



CRISIS MANAGEMENT PRACTITIONER

Sample Exam Questions


INFORMATION SECURITY


IT-SECURITY


DATA PROTECTION


ETHICAL HACKING


SECURE SOFTWARE


BUSINESS CONTINUITY


CRISIS MANAGEMENT

Introduction

This document contains 10 questions (and answers) that help you familiarise yourself with the structure and topic areas of the SECO-Institute's Crisis Management Practitioner certification exam.

To download a Complete Crisis Management Practitioner Sample Exam, register a free account at <https://members.seco-institute.org>

We recommend you to take the Complete Sample Exam before registering for the certification exam. The results of the Sample Exam do not count towards your examination score.

Certification exam

The SECO-Institute's Crisis Management Practitioner (CMP) certification exam tests candidates' real-world crisis management and crisis communication skills.

The exam measures your understanding of today's crisis playing field and your ability to perform the main tasks of a crisis management professional. During the exam, you will be tested on all the topics covered in your course, including:

- Setting up and activating a Crisis Management Organisation;
- Managing a crisis using effective crisis management methodologies;
- Working together with Crisis Management Team members and other crisis staff;
- Assessing the impact of a crisis;
- Communicating with internal and external stakeholders;
- Interacting with the media during a crisis.

Passing the certification exam demonstrates that you are competent to:

- Function as a Crisis Management Team member;
- Coordinate crisis communications;
- Work as a Junior Crisis Management Officer or Consultant.

Exam delivery

Online exam with remote proctoring.

Requirements: Good internet connection and webcam.

Exam booking and scheduling: You can book an exam with an accredited training partner or directly with the SECO-Institute. To book an exam with the SECO-Institute, go to: <https://www.seco-institute.org/how-to-book-your-exam-schedule-an-exam/>

Exam format

- 30 multiple-choice questions
- 2 case studies with 5 multiple-choice questions/case study
- Time allowed: 120 minutes
- Closed-book exam
- Pass mark: 60% (of 100%)

Questions

Question 1

Below we have described four events that might occur at Bicsma. Three of these events qualify as incidents. One of them qualifies as a crisis. Which event is the crisis?

- A. The water supply is disrupted during office hours.
- B. Product delivery to a major customer is delayed.
- C. The CEO is accused of fraud on national TV.
- D. An employee is fired because he was caught stealing office supplies.

[See answer](#)

Question 2

Bicsma's Crisis Management Team (CMT) uses the BOBOC methodology in a crisis situation. Before the meeting actually starts, there is a situation report, the Chairman sets the meeting hygiene standards, and the Facilitator explains the process rules. Now the meeting starts.

What should the CMT do first?

- A. Identify the affected impact areas
- B. Define issues to be addressed
- C. Identify facts and assumptions
- D. Reach consensus on the perception of the event

[See answer](#)

Question 3

The BOBOC methodology has four phases:

1. Triage
2. Judge
3. Make decisions
4. Execute & control

What is the main objective of each phase?

- A.
 1. Analyse information
 2. Discuss the collected information
 3. Decide what to do
 4. Execute assignments and control other crisis management teams
- B.
 1. Collect and analyse information
 2. Judge the information and identify issues

- 3. Decide on assignments and set priorities
 - 4. Communicate assignments and control if assignments are carried out properly
- C.
- 1. Collect information
 - 2. Distinguish facts from assumptions
 - 3. Set priorities
 - 4. Define assignments and control execution of assignments
- D.
- 1. Collect and analyse information
 - 2. Decide what to do
 - 3. Communicate assignments
 - 4. Verify assumptions and return to meeting

[See answer](#)

Question 4

You are a member of Bicsma's Crisis Management Team (CMT). The CMT is assembled because of an emerging crisis. The head of the Incident Response Team briefs the CMT on the situation:

"This morning an explosion took place in one of Bicsma's production areas. We immediately called 911 and evacuated all employees. The emergency services are at the location and I am in close contact with the spokesperson of the fire brigade. She has told me that 2 persons are injured and on their way to the hospital. 5 persons are missing. The incident attracts quite a crowd, including members of the press. The police are keeping everybody at a safe distance."

Based on this information, you need to establish Bicsma's Crisis Management Organisation (CMO).

Which teams do you absolutely need at this stage and why?

- A. The Crisis Management Team, Support Team and Communications Team are absolutely necessary at this stage. The Incident Response Team is also essential, because our first priority is the safety and well-being of our employees.
- B. The Crisis Management Team, Support Team and Communications Team are absolutely necessary at this stage. The Recovery Team is also essential, because we must recover business operations as soon as possible.
- C. The Crisis Management Team, Support Team and Communications Team are absolutely necessary at this stage. The Damage Assessment Team is also essential, because we must assess operational and financial impact to decide on the next steps.
- D. The Crisis Management Team and the Incident Response team are absolutely necessary. The Communications Team should be on standby, so that they can answer all possible press-related questions.

[See answer](#)

Question 5

The Crisis Management Team meeting is almost over. Now you have a long list of issues to be addressed and assignments to be performed. Of course, the assignments list also contains the assumptions that should be verified and the questions that should be answered. As Chairperson, you worry that the list is too long and the Support Team will be overloaded.

What would you do to solve this issue?

- A. Authorise the Plotter to distribute all assignments. Call Bicsma's CEO to get permission for that.
- B. Set priorities and appoint CMT members to communicate relevant assignments to their corresponding CMO teams.
- C. Categorise all assignments for all CMO teams. After that, set the priorities per team.
- D. First communicate the assignments that relate to ensuring people's safety. All other assignments can wait.

[See answer](#)

Question 6

An explosion takes place on a Bicsma production site. The explosion is followed by a major fire. 911 is alarmed and employees are gathered in the restaurant. You are the site manager and a trained Crisis Management Team (CMT) member. You know what to do in an emergency. You also know that you must follow a strict hierarchy in crisis management.

Who would you inform first and why?

- A. Marcel Bicsma, the HR director and one of the company's family owners. The crisis is most relevant to Marcel's department (HR), and Marcel can easily inform his brother owners, Vincent and Hans Bicsma.
- B. The Chairman of the Crisis Management Team. This crisis is likely to have a severe impact on the organisation and its people. Therefore, you must alert the Crisis Management Organisation as soon as possible.
- C. The spokesperson of the emergency services. Before you do anything, you need to know if there have been deaths or injuries. You must get this information from the spokesperson, so that you can better inform the owners.
- D. The head of Bicsma's Incident Response Team. People are your first priority. Therefore, you first must make sure that all employees are safe.

[See answer](#)

Question 7

You are Bicsma's Facilities director and Chairman of the Crisis Management Team (CMT). The CMT is meeting about an IT crisis. You know that the CMT and other CMO teams must communicate with each other.

What are your communication responsibilities in this context?

- A. I make sure that the Plotter gives all relevant assignments to the Support Team Coordinator. I also make sure that the Support Team Chairman provides me with relevant information.
- B. I share all assignments with the Support Team Chairman and indicate which assignments are the most important ones to act upon. I instruct the Support Team Coordinator to provide the Plotter with input for the next meeting.
- C. I debrief my own department of the developments, since I am in charge and I want to provide my subordinates with proper information. I rely on the Plotter to communicate with the Support Team.
- D. I delegate communication responsibilities as follows: The IT director communicates with the IT Expert Team. The Communications Director communicates with the Communication Team. The minute-taker communicates with the Support Team. I call the Bicsma family.

[See answer](#)

Question 8

Bicsma seems to be a trending topic on social media. On TikTok runs an extremely popular clip that features two young pranksters dancing with Bicsma soda bottles. At the end of the clip, the pranksters put Mentos candy in the bottles. Due to a chemical reaction, this results in a massive eruption of Bicsma soda – producing a fountain of up to 2 meters high.

The funny clip is popular and receives many comments. Unfortunately, the clip also gives the impression the youngsters are Bicsma employees. There is an overall feeling that the public is starting to question quality control and moral at Bicsma.

You are Bicsma's Communications Director, and you need to address the situation.

What should you do first?

- A. Alert the Crisis Management Team because the clip is affecting Bicsma's reputation.
- B. Contact HR, and ask them to find and fire the employees in the clip.
- C. Ask the social media team to run an online environmental analysis for more information.
- D. Go find some bottles and do the test yourself. It must be fake.

[See answer](#)

Case study 1: Under attack?

Bicsma's IT Director alerts the Crisis Management Team about a serious IT incident. In his first situation report, the IT Director states that the Bicsma server is down, the website is defaced, the business credit card has been used fraudulently, and employees' personal data are locked.

According to the IT team, this is what happened:

Hackers cracked the personal e-mail account of Jenny, CEO Vincent Bicsma's assistant. After, they used Jenny's credentials to log into Jenny's corporate account. In Jenny's corporate account, they found e-mails exchanged between Jenny and Vincent. Some e-mails contained details about Bicsma's web server, for example IP address and login credentials. The hackers used this information to deface the Bicsma website, lock out corporate accounts, and lock out the web server. In all likelihood, the hackers also accessed an e-mail from HR Director Marcel Bicsma, where they found the password to Bicsma's online HR administration system. They used this password to access the system, change the password, and take over the account. On top of all this, they seem to have used Vincent's company credit card for major purchases. Luckily, the bank froze the account almost immediately after the first allegedly fraudulent purchases were made.

Question 1

The Crisis Management Team must meet to address the crisis. For the meeting to be effective, Crisis Management Team roles must be assigned effectively.

Below the roles that should be present at the meeting. Who should fulfil the roles?

- | | |
|----------------|--|
| A. Chairman | Vincent Bicsma (CEO) |
| Note-taker | Jenny |
| Facilitator | Marcel Bicsma (HR Director) |
| Plotter | Facilities Director |
| Communications | PR Management |
| Expert members | Finance Director, IT Director |
| | |
| B. Chairman | IT Director |
| Note-taker | Assistant IT Director |
| Facilitator | Marcel Bicsma (HR Director) |
| Plotter | Facilities Director |
| Communications | PR Management |
| Expert members | Finance Director, Sales Manager, Purchase Manager |
| | |
| C. Chairman | Hans Bicsma (Quality Director) |
| Note-taker | Assistant to Hans Bicsma |
| Facilitator | Facilities Director |
| Plotter | Production Manager |
| Communications | PR Management |
| Expert members | Finance Director, IT Director, Sales Manager, Purchase Manager |

| | |
|----------------|---|
| D. Chairman | Hans Bicsma (Quality Director) |
| Note-taker | Assistant to Hans Bicsma |
| Facilitator | IT Director |
| Plotter | Production Manager |
| Communications | PR Management |
| Expert members | Finance Director, Sales Manager, Purchase Manager |

[See answer](#)

Question 2

The Crisis Management Team meeting starts. In the first 10 minutes, the Team performs a situational analysis to separate facts from assumptions and questions.

Which point should they start with?

- A. Was it really hackers?
First you must identify the cause of all these problems. If you want to develop a strategy to protect the company and limit the damage, it is important to know if Bicsma really has been hacked.
- B. How has IT got their information?
First you must know how IT collected their information and in what time frame. This information is necessary for the CMT to assess how valid IT's information is.
- C. Are we sure the credit card purchases were fraudulent?
How does the bank know there was fraud? What kind of purchases were made and by whom? This is very important information for the finance department.
- D. What web server details did the hackers access?
What other web server details did the hackers find in addition to IP address and login? We need a full overview of these details before we can fix the problem.

[See answer](#)

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Answers

Question 1

The correct answer is **C**. The CEO being accused of fraud is a crisis.

An incident is an event with mild (local) impact, while a crisis has a large and severe impact. Answers A, B and D are examples of incidents, because they do not threaten the safety of individuals or the organisation's reputation, and do not have a major impact on the continuity of business operations. Answer C (the CEO being accused of fraud on national TV) is an example of a crisis. Such an event would pose a serious risk to the company's existence, because the CEO being accused of fraud would have a major impact on the company's stock price and market value.

Learning objective: 1.2.1 Explain the difference between "incident" and "crisis".

Question 2

The correct answer is **D**. The CMT must first reach consensus on the event.

Before you start working with facts and assumptions, issues to be addressed, and the affected impact areas, you need to ensure that you have the same perception of what happened. After reaching consensus, you can continue with facts, assumptions and questions. In the next phase, you can cover issues and impact areas.

Learning objective: 3.3.3 Illustrate key elements for the Chairman to lead the CMT meeting at the start of the crisis.

Question 3

The correct answer is **B**.

The BOBOC-cycle (which is very similar to the OODA-loop) has four phases.

Phase 1 – Observe/triage: Collect and analyse information to establish relevant facts, verify the accuracy of information, and identify missing information.

Phase 2 – Judge/assess information: Identify issues, affected impact areas and relevant stakeholders based on the facts, establish relationships between issues, and weigh options.

Phase 3 – Make decisions: Identify actions to be taken, define and prioritise assignments.

Phase 4 – Execute & control: Communicate and allocate assignments to the relevant staff members, and control if assignments are carried out properly.

Learning objective: 1.6.2 Explain the BOBOC or OODA-loop.

Question 4

The correct answer is **A**. You need the Crisis Management Team, Support Team, Communications Team and Incident Response Team.

People are always the main and most important priority during a crisis. The Incident Response Team must be activated to safeguard individuals' safety and well-being. Damage assessment can take place at a later stage. The Communications Team should be active, not on standby. They have many other tasks than just answering questions from the press.

Learning objective: 2.1.3 Explain what teams should be established within a CMO, depending on the situation.

Question 5

The correct answer is **B**. Set priorities and appoint CMT members to communicate relevant assignments to their corresponding CMO teams.

As Chairperson, you are responsible for prioritising assignments from a strategic perspective. The appointed CMT members, responsible for communication to other CMO teams, support their teams by setting priorities on the tactical level. But always keep in mind the overall priorities that have been set.

Learning objective: 3.4.4 Interpret the importance of clearly communicating assignments to other Crisis Management Organisation teams.

Question 6

The correct answer is **B**. You first inform the Chairman of the Crisis Management Team, because the crisis is likely to have a severe impact on Bicsma and its people.

All parties are relevant. People are your first priority, but since the emergency services have been notified and employees are already gathered in a safe place, you can trust that people will be taken care of. You need to warn the Crisis Management Team. You know the CMT will duly inform the Bicsma brothers and start the crisis management process.

Learning objective: 4.1.1. Understand how hierarchy levels are positioned in the CMO's chain of command in relation to external organisations and local authorities.

Question 7

The correct answer is **A**. I make sure that the Plotter gives all relevant assignments to the Support Team Coordinator. I also make sure that the Support Team Chairman provides me with relevant information.

The Support Team is crucial in the crisis management process. The Chairman needs to stay in close contact with them, because all key messages go through them. The Plotter provides the Support Team Coordinator with Support Team assignments only. Before you call the owners of the company, you want to make sure that you have all relevant information at your disposal.

Learning objective: 4.2.1. Summarise the communication structure and correctly position key players in the structure.

Question 8

The correct answer is **C**. You first need to analyse the situation. You need to know on what platforms the clip is distributed and what the target groups are. You also need to know the public's general opinion about the clip. You need to see clearly if the larger public truly is worried about Bicsma. Also, you should find out if the pranksters really are Bicsma employees, or if this is only a perception.

Learning objective: 8.1.4. Understand social media trends and how to use them in a crisis situation.

Case study 1: Under attack?

Question 1

The correct answer is **C**.

| | |
|----------------|--|
| Chairman | Hans Bicsma (Quality Director) |
| Note-taker | Assistant to Hans Bicsma |
| Facilitator | Facilities Director |
| Plotter | Production Manager |
| Communications | PR Management |
| Expert members | Finance Director, IT Director, Sales Manager, Purchase Manager |

The roles of Chairman, Facilitator and Plotter should be filled by directors or managers who are NOT directly involved. Vincent (CEO), Jenny, the IT Director and the Finance Director are directly involved.

Learning objective: 2.1.4. Describe what competences should be present in a CMO.

Question 2

The correct answer is **A**. In the beginning of a crisis, you want to identify the cause. This is because the cause gives you insight into the impact on your organisation. The assumption is that Bicsma has been hacked. First, you need to verify this assumption. You should not doubt the knowledge/qualifications of your colleagues (B). The credit card question (C) is legitimate, but not crucial for the company at the moment. Finding out the web server details (D) is about solving the problem at the operational level.

Learning objective: 2.3.4. Transform bits of information into facts, assumptions and questions during a CMT meeting.


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