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PECB ISO 31000 Lead Risk Manager Sample Questions (Q35-Q40):

NEW QUESTION # 35
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. Checklists, classifications, and taxonomies
- B. Delphi technique
- C. Failure Modes and Effects Analysis (FMEA)
- D. Structured What-If Technique (SWIFT)

Answer: D

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 # 36
In the context of internal communication, which aspect is most important for first-line employees to be informed about?

- A. External regulatory developments
- B. Available options for crisis management
- C. Strategic risks that require board-level oversight
- D. Responsibilities for individual risks and understanding of the risk management process

Answer: D

Explanation:
The correct answer is A. Responsibilities for individual risks and understanding of the risk management process. ISO 31000 emphasizes that effective risk management must be integrated into organizational activities, including day-to-day operations performed by first-line employees.
First-line employees play a critical role in identifying, reporting, and managing risks at an operational level. For them to contribute effectively, they must clearly understand their responsibilities, how risks relate to their tasks, and how the risk management process functions in practice. This includes knowing how to report issues, follow controls, and escalate concerns when necessary.
Strategic risks requiring board-level oversight are primarily relevant to top management and oversight bodies, not first-line staff. Available options for crisis management may be relevant during emergencies but are not the most important aspect of routine internal communication. External regulatory developments are typically interpreted and translated into procedures by management rather than communicated in full detail to first-line employees.
From a PECB ISO 31000 Lead Risk Manager perspective, ensuring that first-line employees understand their risk-related responsibilities strengthens risk culture, improves early detection of issues, and supports effective implementation of controls. Therefore, the correct answer is responsibilities for individual risks and understanding of the risk management process.

NEW QUESTION # 37
When should an organization retain risks?

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

Answer: A

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 # 38
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. The criteria for risk acceptance
- B. The level of risk
- C. Risk tolerance
- D. Risk appetite

Answer: B

Explanation:
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.

NEW QUESTION # 39
What is one of the outputs of Business Impact Analysis (BIA)?

- A. Prioritized list of critical processes and their interdependencies
- B. Details of the organization's activities and resources
- C. Risk acceptance criteria
- D. Overview of the organization's business products and their relationship with processes

Answer: A

Explanation:

The correct answer is A. Prioritized list of critical processes and their interdependencies. Business Impact Analysis (BIA) is a structured technique used to assess the consequences of disruptions to business activities and to identify which processes are critical to organizational objectives.
One of the key outputs of a BIA is the prioritization of critical processes, along with an understanding of their interdependencies, recovery time objectives, and potential impacts if disrupted. This information supports risk analysis, continuity planning, and resilience-building, all of which align with ISO 31000's emphasis on understanding consequences and supporting informed decision-making.
Option B may be an input to BIA but is not a primary output. Option C refers to general organizational descriptions rather than impact-focused analysis. Option D relates to risk evaluation, not BIA.
From a PECB ISO 31000 Lead Risk Manager perspective, BIA outputs are essential for prioritizing risks and allocating resources effectively. Therefore, the correct answer is a prioritized list of critical processes and their interdependencies.

NEW QUESTION # 40
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