

# Exam ISO-31000-Lead-Risk-Manager Simulations - New ISO-31000-Lead-Risk-Manager Exam Questions



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

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>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.</li> </ul>

Topic 5

- 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 (Q64-Q69):

#### NEW QUESTION # 64

Scenario 5:

Crestview University is a well-known academic institution that recently launched a digital learning platform to support remote education. The platform integrates video lectures, interactive assessments, and student data management. After initial deployment, the risk management team identified several key risks, including unauthorized access to research data, system outages, and data privacy concerns.

To address these, the team discussed multiple risk treatment options. They considered limiting the platform's functionality, but this conflicted with the university's goals. Instead, they chose to partner with a reputable cybersecurity firm and purchase cyber insurance. They also planned to reduce the likelihood of system outages by upgrading server capacity and implementing redundant systems. Some risks, such as occasional minor software glitches, were retained after careful evaluation because they did not significantly affect Crestview's operations. The team considered these risks manageable and agreed to monitor and address them at a later stage. Thus, they documented the accepted risks and decided not to inform any stakeholder at this time.

Once the treatment options were selected, Crestview's risk management team developed a detailed risk treatment plan. They prioritized actions based on which processes carried the highest risk, ensuring cybersecurity measures were addressed first. The plan clearly defined the responsibilities of team members for approving and implementing treatments and identified the resources required, including budget and personnel. To maintain oversight, performance indicators and monitoring schedules were established, and regular progress updates were communicated to the university's top management.

Throughout the risk management process, all activities and decisions were thoroughly documented and communicated through formal channels. This ensured clear communication across departments, supported decision-making, enabled continuous improvement in risk management, and fostered transparency and accountability among stakeholders who manage and oversee risks. Special care was taken to communicate the results of the risk assessment, including any limitations in data or methods, the degree of uncertainty, and the level of confidence in findings. The reporting avoided overstating certainty and included quantifiable measures in appropriate, clearly defined units. Using standardized templates helped streamline documentation, while updates, such as changes to risk treatments, emerging risks, or shifting priorities, were routinely reflected in the system to keep the records current.

Based on the scenario above, answer the following question:

In Scenario 5, what approach was used by Crestview to ensure effective documentation of its risk management process?

- A. Standardized formats with version control, author, and approval dates
- B. Informal notes maintained by individual team members
- C. Decentralized storage of documents across departmental systems to allow flexible access
- D. Tailored document formats based on the communication style of each stakeholder group

**Answer: A**

Explanation:

The correct answer is A. Standardized formats with version control, author, and approval dates. ISO 31000 highlights the importance of consistent, accurate, and up-to-date documentation to support effective risk management. Standardized documentation ensures clarity, comparability, traceability, and accountability.

In Scenario 5, Crestview University used standardized templates, maintained updates reflecting changes in risks and treatments, and ensured records remained current. These practices are consistent with ISO 31000 guidance on recording and reporting, which

recommends controlled documentation with clear ownership and approval mechanisms.

Option B increases the risk of inconsistency and loss of control. Option C may support communication but does not ensure governance-level traceability. Option D undermines reliability and auditability.

From a PECB ISO 31000 Lead Risk Manager perspective, standardized documentation with version control is essential for transparency, learning, and continual improvement. Therefore, the correct answer is standardized formats with version control, author, and approval dates.

### NEW QUESTION # 65

When should an organization retain risks?

- A. If risk poses a potential threat but could be managed later
- B. Only when the risk evaluation process indicates minor impact, regardless of the acceptance criteria
- C. Only if the risk level meets the risk acceptance criteria and no additional controls are required
- D. When the risk has not been identified

**Answer: C**

Explanation:

The correct answer is A. Only if the risk level meets the risk acceptance criteria and no additional controls are required. ISO 31000 recognizes risk retention as a legitimate risk treatment option when risks are within acceptable limits defined by the organization's risk criteria.

Retention means consciously accepting a risk with full awareness of its potential consequences, typically because further treatment would be unnecessary, impractical, or disproportionate. Crucially, retention decisions must be based on risk acceptance criteria, not on subjective judgment alone.

Option B is incorrect because even minor risks must meet acceptance criteria. Option C promotes deferral without evaluation, which contradicts ISO 31000 principles. Option D is invalid because unidentified risks cannot be retained.

From a PECB ISO 31000 Lead Risk Manager perspective, retaining risks must be a deliberate, documented, and authorized decision aligned with risk appetite and tolerance. Therefore, the correct answer is only if the risk level meets the risk acceptance criteria and no additional controls are required.

### NEW QUESTION # 66

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 trends, 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:

According to Scenario 1, what did Gospeed's top management define when they examined the main operational factors that have a

major influence on the likelihood and impact of risks?

- A. Consequences
- B. Threats
- **C. Risk drivers**
- D. Risk sources

**Answer: C**

Explanation:

The correct answer is B. Risk drivers. ISO 31000:2018 explains that risk analysis involves identifying factors that influence both the likelihood and consequences of risk events. These influencing factors are commonly referred to as risk drivers, as they shape how and why risks materialize and escalate.

In the scenario, Gospeed's top management examined operational factors such as supply chain disruptions, technological failures, and human errors. These elements do not represent individual risk events themselves, but rather conditions and factors that increase the probability and impact of multiple risks. According to ISO 31000, understanding such drivers is critical for effective risk analysis and evaluation, as they provide insight into the underlying causes that amplify risk exposure.

Risk sources, while related, refer more broadly to elements that give rise to risk. In practice, ISO 31000 distinguishes between sources of risk and drivers that influence risk behavior and severity. The scenario specifically emphasizes factors that significantly influence likelihood and impact, which aligns more precisely with the concept of risk drivers rather than generic sources or isolated threats.

Threats represent potential adverse events, while consequences refer to outcomes after a risk has materialized. Neither term accurately reflects the management activity described, which focused on analyzing influencing factors before risks occur.

From a PECB ISO 31000 Lead Risk Manager perspective, identifying risk drivers is essential for prioritizing risks, designing effective controls, and selecting appropriate treatment options. By focusing on these drivers, organizations can proactively reduce exposure and improve resilience. Therefore, the correct answer is risk drivers.

#### **NEW QUESTION # 67**

A renewable energy company is conducting a facilitated workshop to review potential risks in its power generation systems. The facilitator uses a list of guidewords and prompts such as "what if?" and "how could?" to encourage participants to discuss possible causes, consequences, and existing controls. Which of the following risk identification techniques is being applied?

- A. Delphi technique
- **B. Structured What-If Technique (SWIFT)**
- C. Failure Modes and Effects Analysis (FMEA)
- D. Checklists, classifications, and taxonomies

**Answer: B**

Explanation:

The correct answer is C. Structured What-If Technique (SWIFT). SWIFT is a facilitated, structured risk identification technique that uses guidewords and prompts such as "what if...?" and "how could...?" to stimulate discussion and identify potential risks, causes, consequences, and existing controls.

In the scenario, the facilitator explicitly used guidewords and open-ended prompts during a workshop, which is characteristic of SWIFT. ISO 31010, which complements ISO 31000, describes SWIFT as a flexible and collaborative technique suitable for workshops and group discussions, particularly when time or resources are limited.

Checklists and taxonomies rely on predefined lists rather than interactive questioning. FMEA focuses on identifying failure modes and their effects in a systematic, often component-level analysis, rather than open-ended facilitated discussion. The Delphi technique uses anonymous expert surveys conducted in multiple rounds, which does not match the described workshop format.

From a PECB ISO 31000 Lead Risk Manager perspective, SWIFT is especially useful for early-stage risk identification and for engaging cross-functional stakeholders. Therefore, the correct answer is Structured What-If Technique (SWIFT).

#### **NEW QUESTION # 68**

Which element should the organization analyze when examining its external context?

- A. Internal policies and procedures
- B. Contractual relationships and commitments
- **C. Key drivers and trends affecting the objectives of the organization**
- D. Standards, guidelines, and models adopted by the organization

**Answer: C**

Explanation:

The correct answer is C. Key drivers and trends affecting the objectives of the organization. ISO 31000:2018 requires organizations to establish the external context as part of the risk management process. The external context includes external factors that influence the organization's ability to achieve its objectives.

According to ISO 31000, examining the external context involves analyzing political, economic, social, technological, legal, environmental, and market-related factors. These are often referred to as key drivers and trends, such as regulatory changes, economic conditions, market dynamics, and technological developments.

Option A relates to internal governance and methodological choices rather than the external environment. Option B, contractual relationships, may involve external parties but are generally considered part of the organization's internal context when they relate to internal obligations and arrangements. Option D clearly refers to internal context elements.

From a PECB ISO 31000 Lead Risk Manager perspective, understanding external drivers and trends is essential for anticipating emerging risks and opportunities and for setting appropriate risk criteria. Therefore, the correct answer is key drivers and trends affecting the objectives of the organization.

## NEW QUESTION # 69

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