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## PECB

# ISO-22301-Lead-Auditor

Questions & Answers  
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## Version: 4.1

### Question: 1

Which of the following approaches identifies potential threats to an organisation and impacts on 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 their impacts to business operations. BCM provides a framework for building organizational resilience, enabling an effective response that safeguards the interests of its key stakeholders, reputation, brand, and value-creating activities. BCM involves the following steps:

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, and continually improving the BCMS.

### Reference:

ISO 22301:2019, clause 3.6

ISO 22301 Auditing eBook, page 15

### Question: 2

Which one of the following initiatives 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

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## 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 activities<sup>1</sup>. 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 continuity<sup>2</sup>.

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 incident<sup>3</sup>. Good business practice means that an organization follows the principles of business continuity, such as customer focus, leadership, engagement of people, process approach, improvement, evidence-based 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?

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

**Answer: D**

## **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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