**Quiz #1 - ISO 22301 Clause 4 Context**

The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcome(s) of its BCMS.

When developing your Business Continuity Management System (BCMS), you’ll need to consider:

1. Customers – if they don’t require it, let’s not do it
2. Needs of interested parties
3. Expectations of interested parties
4. Legal and regulatory requirements

When determining the scope of your BCMS, you’ll need to consider:

1. the external and internal issues referred to in 4.1.
2. the requirements referred to in 4.2.
3. your mission, goals, and internal and external obligations.
4. establish the parts of your organization to be included in the BCMS, taking into account its location(s), size, nature and complexity.
5. identify products and services to be included in the BCM.

You’ll establish, implement, maintain and continually improve BCMS and include:

1. a BCMS ‘manual’ describing the system and all of its’ processes and forms.
2. the processes you’ll need to achieve business continuity.
3. the interactions of the processes identified in b) above.
4. the requirements of ISO 22301.
5. none of the above – it’s impossible to actually have ‘business continuity’

**Answers**

The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcome(s) of its BCMS.

Answer: true

When developing your Business Continuity Management System (BCMS), you’ll need to consider:

Answer: 2, 3, 4

When determining the scope of your BCMS, you’ll need to consider:

Answer: 1, 2, 3, 4, 5

You’ll establish, implement, maintain and continually improve BCMS and include:

Answer: 2, 3, 4

**Quiz #2 - ISO 22301 Clause 5 Leadership**

Top management demonstrates leadership and commitment with respect to the BCMS by:

1. ensuring that the business continuity policy and business continuity objectives are established and are compatible with the strategic direction of the organization.
2. ensuring that the resources needed for the BCMS are available.
3. directing and supporting persons to contribute to the effectiveness of the BCMS.
4. promoting continual improvement.
5. supporting other relevant managerial roles to demonstrate their leadership and commitment as it applies to their areas of responsibility.

The business continuity policy...

1. must be appropriate to the purpose of the organization.
2. has to provide a framework for setting business continuity objectives.
3. needs to includes a commitment to satisfy applicable requirements.
4. shall include a commitment to continual improvement of the BCMS.
5. None of the above – no policy is required.

The business continuity policy shall:

1. be available as documented information.
2. be included on every employee’s pay stub or electronic notice.
3. be communicated within the organization.
4. be memorized by every employee.
5. be available to interested parties, as appropriate.

Top management assigns the responsibility and authority for ensuring that the BCMS conforms to the requirements of ISO 22301:2019.

**Answers**

Top management demonstrates leadership and commitment with respect to the BCMS by:

Answer: 1, 2, 3, 4, 5

The business continuity policy...

Answer: 1, 2, 3, 4

The business continuity policy shall:

Answer: 1, 3, 5

Top management assigns the responsibility and authority for ensuring that the BCMS conforms to the requirements of ISO 22301:2019.

Answer: true

**Quiz #3 - ISO 22301 Clause 6 Planning**

‘Planning’ has to be carried out in order to...

1. design a management system that can achieve its intended outcomes.
2. prevent, or reduce, undesired effects.
3. increase the salaries of top management
4. achieve continual improvement
5. none of the above – it’s only purpose is to get a certificate

In order to address risks and opportunities, the organization needs to plan:

1. actions to address these risks and opportunities.
2. how to hire people to do all this risk identification.
3. how to integrate and implement the actions related to risks into its processes.
4. how to evaluate the effectiveness of these actions.
5. how to hide any risks so they don’t have to deal with them.

The organization shall establish business continuity objectives at relevant functions and levels.

The business continuity objectives have to be created carefully. They must...

1. be consistent with the business continuity policy.
2. be measurable.
3. be monitored.
4. be easy to achieve so the organization looks good.
5. be kept up to date.

When your organization determines the need for changes, you need to consider:

1. the purpose of the changes and their potential consequences.
2. the cost – if it’s ‘too high’ they should forget it.
3. the availability of resources.
4. the allocation or reallocation of responsibilities and authorities.

**Answers**

‘Planning’ has to be carried out in order to...

Answer: 1, 2, 4

In order to address risks and opportunities, the organization needs to plan:

Answer: 1, 3, 4

The organization shall establish business continuity objectives at relevant functions and levels.

Answer: true

The business continuity objectives have to be created carefully. They must...

Answer: 1, 2, 3, 5

When your organization determines the need for changes, you need to consider:

Answer: 1, 3, 4

**Quiz #4 - ISO 22301 - Clause 7 Resources**

The organization shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the BCMS.

So that people to know how to do their work to help business continuity, your organization needs to:

1. determine the necessary competence of people doing work under its control that could affects its business continuity performance.
2. determine that these people are competent on the because of appropriate education, training, or experience.
3. implement a program to give them the necessary competence, and evaluate the effectiveness of the actions taken when possible.
4. keep documented information as evidence of competence.
5. none of the above – just send them out there and hope for the best.

Everyone working under the organization’s control must be aware of:

1. the business continuity policy.
2. everyone’s pay scale.
3. their contribution to the effectiveness of the BCMS.
4. the implications of not conforming with the BCMS requirements.
5. their own role and responsibilities before, during and after disruptions.

The organization shall have internal and external communications relevant to the BCMS, including...

1. on what it will communicate.
2. when to communicate.
3. with whom to communicate.
4. how to communicate.
5. who will communicate.

The organization’s documentation for their Business Continuity Management System must include...

1. Documented information that the customer wants.
2. Documents required by legal and/or regulatory bodies.
3. Multiple reviewers and approvers no matter how simple the document is.
4. Identification and description (like a revision system).
5. None of the above – software will take care of all requirements of clause 7.5

**Answers**

The organization shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the BCMS.

Answer: true

So that people to know how to do their work to help business continuity, your organization needs to:

Answer: 1, 2, 3, 4

Everyone working under the organization’s control must be aware of:

Answer: 1, 3, 4, 5

The organization shall have internal and external communications relevant to the BCMS, including...

Answer: 1, 2, 3, 4, 5

The organization’s documentation for their Business Continuity Management System must include...

Answer: 1, 2, 4

**Quiz #5a, ISO 22301 - Clause 8.1-8.2 Operations**

In order for an organization to plan, implement and control the processes needed to meet ISO 22301 requirements they will need to...

1. establish criteria for the processes of the management system.
2. identify employees who may want to harm the operating system.
3. implement control of the processes in accordance with the criteria they have set.
4. keep enough documented information to have confidence that the processes have been carried out as planned and get the results that they want.
5. None of the above – cyber attacks cannot be predicted and can happen any time - planning is futile.

The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary

To build a Business Continuity Management System, an organization will:

1. establish criteria for the business continuity processes.
2. implement control s for the processes in accordance with the criteria in a).
3. keep documented information that they need in order to have confidence that the processes have been carried out as planned and are getting the results that they want.
4. control planned changes and review the consequences of unintended changes.
5. take action to resolve any adverse or unwanted results , whenever necessary.

The process for analyzing business impacts to determine business continuity priorities and requirements must...

1. define the impact types and criteria relevant to the organization’s context.
2. identify the activities that support the provision of products and services.
3. use the impact types and criteria for assessing the impacts over time resulting from the disruption of these activities.
4. identify the time frame within which the impacts of not resuming activities would become unacceptable t o the organization ( maximum tolerable period of disruption - MTPD).
5. set priorities within the time identified in d) for resuming disrupted activities ( Recovery Time Objective - RTO).

The organization shall have a risk assessment process where they...

1. identify the risks of disruption to the organization’s prioritized activities and to their required resources.
2. assess the salary impacts of becoming better at business disruptions.
3. analyze and evaluate the identified risks of disruption.
4. determine which risks require treatment.
5. force every employee and subcontractor to assess their risks every day and report their findings.

**Answers**

In order for an organization to plan, implement and control the processes needed to meet ISO 22301 requirements they will need to...

Answer: 1, 3, 4

The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary

Answer: true

To build a Business Continuity Management System, an organization will:

Answer: 1, 2, 3, 4, 5

The process for analyzing business impacts to determine business continuity priorities and requirements must...

Answer: 1, 2, 3, 4, 5

The organization shall have a risk assessment process where they...

Answer: 1, 3, 4

**Quiz #5b, ISO 22301 - Clause 8.3 Operations**

Based on the outputs from the business impact analysis and risk assessment, the organization shall identify and select business continuity strategies that consider options for before, during and after disruption.

Identifying strategies and solutions needs to be based how well the strategies and solutions:

1. meet the requirements to continue and recover prioritized activities within the identified time frames and agreed capacity.
2. protect the organization’s prioritized activities.
3. shorten the period of disruption.
4. make the shareholders happy.
5. limit the impact of disruption on the organization’s products and services.

Choosing strategies out of the ones identified in Q2 above shall be based on the extent to which strategies and solutions:

1. meet the requirements to continue and recover prioritized activities within the identified time frames and agreed capacity.
2. are the cheapest.
3. consider the amount and type of risk the organization may or may not take.
4. consider associated costs and benefit.
5. are the most expensive.

Resources required to implement business continuity solutions typically include, among other things:

1. people
2. information and data
3. information and communication technology (ICT) systems
4. transportation and logistics
5. partners and suppliers

The organization shall implement and maintain selected business continuity solutions so they can...

1. be certified to ISO 22301.
2. keep the shareholders happy with the share prices.
3. put the certification sticker on their website.
4. be activated when needed.
5. spend time practicing the recovery plans.

**Answers**

Based on the outputs from the business impact analysis and risk assessment, the organization shall identify and select business continuity strategies that consider options for before, during and after disruption.

Answer: true

Identifying strategies and solutions needs to be based how well the strategies and solutions:

Answer: 1, 2, 3, 5

Choosing strategies out of the ones identified in Q2 above shall be based on the extent to which strategies and solutions:

Answer: 1, 3, 4

Resources required to implement business continuity solutions typically include, among other things:

Answer: 1, 2, 3, 4, 5

The organization shall implement and maintain selected business continuity solutions so they can...

Answer: 4

**Quiz #5c, ISO 22301 - Clause 8.4 Business Continuity Plans and Procedures**

Business continuity procedures shall:

1. be specific about the immediate steps that need to be carried out during a disruption.
2. be flexible to respond to the changing internal and external conditions of the disruption.
3. focus on the impact of incidents that potentially lead to disruption.
4. be as complicated as possible to make the author look more important.
5. assign roles and responsibilities for tasks within them.

The teams that are designated to respond to an interruption must be competent to

1. assess the nature and extent of a disruption and its potential impact.
2. activate an appropriate business continuity response.
3. plan actions that need to be carried out.
4. monitor the effects of the disruption and the organization’s response.
5. communicate with relevant interested parties, authorities and the media.

The organization shall document and maintain procedures for:

1. communicating internally and externally to relevant interested parties (what, when, with whom and how).
2. making sure that the means of communication are available during a disruption.
3. communication with emergency responders.
4. providing details of the organization’s media response following an incident, including a communications strategy.
5. recording the details of the disruption, the actions taken and the decisions made.

The business continuity plans shall contain:

1. details of the actions that the teams will take in order to recover and monitor the impacts of the disruption and the response.
2. reference to the pre - defined threshold(s) and process for activating the response.
3. procedures to enable the delivery of products and services at agreed capacity.
4. details to manage the immediate consequences of a disruption giving due regard to the welfare of individuals.
5. the impact on the environment.

The organization shall have documented processes to restore and return business activities from the temporary measures adopted during and after a disruption.

**Answers**

Business continuity procedures shall:

Answer: 1, 2, 3, 5

The teams that are designated to respond to an interruption must be competent to

Answer: 1, 2, 3, 4, 5

The organization shall document and maintain procedures for:

Answer: 1, 2, 3, 4, 5

The business continuity plans shall contain:

Answer: 1, 2, 3, 4, 5

The organization shall have documented processes to restore and return business activities from the temporary measures adopted during and after a disruption.

Answer: true

**Quiz #5d, ISO 22301 - Clause 8.5-8.6**

Your organization’s procedures for exercising and testing to validate the effectiveness of your business continuity strategies and solutions must:

1. be consistent with your business continuity objectives.
2. be based on suitable scenarios that are well planned with clearly defined aims and objectives.
3. develop teamwork, competence, confidence and knowledge for those who have roles to perform in relation to disruptions.
4. produce formalized post - exercise reports that contain outcomes, recommendations and actions to implement improvements.
5. be reviewed within the context of promoting continual improvement.

After the exercise, your organization will:

1. evaluate the suitability, adequacy and effectiveness of its business impact analysis, risk assessment, strategies, solutions, plans and procedures.
2. undertake evaluations through reviews, analysis, exercises, tests, post - incident reports and performance evaluations.
3. conduct evaluations of the business continuity capabilities o f relevant partners and suppliers.
4. evaluate compliance with applicable legal and regulatory requirements, industry best practices, and conformity with its own business continuity policy and objectives.
5. update documentation and procedures in a timely manner.

The evaluations you carry out to test, evaluate and improve your Business Continuity Management System will be conducted at planned intervals, after an incident or activation, and when significant changes to your BCMS occur.

**Answers**

Your organization’s procedures for exercising and testing to validate the effectiveness of your business continuity strategies and solutions must:

Answer: 1, 2, 3, 4, 5

After the exercise, your organization will:

Answer: 1, 2, 3, 4, 5

The evaluations you carry out to test, evaluate and improve your Business Continuity Management System will be conducted at planned intervals, after an incident or activation, and when significant changes to your BCMS occur.

Answer: true

**Quiz #6, ISO 22301 - Clause 9 Performance Evaluation**

When it comes to monitoring, measurement, analysis and evaluation, your organization will decide:

1. what needs to be monitored and measured.
2. the methods for monitoring, measurement, analysis and evaluation to ensure valid results.
3. when and by whom the monitoring and measuring shall be performed.
4. how to present the results of performance measurement in a way that makes management look like they’re doing a great job.
5. what documented information to keep as evidence of the evaluation results.

To have an effective Internal Audit program, your organization will...

1. take into consideration the importance of the processes concerned and the results of previous audits.
2. hire an outside auditing firm to ensure objectivity of the auditors.
3. ensure that the results of the audits are reported to relevant managers.
4. retain documented information (also known as ‘records’) as evidence of the audits and the audit results.
5. ensure that follow-up audit actions include the verification of the actions taken and the reporting of verification results.

Management review inputs need to include:

1. information from the business impact analysis and risk assessment.
2. output from the evaluation of business continuity documentation and capabilities.
3. risks or issues not adequately addressed in any previous risk assessment.
4. ideas to reduce the expenses related to ‘continuity’ so management will get a bigger bonus.
5. lessons learned and actions arising from near - misses and disruptions.

Your management review report needs to show that management reviewed:

1. the status of actions from previous management review.
2. changes in your organization’s ratings in social media.
3. trends in nonconformities and corrective actions.
4. feedback from interested parties.
5. the need for changes to the BCMS, including the policy and objectives.

Outputs of the management review will include any need for changes to the BCMS to improve its efficiency and effectiveness, including:

1. variations to the scope of the BCMS.
2. update of the business impact analysis, risk assessment, business continuity strategies and solutions, and business continuity plans.
3. modification of procedures and controls to respond to internal or external issues that may impact the BCMS.
4. how the effectiveness of controls will be measured.
5. none of the above – there are no outputs required from the Management Review meeting.

**Answers**

When it comes to monitoring, measurement, analysis and evaluation, your organization will decide:

Answer: 1, 2, 3, 5

To have an effective Internal Audit program, your organization will...

Answer: 1, 3, 4, 5

Management review inputs need to include:

Answer: 1, 2, 3, 5

Your management review report needs to show that management reviewed:

Answer: 1, 3, 4, 5

Outputs of the management review will include any need for changes to the BCMS to improve its efficiency and effectiveness, including:

Answer: 1, 2, 3, 4

**Quiz #7, ISO 22301 - Clause 10 Improvement**

Some sources for improvement to the BCMS are: (see slide 4 in the workbook)

1. Audits
2. Metrics
3. Scanning your environment for trends that could impact your organization
4. Management review
5. Non - conformances and OFIs (opportunities for improvement)

When a nonconformity occurs, the organization will:

1. take action to control the nonconformity.
2. deal with the consequences.
3. evaluate the need for action to eliminate the cause of the nonconformity.
4. determining if similar nonconformities exist, or can potentially occur.
5. none of the above – hide the problem so no one gets into trouble.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

The organization shall retain documented information that explains...

1. the nature of the nonconformity.
2. the person who caused the nonconformity and the penalties imposed on them.
3. any subsequent actions taken.
4. the results of any corrective action.
5. none of the above – no records are required.

The organization will continually improve the suitability, adequacy and effectiveness of their BCMS by means of:

1. qualitative and quantitative measures.
2. results of analysis and evaluation.
3. outputs from management review.
4. determining if there are needs or opportunities, relating to the business, or to the BCMS, that shall be addressed as part of continual improvement.
5. evaluating the processes of the BCMS, such as leadership, planning and performance evaluation, to achieve improvement

**Answers**

Some sources for improvement to the BCMS are: (see slide 4 in the workbook)

Answer: 1, 2, 3, 4, 5

When a nonconformity occurs, the organization will:

Answer: 1, 2, 3, 4

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

Answer: true

The organization shall retain documented information that explains...

Answer: 1, 3, 4

The organization will continually improve the suitability, adequacy and effectiveness of their BCMS by means of:

Answer: 1, 2, 3, 4, 5