

최신업데이트된ISO-31000-Lead-Risk-Manager시험패스가능한공부하기인증덤프



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>> ISO-31000-Lead-Risk-Manager시험패스 가능한 공부하기 <<

PECB ISO-31000-Lead-Risk-Manager 덤프문제, ISO-31000-Lead-Risk-Manager 시험자료

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최신 PECB ISO 31000 Certification ISO-31000-Lead-Risk-Manager 무료샘플문제 (Q48-Q53):

질문 # 48

Scenario 7:

Maxime, a chocolate manufacturer headquartered in Ghent, Belgium, produces toffees, eclairs, enrobed chocolates, and caramels. In 2023, a contamination incident in its caramel line triggered a large-scale product recall across Europe, exposing weaknesses in supplier evaluation, reporting channels, and crisis communication. Recognizing the financial, operational, and reputational impact of this event, top management decided to apply a risk management process in line with ISO 31000. The aim was to strengthen resilience, embed risk awareness across departments, and ensure risks are systematically managed in both daily operations and long-term strategies.

To ensure that the risk management process is effective, Maxime set up a structured monitoring and review process with clear procedures for collecting and analyzing data on key risks like supplier reliability, food safety, and communication. For validation of measurement methods, Sophie, the head of Quality Assurance, was tasked with assessing whether the tools used were suitable for evaluating the effectiveness of the process.

Additionally, Maxime introduced a set of measures designed to provide early warning indicators across critical areas. In operations, they tracked the number of production line stoppages and the percentage of defective batches. On the financial side, they monitored fluctuations in raw material prices, especially cocoa, and their impact on margins. For regulatory matters, they followed the frequency of nonconformities identified during inspections. In terms of technology, system downtime in automated packaging lines was measured.

To ensure these indicators were communicated effectively, Sophie worked with top management to present the results in a format that made changes easy to spot and understand. Rather than relying only on static reports, they chose a more dynamic approach that displayed key values visually, highlighted deviations, and issued alerts when thresholds were crossed.

In addition, Maxime established clear communication and consultation processes to ensure that relevant stakeholders were properly engaged. The top management used an approach that clarified who was responsible for carrying out tasks, who held final accountability, who should be consulted for expertise, and who needed to stay informed. To strengthen engagement, Maxime organized how risk information would be delivered to different audiences. Employees received updates during team briefings and through the company's internal platform, while external parties, such as suppliers and regulators, were informed through formal reports and direct correspondence. This approach ensured that each group had access to the information most relevant to them in a timely way.

Based on the scenario above, answer the following question:

In Scenario 7, what approach did the top management use to engage relevant stakeholders in the communication and consultation process?

- A. RACI
- B. PESTLE
- C. SWOT
- D. Brainstorming

정답: A

설명:

The correct answer is A. RACI. ISO 31000 emphasizes that effective communication and consultation require clear role definition and accountability to ensure that stakeholders are properly engaged throughout the risk management process.

In Scenario 7, Maxime's top management explicitly clarified who was responsible, who was accountable, who should be consulted, and who needed to stay informed. This directly corresponds to the RACI approach, which is commonly used to structure stakeholder engagement and governance responsibilities. RACI stands for Responsible, Accountable, Consulted, and Informed, and it supports clarity in decision-making and communication flows.

SWOT and PESTLE are strategic analysis tools used to examine internal and external contexts, not stakeholder engagement mechanisms. Brainstorming is a risk identification technique, not a structured responsibility framework.

From a PECB ISO 31000 Lead Risk Manager perspective, using RACI strengthens governance, avoids ambiguity, and ensures that communication and consultation activities are effective, inclusive, and timely. Therefore, the correct answer is RACI.

질문 # 49

Scenario 1:

Gospeed Ltd. is a trucking and logistics company headquartered in Birmingham, UK, specializing in domestic and EU road haulage. Operating a fleet of 25 trucks for both heavy loads and express deliveries, it provides transport services for packaged goods, textiles, iron, and steel. Recently, the company has faced challenges, including stricter EU regulations, customs delays, driver shortages, and supply chain disruptions. Most critically, limited and unreliable information has created uncertainty in anticipating delays, equipment failures, or regulatory changes, complicating decision-making.

To address these issues and strengthen resilience, Gospeed's top management decided to implement a risk management framework and apply a risk management process aligned with ISO 31000 guidelines. Considering the importance of stakeholders' perspectives when initiating the implementation of the risk management framework, top management brought together all relevant stakeholders to evaluate potential risks and ensure alignment of risk management efforts with the company's strategic objectives. The top management outlined the general level and types of risks it was prepared to take to pursue opportunities, while also clarifying which risks would not be acceptable under any circumstances. They accepted moderate financial risks, such as fuel price fluctuations or minor delays, but ruled out compromising safety or breaching regulations.

As part of the risk management process, the company moved from setting its overall direction to a closer examination of potential exposures, ensuring that identified risks were systematically analyzed, evaluated, and treated. Top management examined the main operational factors that significantly influence the likelihood and impact of risks. This analysis highlighted concerns related to supply chain disruptions, technological failures, and human errors.

Additionally, Gospeed's top management identified several external risks beyond their control, including interest rate changes, currency fluctuations, inflation trends, and new regulatory requirements. Consequently, top management agreed to adopt practical strategies to protect the company's financial stability and operations, including hedging against interest rate fluctuations, monitoring inflation, and ensuring compliance through staff training sessions.

However, other challenges emerged when top management pushed forward with a new contract for international deliveries without fully considering risk implications at the planning stage. Operational staff raised concerns about unreliable customs data and potential delays, but their input was overlooked in the rush to secure the deal. This resulted in delivery setbacks and financial penalties, revealing weaknesses in how risks were incorporated into day-to-day decision-making.

Based on the scenario above, answer the following question:

Which risk management principle did Gospeed's top management violate, resulting in delivery delays and financial penalties? Refer to Scenario 1.

- A. Dynamic
- B. Continual improvement
- C. Integration
- **D. Inclusive**

정답: D

설명:

The correct answer is B. Inclusive. ISO 31000:2018 identifies inclusiveness as a key principle of effective risk management. This principle requires appropriate and timely involvement of relevant stakeholders to ensure their knowledge, views, and perceptions are considered when managing risk. Inclusive risk management improves awareness, supports informed decision-making, and enhances ownership of risk responses.

In the scenario, Gospeed's top management failed to adequately consider input from operational staff when pursuing a new international delivery contract. Despite staff raising concerns about unreliable customs data and potential delays, their feedback was ignored in the rush to secure the deal. This directly contradicts the inclusiveness principle outlined in ISO 31000, which emphasizes that stakeholder engagement should occur at all stages of the risk management process, particularly when decisions have operational implications.

The consequence of this failure was delivery delays and financial penalties, demonstrating how excluding key stakeholders weakens risk identification, analysis, and treatment. While integration is also an important ISO 31000 principle, the issue described is not the absence of risk management from organizational processes, but rather the exclusion of relevant stakeholders from decision-making. Continual improvement relates to learning and enhancing the risk management framework over time, which is not the primary failure described. The dynamic principle concerns responding to change and emerging risks, whereas the core issue here was ignoring available knowledge.

From a PECB ISO 31000 Lead Risk Manager perspective, the scenario clearly illustrates a violation of the inclusive principle, making option B the correct answer.

질문 # 50

What is one of the primary purposes of maintaining records in risk management?

- A. To communicate information about risks to decision makers only
- **B. To track risk management performance and provide an audit trail for verification**
- C. To replace the need for monitoring and review
- D. To provide confidence that all risks are completely eliminated

정답: B

설명:

The correct answer is B. To track risk management performance and provide an audit trail for verification. ISO 31000:2018 emphasizes that maintaining appropriate records is a fundamental element of effective risk management. Records support transparency, accountability, traceability, and continual improvement.

Risk management records enable organizations to track the effectiveness and performance of risk management activities over time. By documenting identified risks, assessments, treatment decisions, monitoring results, and reviews, organizations can evaluate whether risk management processes are working as intended and whether objectives are being achieved.

In addition, maintaining records provides an audit trail, allowing internal and external reviewers to verify that risk management decisions were made systematically, based on evidence, and in line with established criteria and governance requirements. This is particularly important for regulated industries and for demonstrating due diligence.

Option A is incorrect because records serve a broader purpose than communication alone; they support learning, verification, and improvement. Option C is incorrect because ISO 31000 explicitly recognizes that risks cannot be completely eliminated. Option D contradicts ISO 31000, as records complement-not replace-monitoring and review.

From a PECB ISO 31000 Lead Risk Manager perspective, well-maintained records are essential for governance, assurance, and continuous improvement. Therefore, the correct answer is to track risk management performance and provide an audit trail for verification.

질문 # 51

Scenario 2:

Bambino is a furniture manufacturer headquartered in Florence, Italy, specializing in daycare furniture, including tables, chairs, children's beds, shelves, mats, changing stations, and indoor playhouses. After experiencing a major supply chain disruption that caused delays and revealed vulnerabilities in its operations, Bambino decided to implement a risk management framework and process based on ISO 31000 guidelines to systematically identify, assess, and manage risks.

As the first step in this process, top management appointed Luca, the operations manager of Bambino, to facilitate the adoption and integration of the framework into the company's operations, ensuring that risk awareness, communication, and structured practices became part of everyday decision-making.

After Luca took on the responsibility, he reviewed how responsibilities and decision-making were distributed across the company's units, with each unit overseen by a director managing strategic, administrative, and operational matters. At the same time, in consultation with top management, he analyzed the broader environment of Bambino, namely mission, governance, culture, resources, information flows, and stakeholder relationships.

Building on this, Luca outlined concrete actions to strengthen risk management by engaging stakeholders, breaking the process into stages, and aligning objectives with the company's goals. Progress was tracked through existing systems, allowing timely adjustments. Additionally, clear objectives were linked to the mission and strategy, responsibilities were defined, leadership demonstrated commitment, and expectations for daily integration were clarified. Finally, resources for people, skills, and technology were allocated, supported by communication, reporting, and escalation mechanisms.

Additionally, Luca reviewed the requirements the company was bound by, including safety laws for children's products, local labor regulations, and permits needed for operations. He also considered voluntary commitments, such as sustainability labels and agreements with daycare institutions. Through this review, he identified the likelihood of occurrence and potential consequences of failing to meet these requirements, ranging from legal penalties to loss of customer trust, making this area a clear source of exposure. This included the possibility of fines for breaching product safety laws, sanctions for violating labor regulations, and reputational harm if sustainability or contractual commitments were not fulfilled.

Based on the scenario above, answer the following question:

According to Scenario 2, Luca outlined a concrete set of actions to strengthen the company's risk management capabilities. What did he develop in this case?

- A. Risk treatment plan
- B. Risk register
- C. Risk management policy
- **D. Risk management plan**

정답: D

설명:

The correct answer is B. Risk management plan. ISO 31000:2018 explains that once leadership commitment and context are established, organizations must design and implement the risk management framework through structured and coordinated actions. A risk management plan translates strategic intent into practical, actionable steps that enable the integration of risk management into everyday operations.

In the scenario, Luca outlined concrete actions such as stakeholder engagement, breaking the process into stages, aligning objectives with organizational goals, tracking progress through existing systems, defining responsibilities, allocating resources, and establishing communication, reporting, and escalation mechanisms. These elements collectively describe a risk management plan, which specifies how risk management will be implemented, monitored, and improved across the organization.

A risk management policy is typically a high-level statement expressing top management's commitment, principles, and overall direction regarding risk management. While leadership demonstrated commitment in the scenario, Luca's activities went beyond policy formulation and focused on execution.

A risk treatment plan is developed later in the risk management process and focuses specifically on actions to modify individual risks. In Scenario 2, Luca's work addressed the framework and integration level, not the treatment of specific risks. A risk register, likewise, is a recording tool and not a set of actions.

From a PECB ISO 31000 Lead Risk Manager perspective, developing a risk management plan is a critical step in ensuring that risk management is integrated, structured, and sustainable. Therefore, the correct answer is risk management plan.

질문 # 52

Scenario 4:

Headquartered in Barcelona, Spain, Solenco Energy is a renewable energy provider that operates several solar and wind farms across southern Europe. After experiencing periodic equipment failures and supplier delays that affected energy output, the company initiated a risk assessment in line with ISO 31000 to ensure organizational resilience, minimize disruptions, and support long-term

performance.

A cross-functional risk team was assembled, including representatives from engineering, finance, operations, and logistics. The team began a structured and systematic review of the energy production process to identify potential deviations from intended operating conditions and assess their possible causes and consequences. Using guided discussions with prompts such as "too high," "too low," or "other than expected," they explored how variations in system behavior could lead to operational disruptions or safety risks.

One risk identified was the failure of the main power inverter system at one of the company's key solar facilities—a single point of failure with high production dependence. To better understand this risk, the team used a structured visual technique that mapped the causes leading up to the inverter failure on one side and the potential consequences on the other. It also illustrated the controls that could prevent or mitigate both sides.

During discussions, several team members were inclined to focus on positive evidence supporting the belief that the inverter was reliable, while giving less consideration to contradictory data from maintenance reports. Differing viewpoints were not immediately discussed, as many participants felt more confident agreeing with the general group view that the likelihood of failure was low. It was only after a detailed review of supplier reports that the team revisited their assumptions and adjusted the analysis accordingly.

Ultimately, the likelihood of failure was determined to be "possible" based on annual system monitoring and maintenance records.

However, the consequences were potentially severe, including an estimated €450,000 in lost revenue per week of downtime, contract penalties, and negative stakeholder perceptions. The team assumed a potential downtime of two weeks per failure, resulting in a total potential loss of €900,000 per event.

To better quantify the financial exposure to this risk, the team multiplied the estimated probability of failure (10%) by the potential loss per event (€900,000), yielding an annual expected impact of €90,000. This calculation provided a clearer basis for prioritizing the inverter failure risk relative to other risks in the risk register.

Based on the scenario above, answer the following question:

What did the team at Solenco determine when they examined the likelihood and consequences of the inverter failure?

- A. Risk appetite
- B. Risk tolerance
- C. The criteria for risk acceptance
- D. The level of risk

정답: D

설명:

The correct answer is A. The level of risk. ISO 31000:2018 defines risk level as the magnitude of a risk, commonly expressed as a combination of the likelihood of an event and its consequences. Determining the level of risk is a core outcome of risk analysis, which aims to develop an understanding of the nature of risk and its characteristics.

In Scenario 4, the Solenco team explicitly assessed both the likelihood ("possible," quantified as 10%) and the consequences (€900,000 per event) of inverter failure. They then combined these elements by calculating an expected annual impact of €90,000. This quantitative combination of likelihood and consequence directly represents the determination of the level of risk, enabling comparison and prioritization within the risk register.

Risk acceptance criteria and risk tolerance relate to decision-making thresholds that determine whether a risk is acceptable or requires treatment. These are defined earlier during context establishment and risk criteria setting, not calculated during risk analysis. Risk appetite refers to the amount and type of risk an organization is willing to pursue and is a strategic-level concept, not a calculated outcome of likelihood and consequence.

From a PECB ISO 31000 Lead Risk Manager perspective, calculating the level of risk supports informed risk evaluation and prioritization. It enables organizations to allocate resources effectively and focus on risks that threaten value creation and protection. Therefore, the correct answer is the level of risk.

질문 # 53

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ISO-31000-Lead-Risk-Manager최신버전 공부문제 : <https://www.itdumpskr.com/ISO-31000-Lead-Risk-Manager-exam.html>

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