**MCT (multiple choice test) D 26v19 in class**

**Business continuity management system readiness ISO 22301 version 2019**

First and last name: ………………………………..

Date: …………………………

Please tick **all** correct answers (one or more correct answers per question are possible)

**A – Business continuity**

**A.1 ISO stands for:**

International Standard Organization

International Superior Organization

International Organization for Standardization

**A.2 The first edition of the ISO 22301 standard appeared in:**

 1995

2003

2012

**A.3 Only one of the following statements is correct. Which one?**

A product can be certified ISO 22301

A service can be certified ISO 22301

A company's business continuity management system can be certified ISO 22301

Any company with more than 100 persons shall be certified ISO 22301

**A.4 The standard ISO 22301 determines for a business continuity management system:**

 The requirements

 The vocabulary

 The risk management

**A.5 Examples of benefits of implementing an ISO 22301 BCMS:**

Preventing emergency situations

 Strengthen your resilience

 Maintaining vital business operations during a disruption

 Improved manufacturing capacity

**A.6 In the PDCA cycle, the A stands for:**

Analyze the business impact

Act

Provide support

Adapt

**A.7 Examples of disruptions:**

An earthquake

 A flood

 A fire

 A terrorist attack

 A nonconformity

**B – Process approach**

**B.1 The process is:**

Any support allowing the treatment of information

An entity that provides a product

Anyone who receives a product

Activities that transform inputs into outputs

**B.2 A process creates, among other things:**

Added value

Potential nuisances

Quality

**B.3 A process is determined, among other things, by its:**

Inputs

Strategy

Purpose

Owner

**B.4 The processes Anticipate emergencies and Analyze business impact are:**

Management processes

Realization processes

Support processes

**B.5 The realization processes include:**

 Design

 Recover activities

 Improve

 Control nonconformities

 Assess risks

**B.6 Among other things, the process mapping allows us to:**

Identify the beneficiary

Identify the interactions

Plan the BCMS

Manage inspection means

Obtain a global vision

**B.7 The process approach, among other things:**

Relies on process management

Allows roles and responsibilities to be clarified

Focuses on the priority to investments

Helps reduce costs, delays and waste

**C – Context**

**C.1 External issues that may affect the company's performance are, among others:**

Social environment

Regulatory environment

Corporate culture

Products and services

**C.2 Internal issues that may affect the company's performance are, among others:**

Technology environment

Economic environment

Products and services

Corporate culture

**C.3 Examples of stakeholders:**

Laws and regulations

Customers

Stockholders

Neighbors

**C.4 The scope of the BCMS takes into account:**

The company’s activities

The external and internal issues

The business continuity policy

The corporate culture

The size of the company

 The outsourced processes

**C.5 The business continuity management system is:**

Planned

Documented

Implemented

Simplified

Improved

 Certified

**C.6 The number of the requirements of ISO 22301 version 2019 is:**

Less than 200

 Over 200

Over 300

Less than 300

**D - Leadership**

**D.1 Leadership of top management should:**

Manage the company’s processes

Fully assume responsibility for the effectiveness of the BCMS

Define the purpose of the company

Lead by example in the field

Support continual improvement

**D.2 Top management commitment is:**

Communicated and understood at all levels

To define the business continuity policy

To ensure the availability of manpower and technical resources to achieve the objectives

To support the process approach

Formalized in a written statement

**D.3 Top management shows its commitment:**

By leading by example in the field

By participating in the reduction of risks

By promoting the business continuity policy

 By communicating on the importance of having an efficient BCMS

**D.4 The business continuity policy is:**

Adapted to the purpose of the company

Adapted to the corporate culture

Adequate to the importance of risks in the company

An assurance of the availability of manpower and technical resources

Publicly available

 Communicated, understood and implemented

**D.5 The business continuity policy includes:**

The involvement of staff to achieve expected results

The framework for defining objectives

 The safety rules to apply

A commitment to continual improvement of performance

**D.6 The responsibilities and authorities of the BCMS:**

Are defined by top management

Are freely available internally

Are available to stakeholders concerned

Are listed in the business continuity policy

**D.7 A person is appointed to:**

Define the responsibilities and authorities of the BCMS

Ensure that the BCMS meets the requirements of the ISO 22301 standard

Report on the performance of the BCMS

Communicate about everyone’s responsibilities and authorities

 Test the business continuity plan

 Encourage innovations

**E - Planning**

**E.1 Planning the BCMS means taking into account:**

The commitment of top management

External and internal issues

The requirements of stakeholders

The BCMS processes

**E.2 Assessing the risks allows you to:**

 Identify risks

 Analyze risks

 Assess risks

 Achieve the objectives of the BCMS

 Avoid risks

**E.3 Actions to reduce side effects are inputs of activities such as:**

Support

 Realization

 Management review

 Evaluation of performance

 Improvement

**E.4 The risk approach includes activities such as:**

 Identification

 The analysis

 The evaluation

 Recording as a document

**E.5 The actions to address risks include, among other things:**

 Objectives and indicators

 Roles and responsibilities

 Needed resources

 A deadline for completion

 A follow-up of actions

**E.6 The risk treatment options are:**

Avoid it

 Accept it

 Delete it

 Reduce it

 Share it

 Ignore it

**E.7 The business continuity objectives are:**

 Specific

 Measurable

 Monitored through indicators

 Applicable

 Realistic

 Established by top management

**E.8 A record of business continuity objectives:**

 Is retained

 Is kept up-to-date

 Is not mandatory

**F - Support**

**F.1 Top management provides:**

 Staff needed for the BCMS

 The infrastructure for the proper functioning of the BCMS

 The process technology

 The financial resources

 The business continuity plans

**F.2 Staff:**

Have appropriate skills

 Is trained according to identified needs

 Is trained at least twice a year

 Is evaluated on the effectiveness of learning actions

**F.3 Among other things, staff are made aware of:**

 The importance of respecting the business continuity policy

 The importance of complying with BCMS requirements

 The positive effects of each person's performance

 The consequences of non-compliance with BCMS requirements

 The contribution of each person to improving the performance of the BCMS

 The benefits of becoming business continuity experts

**F.4 External and internal communication covers:**

What topics

Why

Who

When

With whom

How

**F.5 The BCMS documentation system:**

Follows the structure of the ISO 22301 standard

Includes procedures

Includes records

Includes documents of external origin

**F.6 Examples of internal BCMS documents:**

 Scope of the BCMS

 Risk support

 Exercise program

 The Labor Code

 Crisis team

**F.7 A document is identified by its:**

 Title

 Author

 Coding

 Media

 Approval

 Quality

**G - Operation**

**G.1 Planning and controlling processes means:**

Determine applicable requirements

 Protect staff

 Identify critical activities

 Establish preventive actions

 Respect the criteria

**G.2 Examples of activities from the “Analyze business impact” process:**

Understand business continuity requirements

 Define disruption types

 Identify critical activities

 Analyze negative impacts

 Reduce the maximum tolerable period of disruption (MTPD)

**G.3 Examples of activities from the “Assess risk” process:**

Identify the risk of disruption

 Analyze the risk of disruption

 Assess the risk of disruption

 Classify disruption risk

 Treat the risk of disruption

 Remove the risk of disruption

**G.4 The strategies and solutions make it possible to:**

Understand the cost and benefit of the solution

 Reduce risks

 Protect priority activities

 Recover priority activities

 Mitigate impacts

**G.5 Business continuity plans allow you to:**

 Anticipate the main threats

 Analyze business impact

 Identify immediate measures

 Focus on anticipated impacts

 Clearly identify roles

**G.6 Examples of recovery activities:**

Manage communication during and after the disruption

 Determine recovery activities

 Train the crisis team

 Define emergency means

 Update the business continuity policy

**G.7 The exercises and tests allow you to:**

Anticipate the main threats

 Verify and validate the effectiveness of the selected strategies

 Ensure that the BCPs are achievable

 Meet legal and regulatory requirements

 Check dependencies on stakeholders

**G.8 The business continuity capacity evaluation verifies whether:**

 All critical activities are included in the BCPs

 The competence of the personnel concerned is sufficient

 Responding to a disruption includes controlling one's command

 The BCPs are communicated to the personnel concerned

 The results of internal audits are reported to top management

**H – Performance**

**H.1 The results of the inspection and analyses help to:**

Evaluate the performance of the BCMS

 Confirm skillful BCMS planning

 Evaluate the conformity of the BCMS

 Implement actions to address risks

 Seize opportunities for continual improvement

**H.2 The internal audit:**

Verifies the competence of the personnel

Helps raise staff awareness

 Allows disciplinary measures to be taken

 Allows the conformity of the BCMS to be assessed

 Allows you to evaluate the effectiveness of the BCMS

 Helps improve the effectiveness of the BCMS

**H.3 Compliance of the BCMS is determined in relation to:**

 Planned arrangements

 Meeting requirements of ISO 22301

 Meeting BCMS requirements

 Meeting recommendations of ISO 19011

**H.4 The audit program takes into account:**

The results of previous audits

The importance of processes

The feedback

The business continuity objectives

The competence of auditors

**H.5 The management review is:**

A planned meeting to review whether the BCMS is relevant, adequate and effective

A monthly meeting of the executives

A meeting to evaluate external providers

Carried out by top management

Carried out by the business continuity manager

**H.6 Examples of management review inputs:**

 Results from internal audits

 Results of risk treatment

 Decisions relating to the improvement of the effectiveness of the BCMS

 Stakeholders’ feedback

 Changes of external and internal issues

**H.7 Examples of management review outputs:**

Results of inspection

Decisions regarding improvement opportunities

Decisions regarding resource needs

Decisions regarding BCMS change needs

**I - Improvement**

**I.1 The treatment of nonconformities includes activities such as:**

 Identifying the impact of nonconformities

 Applying a correction

 Determining root causes

 Answering to an incident

 Seeking opportunities for improvement

 Evaluating the need for corrective actions

**I.2 A curative action includes, among others, the following activities:**

 Try to return to the previous state

 Investigate whether a similar nonconformity has been identified

 Apply a fix

 Communicate on what has been achieved

 Find who caused the nonconformity

**I.3 A corrective action includes, among others, the following activities:**

 Correct the nonconformity at once

 Determine root causes

 Anticipate the consequences

 Apply corrective action

 Monitor the effectiveness of the corrective action

**I.4 A record on nonconformities and actions undertaken:**

Is maintained

Is retained

Is not mandatory

**I.5 An improvement can be carried out on:**

The staff

 The business continuity management system and its effectiveness (achievement of objectives)

 Optimization of process efficiency

 Better organization

 Communication of good practices

**I.6 The continual improvement of the BCMS relies, among other things, on:**

Stable processes

Documentation conformity

Internal audit results

Lessons learned

The search for and justification of solutions

**I.7 Kaizen is:**

A continual improvement approach

Substantial investment costs

Small improvements all the time

A tool against waste

A radical change by rupture

Correct answers: …….. out of 64.

Note: ……. out of 20

Result: very good / good / insufficient

**MCT D 26v19**

**ISO 22301 version 2019**

(Correct answer in blue, wrong answer in red, comment in pink)

**A – Business continuity**

**A.1 D1 F1 ISO stands for:**

International Standard Organization ISO comes from the Greek prefix "iso" (equal). The correct answer is International Organization for Standardization

International Superior Organization ISO comes from the Greek prefix "iso" (equal). The correct answer is International Organization for Standardization

International Organization for Standardization

**A.2 The first edition of the ISO 22301 standard appeared in:**

1995 This is the first version of the standard AS 4360

2003 This is the first version of the standard BSI PAS 56

2012

**A.3 Only one of the following statements is correct. Which one?**

A product can be certified ISO 22301 A company’s business continuity management system can be ISO 22301 certified

A service can be certified ISO 22301 A company’s business continuity management system can be ISO 22301 certified

A company's business continuity management system can be certified ISO 22301

Any company with more than 100 persons shall be certified ISO 22301 A company’s business continuity management system can be ISO 22301 certified

**A.4 The standard ISO 22301 determines for a business continuity management system:**

The requirements

The vocabulary This is ISO 22300 - Vocabulary

The risk management This is ISO 31000 Risk Management - Guidelines

**A.5 F2 Examples of benefits of implementing an ISO 22301 BCMS:**

Preventing emergency situations

Strengthen your resilience

Maintaining vital business operations during a disruption

Improved manufacturing capacity This is not a direct benefit

**A.6 In the PDCA cycle, the A stands for:**

Analyze the business impact This is in D – Do

Act

Provide support This is in D - Do

Adapt

**A.7 Examples of disruptions:**

An earthquake

A flood

A fire

A terrorist attack

A nonconformity This is not a disruption but a daily concern

**B – Process approach**

**B.1 D2 F3 The process is:**

Any support allowing the treatment of information This is a document

An entity that provides a product This is a supplier

Anyone who receives a product This is a customer

Activities that transform inputs into outputs

**B.2 A process creates, among other things:**

Added value

Potential nuisances

Quality This is not always the case

**B.3 A process is determined, among other things, by its:**

Inputs

Strategy This is a management process (develop strategy)

Purpose

Owner

**B.4 The processes Anticipate emergencies and Analyze business impact are:**

Management processes These are realization processes

Realization processes

Support processes These are realization processes

**B.5 F4 The realization processes include:**

Design

Recover activities

Improve This is a management process

Control nonconformities

Assess risks This is a management process

**B.6 Among other things, the process mapping allows us to:**

Identify the beneficiary

Identify the interactions

Plan the BCMS This is a management process

Manage inspection means This is a support process

Obtain a global vision

**B.7 The process approach, among other things:**

Relies on process management

Allows roles and responsibilities to be clarified

Focuses on the priority to investments Quite the contrary (“Use your brains, not your money” - Taiichi Ohno)

Helps reduce costs, delays and waste

**C – Context**

**C.1 D3 F5 External issues that may affect the company's performance are, among others:**

Social environment

Regulatory environment

Corporate culture This is part of internal issues

Products and services This is part of internal issues

**C.2 Internal issues that may affect the company's performance are, among others:**

Technology environment This is part of external issues

Economic environment This is part of external issues

Products and services

Corporate culture

**C.3 Examples of stakeholders:**

Laws and regulations They have no needs or expectations, therefore cannot be stakeholders in the performance of the BCMS

Customers

Stockholders

Neighbors

**C.4 The scope of the BCMS takes into account:**

The company’s activities

The external and internal issues

The business continuity policy It is the opposite, the policy takes into account the scope of the BCMS

The corporate culture

The size of the company The size has no influence on the scope of the BCMS

The outsourced processes

**C.5 F6 The business continuity management system is:**

Planned

Documented

Implemented

Simplified The documentation system can be simplified, not the management system

Improved

Certified This is good, but it is not mandatory

**C.6 The number of the requirements of ISO 22301 version 2019 is:**

Less than 200 The number of requirements is 242

Over 200

Over 300 The number of requirements is 242

Less than 300

**D - Leadership**

**D.1 D4 F7 Leadership of top management should:**

Manage the company’s processes This is done by process owners

Fully assume responsibility for the effectiveness of the BCMS

Define the purpose of the company

Lead by example in the field

Support continual improvement

**D.2 Top management commitment is:**

Communicated and understood at all levels This is especially true for the business continuity policy

To define the business continuity policy

To ensure the availability of manpower and technical resources to achieve the objectives

To support the process approach

Formalized in a written statement This is not mandatory anymore

**D.3 Top management shows its commitment:**

By leading by example in the field

By participating in the reduction of risks This is not top management’s role

By promoting the business continuity policy

By communicating on the importance of having an efficient BCMS

**D.4 The business continuity policy is:**

Adapted to the purpose of the company

Adapted to the corporate culture

Adequate to the importance of risks in the company

An assurance of the availability of manpower and technical resources This is a top management commitment

Publicly available

Communicated, understood and implemented

**D.5 F8 The business continuity policy includes:**

The involvement of staff to achieve expected results This is a top management commitment

The framework for defining objectives

The safety rules to apply This is not the place where rules are announced

A commitment to continual improvement of performance

**D.6 The responsibilities and authorities of the BCMS:**

Are defined by top management

Are freely available internally

Are available to stakeholders concerned

Are listed in the business continuity policy This is not the place where responsibilities and authorities are announced

**D.7 A person is appointed to:**

Define the responsibilities and authorities of the BCMS This is done by top management

Ensure that the BCMS meets the requirements of the ISO 22301 standard

Report on the performance of the BCMS

Communicate about everyone’s responsibilities and authorities

Test the business continuity plan

Encourage innovations

**E - Planning**

**E.1 D5 F9 Planning the BCMS means taking into account:**

The commitment of top management Planning of the BCMS and top management commitment are different activities

External and internal issues

The requirements of stakeholders

The BCMS processes

**E.2 Assessing the risks allows you to:**

Identify risks

Analyze risks

Assess risks

Achieve the objectives of the BCMS It is the treatment of risks that makes it possible to achieve the objectives of the BCMS

Avoid risks It is the treatment of risks that makes it possible to avoid them

**E.3 Actions to reduce side effects are inputs of activities such as:**

Support

Realization

Management review The results and monitoring of actions are inputs of the management review

Evaluation of performance

Improvement

**E.4 The risk approach includes activities such as:**

Identification

The analysis

The evaluation

Recording as a document This is an indirect activity (of support)

**E.5 F10 The actions to address risks include, among other things:**

Objectives and indicators Objectives and indicators are determined upstream to plan actions

Roles and responsibilities

Needed resources

A deadline for completion

A follow-up of actions

**E.6 The risk treatment options are:**

Avoid it

Accept it

Delete it A risk cannot be eliminated, it can be reduced, avoided, accepted or shared (transferred)

Reduce it

Share it

Ignore it There are four options for treating risk: applying measures to reduce risk, avoiding risk, accepting risk, and transferring (sharing) risk

**E.7 The business continuity objectives are:**

Specific

Measurable

Monitored through indicators

Applicable

Realistic

Established by top management Top management determines the business continuity policy, which provides the framework for defining objectives

**E.8 A record of business continuity objectives:**

Is retained

Is kept up-to-date Is kept, this is a record and not a procedure

Is not mandatory This is a requirement of ISO 22301, sub-clause 6.2

**F - Support**

**F.1 D6 F11 Top management provides:**

Staff needed for the BCMS

The infrastructure for the proper functioning of the BCMS

The process technology

The financial resources

The business continuity plans Top management supports the business continuity manager, who is responsible for creating, maintaining and improving the BCPs

**F.2 Staff:**

Have appropriate skills

Is trained according to identified needs

Is trained at least twice a year This is not a requirement of ISO 22301

Is evaluated on the effectiveness of learning actions

**F.3 Among other things, staff are made aware of:**

The importance of respecting the business continuity policy

The importance of complying with BCMS requirements

The positive effects of each person's performance

The consequences of non-compliance with BCMS requirements

The contribution of each person to improving the performance of the BCMS

The benefits of becoming business continuity experts This is neither the subject nor the objective of staff awareness

**F.4 External and internal communication covers:**

What topics

Why The requirement of ISO 22301 is to determine internal and external communication needs and communicate with stakeholders

Who

When

With whom

How

**F.5 F12 The BCMS documentation system:**

Follows the structure of the ISO 22301 standard It is possible, but it is simpler to use the documentary pyramid of policy, processes, procedures and records

Includes procedures

Includes records

Includes documents of external origin

**F.6 Examples of internal BCMS documents:**

Scope of the BCMS

Risk support

Exercise program

The Labor Code This a document of external origin

Crisis team

**F.7 A document is identified by its:**

Title

Author

Coding

Media

Approval

Quality It is not an objective and easily visible element

**G - Operation**

**G.1 D7 F13 Planning and controlling processes means:**

Determine applicable requirements

Protect staff

Identify critical activities This is an activity of the business impact

Establish preventive actions

Respect the criteria

**G.2 Examples of activities from the “Analyze business impact” process:**

Understand business continuity requirements

Define disruption types

Identify critical activities

Analyze negative impacts

Reduce the maximum tolerable period of disruption (MTPD) This is an activity of strategies and solutions

**G.3 Examples of activities from the “Assess risk” process:**

Identify the risk of disruption

Analyze the risk of disruption

Assess the risk of disruption

Classify disruption risk

Treat the risk of disruption

Remove the risk of disruption You can reduce the risk of disruption as an activity of strategies and solutions

**G.4 The strategies and solutions make it possible to:**

Understand the cost and benefit of the solution The solution makes it possible to positively influence the cost/benefit ratio

Reduce risks

Protect priority activities

Recover priority activities

Mitigate impacts

**G.5 D8 F14 Business continuity plans allow you to:**

Anticipate the main threats

Analyze business impact This is a prerequisite for the BCP

Identify immediate measures

Focus on anticipated impacts

Clearly identify roles

**G.6 Examples of recovery activities:**

Manage communication during and after the disruption

Determine recovery activities

Train the crisis team

Define emergency means

Update the business continuity policy This is not a direct recovery activity

**G.7 The exercises and tests allow you to:**

Anticipate the main threats This is a BCP activity before exercises

Verify and validate the effectiveness of the selected strategies

Ensure that the BCPs are achievable

Meet legal and regulatory requirements

Check dependencies on stakeholders

**G.8 The business continuity capacity evaluation verifies whether:**

All critical activities are included in the BCPs

The competence of the personnel concerned is sufficient

Responding to a disruption includes controlling one's command

The BCPs are communicated to the personnel concerned

The results of internal audits are reported to top management This is an internal audit activity and is not directly linked to the evaluation of business continuity capabilities

**H – Performance**

**H.1 D9 F15 The results of the inspection and analyses help to:**

Evaluate the performance of the BCMS

Confirm skillful BCMS planning

Evaluate the conformity of the BCMS This is an internal audit activity

Implement actions to address risks

Seize opportunities for continual improvement

**H.2 The internal audit:**

Verifies the competence of the personnel This is neither an objective nor a right of the audit

Helps raise staff awareness This is not an objective of the audit, staff awareness is another activity

Allows disciplinary measures to be taken This is neither an objective nor a right of the audit

Allows the conformity of the BCMS to be assessed

Allows you to evaluate the effectiveness of the BCMS

Helps improve the effectiveness of the BCMS

**H.3 Compliance of the BCMS is determined in relation to:**

Planned arrangements

Meeting requirements of ISO 22301

Meeting BCMS requirements

Meeting recommendations of ISO 19011 The internal audit activities are based on ISO 19011

**H.4 The audit program takes into account:**

The results of previous audits

The importance of processes

The feedback

The business continuity objectives

The competence of auditors The list of trained auditors

**H.5 F16 The management review is:**

A planned meeting to review whether the BCMS is relevant, adequate and effective

A monthly meeting of the executives A meeting of executives does not modify the policy and objectives of the BCMS

A meeting to evaluate external providers This is not the place for this activity

Carried out by top management

Carried out by the business continuity manager He can prepare the meeting, but cannot carry it out

**H.6 Examples of management review inputs:**

Results from internal audits

Results of risk treatment

Decisions relating to the improvement of the effectiveness of the BCMS This is an output of the management review

Stakeholders’ feedback

Changes of external and internal issues

**H.7 Examples of management review outputs:**

Results of inspection This is an input of the management review

Decisions regarding improvement opportunities

Decisions regarding resource needs

Decisions regarding BCMS change needs

**I - Improvement**

**I.1 D10 F17 The treatment of nonconformities includes activities such as:**

Identifying the impact of nonconformities

Applying a correction

Determining root causes

Answering to an incident An incident is an undesirable event, while a nonconformity is a failure to meet a requirement

Seeking opportunities for improvement It is only after the disappearance of nonconformities and their causes that we can think about improvement

Evaluating the need for corrective actions

**I.2 A curative action includes, among others, the following activities:**

Try to return to the previous state

Investigate whether a similar nonconformity has been identified

Apply a fix

Communicate on what has been achieved

Find who caused the nonconformity This is not the goal of a curative action

**I.3 A corrective action includes, among others, the following activities:**

Correct the nonconformity at once This is a curative action

Determine root causes

Anticipate the consequences

Apply corrective action

Monitor the effectiveness of the corrective action

**I.4 A record on nonconformities and actions undertaken:**

Is maintained This is a record and not a procedure

Is retained

Is not mandatory It is a requirement of ISO 22301, sub-clause 10.2, to keep records of the nature of nonconformities and the results of any corrective action

**I.5 F18 An improvement can be carried out on:**

The staff The knowledge and competence of staff

The business continuity management system and its effectiveness (achievement of objectives)

Optimization of process efficiency

Better organization

Communication of good practices

**I.6 F19 Among other things, the continual improvement of the BCMS relies on:**

Stable processes

Documentation conformity This is a prerequisite and cannot be sufficient

Internal audit results

Lessons learned

The search for and justification of solutions

**I.7 F20 Kaizen is:**

A continual improvement approach

Substantial investment costs On the contrary, investment costs are minimal

Small improvements all the time

A tool against waste

A radical change by rupture On the contrary, it is a progressive change, step by step