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PECB ISO-31000-Lead-Risk-Manager Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> Initiation of the risk management process and risk assessment: This domain establishes context and conducts systematic assessments to identify potential threats. Assessment involves identification, likelihood analysis, and prioritization against established criteria.
Topic 2	<ul style="list-style-type: none"> Risk treatment, risk recording and reporting: Treatment involves selecting measures to modify risks through avoidance, acceptance, removal, or sharing. Recording and reporting ensure systematic documentation and stakeholder communication.
Topic 3	<ul style="list-style-type: none"> Fundamental principles and concepts of risk management: Risk management systematically identifies, analyzes, and responds to uncertainties affecting organizational objectives. Core principles include creating value, integration into processes, addressing uncertainty, and maintaining dynamic responsiveness.
Topic 4	<ul style="list-style-type: none"> Establishment of the risk management framework: The framework provides the foundation for implementing and improving risk management organization-wide. It encompasses leadership commitment, framework design, accountability, and resource allocation.

Topic 5	<ul style="list-style-type: none">• Risk monitoring, review, communication, and consultation: Monitoring ensures effectiveness by tracking controls and identifying emerging risks. Communication engages stakeholders throughout all stages for informed decision-making.
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PECB ISO 31000 Lead Risk Manager Sample Questions (Q14-Q19):

NEW QUESTION # 14

Scenario 6:

Trunroll is a fast-food chain headquartered in Chicago, Illinois, specializing in wraps, burritos, and quick-serve snacks through both company-owned and franchised outlets across several states. Recently, the company identified two major risks: increased dependence on third-party delivery platforms that could disrupt customer service if contracts were to fail or fees rose sharply, and stricter health and safety inspections that might expose vulnerabilities in hygiene practices across certain franchise locations. Therefore, the top management of Trunroll adopted a structured risk management process based on ISO 31000 guidelines to systematically identify, assess, and mitigate risks, embedding risk awareness into daily operations and strengthening resilience against future disruptions.

To address these risks, Trunroll outlined and documented clear actions with defined responsibilities and timelines. Regarding the dependence on third-party delivery platforms, the company decided not to move forward with planned partnerships with third-party delivery apps, as the risk of losing control over the customer experience and rising costs outweighed the potential benefits.

To address stricter health inspections across franchises, Trunroll invested in stronger hygiene protocols, mandatory staff training, and upgraded monitoring systems to reduce the likelihood of violations. Yet, management understood that some exposure would remain even after these measures. To address this risk, they decided to use one of the insurance methods, reserving internal financial resources to cover unexpected losses or penalties, ensuring the remaining risk was managed within acceptable boundaries.

Additionally, Trunroll set up a cloud-based platform to document and maintain risk records. This allowed managers to log supplier inspection results, training outcomes, and incident reports into one secure system, while also providing flexibility to update and scale applications as needed without managing the underlying infrastructure. In doing so, Trunroll ensured that all risk-related information is documented in progress reports and incorporated into mid-term and final evaluations, with risk management being updated regularly to monitor changes and treatments.

Based on the scenario above, answer the following question:

According to Scenario 6, Trunroll outlined and documented clear actions to address the identified risks with defined responsibilities and timelines. What did they develop in this case?

- A. A risk register
- B. A risk report
- C. A risk treatment plan
- D. A risk policy

Answer: C

Explanation:

The correct answer is B. A risk treatment plan. ISO 31000 defines a risk treatment plan as a documented set of actions specifying how selected risk treatment options will be implemented, including responsibilities, timelines, and required resources.

In Scenario 6, Trunroll explicitly outlined and documented clear actions with defined responsibilities and timelines to address identified risks. These actions included avoiding third-party delivery partnerships, strengthening hygiene controls, investing in staff training, upgrading monitoring systems, and reserving internal financial resources to manage residual risk. These characteristics directly align with ISO 31000's definition of a risk treatment plan.

A risk report focuses on communicating risk information and decisions, not implementation actions. A risk register is a structured record of identified risks and their attributes but does not by itself define treatment actions, responsibilities, or schedules. A risk policy sets overall direction and commitment rather than operational actions.

From a PECB ISO 31000 Lead Risk Manager perspective, a risk treatment plan is essential for translating risk decisions into actionable, accountable steps. Therefore, the correct answer is a risk treatment plan.

NEW QUESTION # 15

What is one of the limitations of the Failure Modes and Effects Analysis (FMEA) technique?

- A. It cannot be applied to technical systems and is mainly suitable for administrative processes.
- B. It can produce overly qualitative results, making it difficult to rank risks by severity or probability.
- **C. It can only be used to identify single failure modes and can become time-consuming and complex for multi-layered systems.**
- D. It ignores the consequences of failures.

Answer: C

Explanation:

The correct answer is B. It can only be used to identify single failure modes and can become time-consuming and complex for multi-layered systems. FMEA is a structured technique used to identify potential failure modes, their causes, and effects. While powerful, it has known limitations, particularly when applied to complex systems with many interdependencies.

FMEA typically examines failure modes one at a time, which makes it less effective at capturing interactions between multiple failures or system-wide cascading effects. As system complexity increases, FMEA can become resource-intensive and time-consuming, requiring extensive effort to analyze all components and failure scenarios.

Option A is incorrect because FMEA can be quantitative or semi-quantitative and is often used to rank risks using severity, occurrence, and detection ratings. Option C is incorrect, as FMEA is widely used in technical and engineering contexts. Option D is incorrect because FMEA explicitly analyzes the effects and consequences of failures.

From a PECB ISO 31000 Lead Risk Manager perspective, understanding the limitations of risk assessment techniques is essential for selecting appropriate tools. FMEA is valuable but should be complemented with other techniques when dealing with complex or highly interconnected systems. Therefore, the correct answer is option B.

NEW QUESTION # 16

On what basis should an organization determine the acceptability of a residual risk?

- A. A residual risk is accepted when treatment costs exceed potential benefits.
- **B. A residual risk is accepted when it is equal to or below the target risk.**
- C. A risk is acceptable only when its residual level is higher than the target risk to allow flexibility in controls.
- D. The target risk must always be set at a low level to ensure that all residual risks are minimized.

Answer: B

Explanation:

The correct answer is C. A residual risk is accepted when it is equal to or below the target risk. ISO 31000:2018 explains that risk treatment aims to modify risk so that it aligns with the organization's risk criteria, which include risk appetite, tolerance, and target risk levels. Residual risk is the risk remaining after risk treatment has been applied.

An organization determines acceptability by comparing the residual risk against predefined target risk or risk acceptance criteria.

When the residual risk falls within acceptable limits, meaning it is equal to or lower than the target risk, it may be accepted without further treatment. This ensures consistency, transparency, and alignment with strategic objectives.

Option A is incorrect because accepting risks higher than the target risk contradicts the purpose of risk criteria. Option B is incorrect because target risk levels vary depending on objectives, context, and appetite; they are not always low. Option D may influence decision-making but is not the formal basis defined by ISO 31000.

From a PECB ISO 31000 Lead Risk Manager perspective, clear acceptance criteria ensure disciplined and defensible risk decisions. Therefore, the correct answer is a residual risk is accepted when it is equal to or below the target risk.

NEW QUESTION # 17

Who is responsible for collecting, recording, and storing the data needed for risk measurement?

- A. Risk owners
- B. Information owners
- C. Measurement clients

- **D. Information collectors**

Answer: D

Explanation:

The correct answer is A. Information collectors. ISO 31000 highlights the importance of clearly defined roles and responsibilities within the monitoring and review process, particularly in relation to data and information management.

Information collectors are responsible for gathering, recording, and storing data used for risk measurement and monitoring. This includes capturing data related to risk indicators, incidents, control performance, audits, inspections, and other relevant sources.

Their role ensures that data is accurate, timely, and available for analysis and reporting.

Measurement clients use the results of risk measurement to support decisions but are not responsible for collecting or storing data.

Information owners are accountable for the quality, integrity, and authorized use of information, but not necessarily for its day-to-day collection. Risk owners are accountable for managing specific risks, not for operating the data collection process.

From a PECB ISO 31000 Lead Risk Manager perspective, assigning clear responsibility for data collection improves reliability, traceability, and consistency in monitoring and review activities. Therefore, the correct answer is Information collectors.

NEW QUESTION # 18

What is the difference between a hazard and a risk?

- A. A hazard only exists in safety management, not in risk management.
- B. A hazard is the probability of harm occurring, while a risk is the physical object or activity that might cause harm.
- C. A hazard is the same as a risk, and both terms can be used interchangeably.
- **D. A hazard is the inherent potential to cause harm, while a risk is the likelihood and impact of that harm occurring.**

Answer: D

Explanation:

The correct answer is B. A hazard is the inherent potential to cause harm, while a risk is the likelihood and impact of that harm occurring. ISO 31000 defines risk as the effect of uncertainty on objectives, often expressed as a combination of consequences and likelihood. A hazard, by contrast, refers to a source or situation with the potential to cause harm.

A hazard exists regardless of whether harm actually occurs, while risk considers both the probability of occurrence and the severity of consequences. This distinction is essential for effective risk identification and analysis. Hazards may be sources of risk, but they are not risks by themselves until uncertainty, likelihood, and impact are considered.

Option A reverses the definitions and is incorrect. Option C is incorrect because ISO standards clearly distinguish between hazards and risks. Option D is also incorrect, as hazards are relevant in many risk management contexts, not only safety management.

Understanding this distinction supports ISO 31000's principle of structured and comprehensive risk management, ensuring clarity when identifying sources of risk and evaluating their potential effects.

NEW QUESTION # 19

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