportunities, and threats, and determine the gaps and areas for improvement in its BCMS. Corporate information also helps the organization to monitor and measure the effectiveness and efficiency of its BCMS, and to demonstrate its compliance with the ISO 22301 standard and other applicable regulations and standards. References: ISO 22301 Auditing eBook, page 34; ISO 22301:2019 standard, clause 9.1

Q72. Adopting the BCMS optimizes the organization’s business continuity capability.
* True
* False

Q73. Which four factors are considered when designing questionnaires for the BIA?
* Concise information
* Layout
* Types of question
* Level of detail
* Image and Pictures
* Virtualization

PECB Certified ISO 22301 Lead Auditor certification is designed for professionals who have a good understanding of business continuity management principles and practices. PECB Certified ISO 22301 Lead Auditor Exam certification exam covers a wide

range of topics, including business continuity management system auditing, risk management, incident management, and disaster recovery. ISO-22301-Lead-Auditor exam consists of multiple-choice questions and essay questions, and candidates are required to demonstrate their knowledge and skills in each of these areas.

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