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Question: 910

During a certification readiness review for a large logistics company operating across volatile regions, the auditor notes that the organization has adopted ISO 22301 to establish a systematic framework for handling supply chain disruptions caused by geopolitical events and natural disasters. What is the primary applicability and use of this standard in such a scenario?

- A. It serves as optional guidance for internal process improvements without formal requirements
- B. It provides auditable requirements for planning, and improving a documented system to ensure recovery from incidents
- C. It focuses exclusively on post-incident technology restoration without addressing proactive organizational resilience

Answer: C

Explanation: It focuses exclusively on post-incident technology restoration without addressing proactive organizational resilience does not align with the standard's intent. ISO 22301 applies broadly to any organization regardless of size or sector by specifying requirements for a comprehensive business continuity management system that builds resilience, identifies threats and impacts, and ensures continued delivery of products and services during disruptions.

Question: 911

A certification body is drafting a formal document to a prospective client that includes the audit duration, the specific ISO 22301:2019 clauses to be covered, the proposed team composition, and the financial investment required. This document is intended to be legally binding upon acceptance. What is this document categorized as?

- A. An audit offer for certification services
- B. A detailed audit plan for stage one
- C. The final audit report and conclusion

Answer: A

Explanation: An audit offer is a formal proposal that outlines the terms of the engagement, including the scope, objectives, costs, and the roles of the personnel involved. It serves as the basis for the contract between the certification body and the client before any formal audit activities commence.

Question: 912

During the execution of an internal audit for a telecommunications provider, the auditor identifies that the Business Impact Analysis (BIA) did not include a newly launched cloud service. Which internal audit

activity is most appropriate to address this finding during the "Do" phase of the audit?

- A. Documenting the finding as a nonconformity and gathering further evidence to determine the extent of the impact
- B. Modifying the audit plan on-site to include a full risk assessment of the cloud service to provide a solution to the client
- C. Pausing the audit immediately to allow the Business Continuity Manager to update the BIA before continuing the review

Answer: A

Explanation: The primary activity during the audit execution phase is to collect and verify information to determine if audit criteria are met; identifying a gap requires documenting it as a finding supported by objective evidence.

Question: 913

Top management is tasked with assigning roles and responsibilities under Clause 5.3. What is a specific requirement for these assignments?

- A. Roles must only be assigned to individuals with 20 years of experience
- B. The responsibilities must be kept confidential from the general staff
- C. Responsibility must be assigned for reporting on BCMS performance

Answer: C

Explanation: Clause 5.3 requires top management to ensure that responsibilities and authorities for relevant roles are assigned and communicated. This specifically includes the responsibility for reporting on the performance of the BCMS to top management.

Question: 914

In the context of Business Continuity, what is the definition of "Resource"?

- A. The specific list of external emergency responders, such as the fire department and police, that are contracted by the local government
- B. All assets, including people, and information, that are required for an organization to operate and recover its activities
- C. Only the financial capital and liquid assets available in the company's primary bank account at the time of a disaster declaration

Answer: B

Explanation: In ISO 22301, "resources" is a broad term. It encompasses everything needed to perform an activity, ranging from human personnel and their expertise to the physical workspace, IT systems, and even the information or data required to complete a task. All these must be identified during the BIA.

Question: 915

If an auditor discovers that a company's BCMS is heavily reliant on a single third-party cloud provider, they might prioritize Clause 8.6 (Evaluation of business continuity documentation and capabilities of partners and suppliers). This illustrates:

- A. Determining the audit scope
- B. Obtaining reasonable assurance
- C. A risk-based approach to the audit

Answer: C

Explanation: A risk-based approach directs the auditor's focus toward areas where a failure would have the most significant impact on business continuity. High reliance on a single supplier is a significant risk that warrants a more detailed audit of supplier management controls.

Question: 916

When conducting a management review (Clause 9.3), what input is specifically required by ISO 22301 to be discussed by Top Management?

- A. The latest industry trends in cyber security
- B. The current market share of the organization
- C. Results of exercises and post-incident reviews

Answer: C

Explanation: Clause 9.3 requires that the management review includes consideration of the status of actions from previous reviews, changes in external/internal issues, and information on the performance of the BCMS, which specifically includes the results of exercises and post-incident reviews.

Question: 917

When establishing an audit program for a multi-site organization, the Audit Program Manager must ensure the program is "comprehensive." What does this mean in the context of the PDCA cycle for the audit program?

- A. The program covers all sites, processes, and BCMS requirements within the defined scope over the audit cycle
- B. The audit program should only focus on the headquarters and ignore all other satellite locations
- C. Every single employee must be interviewed by an auditor at least once every three months

Answer: A

Explanation: A comprehensive audit program ensures that all elements of the ISO 22301 BCMS are evaluated over a defined period (the audit cycle), covering all locations and functions included in the certification.

Question: 918

A certification body is drafting an audit offer for a chemical processing plant. The offer must detail the commercial and technical boundaries of the engagement. According to best practices for audit offers, which component is essential to ensure the auditee understands the limitations and requirements of the upcoming certification cycle?

- A. A detailed list of every individual interview question to be asked
- B. The specific names of all competitors previously audited by the firm
- C. The total number of audit days and the proposed certification scope

Answer: B

Explanation: A comprehensive audit offer must clearly define the certification scope, the standards to be used, and the resource requirements, including the total audit days calculated based on the complexity and size of the organization. This ensures that both parties have a mutual understanding of the work to be performed and the costs involved before the formal audit planning begins.

Question: 919

During an on-site BCMS audit of a bank's recovery facilities, a cyber resilience specialist provides domain input without making audit decisions, a bank employee arranges facility access, and a regulator attends sessions without active involvement. Which roles correctly apply to these individuals?

- A. The cyber resilience specialist is a guide, the bank employee is an observer, and the regulator is a technical expert.
- B. The cyber resilience specialist is an observer, the bank employee is a technical expert, and the regulator is a guide.
- C. The cyber resilience specialist is a technical expert, the bank employee is a guide, and the regulator is an observer.

Answer: C

Explanation: The cyber resilience specialist is a technical expert, the bank employee is a guide, and the regulator is an observer correctly assigns the roles according to ISO 19011. A technical expert supplies specialized knowledge without audit responsibility, a guide assists with logistics and access, and an observer attends without participating or influencing outcomes.

Question: 920

A retail chain's crisis response team confuses broader continuity strategies with specialized recovery tactics during a simulated outage. The lead auditor must distinguish core concepts to evaluate the program's maturity. What key difference highlights why business continuity extends beyond technical restoration?

- A. Business continuity is limited to restoring IT systems and data backups, while disaster recovery encompasses all operational functions and stakeholder communications
- B. There is no meaningful distinction, as both terms refer interchangeably to any post-event cleanup activities
- C. Business continuity focuses on the holistic ability to sustain or rapidly resume critical business functions, and services

Answer: C

Explanation: Business continuity focuses on the holistic ability to sustain or rapidly resume critical business functions, processes, and services at acceptable levels during and after disruptions, whereas disaster recovery specifically addresses the restoration of IT infrastructure, systems, and data following an incident. This distinction ensures the BCMS addresses people, premises, suppliers, and operations comprehensively, not just technology, aligning with ISO 22301's emphasis on overall organizational resilience.

Question: 921

A certification body is drafting an offer for an ISO 22301 audit. The client is a small IT firm with only 10 employees and one office. The certification body determines that the audit will only require 3 days in total. The offer must include a statement about the "Confidentiality" of the client's data. This statement is a standard:

- A. Role of the lead auditor
- B. Component of an audit offer
- C. Audit feasibility requirement

Answer: B

Explanation: Standard components of an audit offer or contract include not only the scope, time, and price but also legal and ethical commitments such as confidentiality and impartiality. These protect both the

auditor and the client and are essential for a professional audit engagement.

Question: 922

A software company distinguishes internal and external audits for ISO 22301 compliance. What key difference exists in reporting and follow-up?

- A. Internal audit reports drive internal BCMS improvements and management actions.
- B. Both audits produce identical reports used only for financial purposes rather than BCMS evaluation.
- C. Internal audit reports are shared only with external regulators with no internal management focus.

Answer: A

Explanation: Internal audit reports drive internal BCMS improvements and management actions while external reports support certification decisions. This differentiation supports the distinct purposes of each audit type.

Question: 923

An organization updates its BCMS following a change in its supply chain structure. This is an example of which requirement?

- A. Clause 9.1 Monitoring, measurement, and analysis
- B. Clause 6.3 Planning changes to the BCMS
- C. Clause 7.5 Documented information management

Answer: B

Explanation: Clause 6.3 states that when the organization determines the need for changes to the BCMS, the changes shall be carried out in a planned manner. This ensures that the integrity of the BCMS is maintained when internal or external circumstances shift.

Question: 924

A Lead Auditor is assessing an Integrated Management System (IMS) that combines ISO 22301 and ISO 9001. The auditor finds that the organization has separate management review meetings for each standard. Why might the auditor suggest integrating these meetings?

- A. Integration ensures holistic strategic oversight
- B. Integration reduces the need for any documentation

C. Integration is required by the ISO 9001 standard

Answer: A

Explanation: Integrating management reviews within an IMS allows leadership to have a holistic view of the organization's performance across different domains, ensuring that business continuity and quality objectives are aligned and resources are allocated effectively.

Question: 925

The audit team leader is preparing the audit plan. They notice that the organization uses a specialized proprietary software for its BI

- A. The audit team has no experience with this software. What should the team leader do?
- A. Request that the certification body add a technical expert to the team
- B. Ask the auditee to provide a technical expert to guide the auditor
- C. Require the auditee to switch to a more common software for the audit

Answer: A

Explanation: According to ISO 19011, if the audit team lacks the necessary knowledge or expertise to evaluate a specific technical area (like proprietary BIA software), the team leader must ensure that a technical expert is included in the team to provide the necessary support and ensure the audit is effective.

Question: 926

An auditor finds that a recovery procedure is documented in an unofficial Wiki that any employee can edit without approval. How does this impact the reliability of the audit evidence?

- A. It increases reliability due to the collaborative nature.
- B. It reduces reliability as the source is not controlled.
- C. It remains neutral if the content appears to be accurate.

Answer: B

Explanation: The reliability of audit evidence is heavily influenced by its source and its nature. Uncontrolled documents that lack versioning or authorization are less reliable because there is no assurance that the information is current, accurate, or approved by management.

Question: 927

An audit team leader is determining the feasibility of an audit for a company that just implemented a new ERP system. The auditor is concerned that:

- A. The new system has more features than the old one being replaced
- B. The auditor will need to learn the new ERP system's user interface
- C. The staff has not yet been trained on the new system's BCP roles

Answer: A

Explanation: Audit feasibility includes assessing whether the system is mature enough to provide evidence of operation. If a new ERP system has just been implemented, the concern that the new system has more features than the old one being replaced relates to the complexity of the audit; the auditor must be able to determine if the continuity controls for all these new features have been properly integrated into the BCMS.



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