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PECB ISO 31000 Lead Risk Manager Sample Questions (Q78-Q83):

NEW QUESTION # 78
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 transportation services for packaged goods, textiles, iron, and steel. Recently, the company has faced several 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 effective decision-making.
To address these issues and strengthen organizational 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.
Top management outlined the general level and types of risks it was prepared to accept 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 delivery delays, but ruled out compromising safety or breaching regulatory requirements.
As part of the risk management process, the company moved from setting its overall direction to a closer examination of potential risk 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 regulatory compliance through staff training sessions.
However, further challenges emerged when top management proceeded 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:
Gospeed faced limited and unreliable information, which created uncertainty about potential delays, equipment failures, or regulatory changes. What type of uncertainty did they face in this case?

- A. Operational uncertainty
- B. Aleatory uncertainty
- C. Decision uncertainty
- D. Epistemic uncertainty

Answer: D

Explanation:
The correct answer is C. Epistemic uncertainty. ISO 31000:2018 defines risk as the effect of uncertainty on objectives and emphasizes that uncertainty can arise from limitations in knowledge, availability of information, data quality, and understanding of complex situations. Epistemic uncertainty specifically relates to incomplete, inaccurate, or unreliable information, and unlike inherent variability, it can be reduced through better information, learning, and analysis.
In the Gospeed Ltd. scenario, the most critical issue was the lack of reliable information to anticipate operational delays, equipment failures, and regulatory changes. Unreliable customs data, insufficient insight into regulatory developments, and overlooked feedback from operational staff demonstrate clear knowledge gaps. These conditions directly correspond to epistemic uncertainty as described in ISO 31000, which stresses that risk management should be based on the best available information, while explicitly acknowledging its limitations.
Aleatory uncertainty is not applicable, as it refers to inherent randomness or natural variability, such as weather conditions, which cannot be reduced through improved knowledge. In contrast, Gospeed's uncertainty could have been mitigated through improved data quality, stronger communication channels, and effective consultation with stakeholders.
Decision uncertainty is also incorrect, as it relates to uncertainty arising from choosing among alternatives rather than from information deficiencies. Although management made poor decisions by ignoring operational concerns, the root cause of the problem was the information gap, not the act of decision-making itself.
ISO 31000 further highlights the importance of inclusiveness, communication, and consultation to reduce uncertainty and support informed decision-making. Gospeed's failure to adequately address epistemic uncertainty weakened the integration of risk management into daily operations, ultimately resulting in delivery delays and financial penalties. Therefore, from a PECB ISO 31000 Lead Risk Manager perspective, the uncertainty faced by Gospeed is clearly epistemic uncertainty.

NEW QUESTION # 79
How does Hazard Analysis and Critical Control Points (HACCP) help manage risks in processes outside the food industry?

- A. By identifying points to monitor and control critical risks in the process
- B. By scheduling periodic reviews to detect risks after process completion
- C. By establishing standard operating procedures to ensure consistent output quality

- D. By eliminating the need for risk assessment

Answer: A

Explanation:
The correct answer is A. By identifying points to monitor and control critical risks in the process. Although HACCP originated in the food industry, its principles are applicable to many other sectors because it provides a systematic and preventive approach to identifying, evaluating, and controlling risks within processes.
HACCP focuses on identifying critical control points (CCPs)-specific stages in a process where controls can be applied to prevent, eliminate, or reduce risks to acceptable levels. This aligns closely with ISO 31000's emphasis on proactive risk identification, analysis, and treatment. Outside the food industry, HACCP principles can be applied to manufacturing, healthcare, logistics, and energy sectors to manage operational, safety, and quality-related risks.
Option B refers to quality management practices, not risk-focused controls. Option C describes monitoring after completion, whereas HACCP emphasizes preventive control during the process. Option D is incorrect because HACCP complements, rather than replaces, risk assessment.
From a PECB ISO 31000 Lead Risk Manager perspective, HACCP demonstrates how structured methodologies can be adapted across industries to control critical risks at key points, thereby supporting resilience and value protection. Therefore, the correct answer is identifying points to monitor and control critical risks.

NEW QUESTION # 80
Scenario 3:
NovaCare is a US-based healthcare provider operating four hospitals and several outpatient clinics. Following several minor system outages and an internal assessment that revealed inconsistencies in security monitoring tools, top management recognized the need for a structured approach to identify and manage risks more effectively. Thus, they decided to implement a formal risk management process in line with ISO 31000 recommendations to enhance safety and improve resilience.
After identifying key risks, Daniel and the team used a structured questioning approach to repeatedly analyze why each issue occurred, tracing cause-and-effect links and probing deeper until the underlying root causes were identified.
Based on the scenario above, answer the following question:
Which technique did Daniel and his team use to further investigate the cause-and-effect relationships of identified risks and uncover their root causes?

- A. 5W's and 1H method
- B. Fault tree analysis
- C. 5 Whys technique
- D. Scenario analysis

Answer: C

Explanation:
The correct answer is B. 5 Whys technique. The 5 Whys technique is a structured root cause analysis method that involves repeatedly asking "why" an issue occurred until the underlying cause is identified. This technique is widely used in risk analysis and problem-solving to uncover causal relationships rather than addressing symptoms.
In Scenario 3, the team explicitly used a method that involved repeatedly analyzing why each issue occurred and tracing cause-and-effect links. This description directly corresponds to the 5 Whys technique. The method supports ISO 31000's requirement to understand the sources, causes, and drivers of risk during risk analysis.
The 5W's and 1H method (Who, What, When, Where, Why, How) is typically used for information gathering rather than deep root cause analysis. Scenario analysis explores possible future situations rather than identifying root causes of existing issues. Fault tree analysis is a more complex, diagram-based technique not described in the scenario.
From a PECB ISO 31000 Lead Risk Manager perspective, selecting appropriate risk assessment techniques is essential for effective analysis. The 5 Whys technique is suitable for uncovering root causes in operational and process-related risks. Therefore, the correct answer is 5 Whys technique.

NEW QUESTION # 81
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:
The risk management team of Crestview documented the accepted risks and decided not to inform any stakeholder at this time. Is this acceptable?

- A. No, accepted risks must always be eliminated
- B. Yes, once risks are documented, there is no need to inform stakeholders until the risks become critical
- C. No, when the risk is accepted, the stakeholders must be informed to accept the risk
- D. Yes, as long as the risks are removed from the risk register after they have been addressed

Answer: C

Explanation:
The correct answer is C. No, when the risk is accepted, the stakeholders must be informed to accept the risk. ISO 31000 requires that risk acceptance decisions are made transparently and with appropriate authority. Risk acceptance is not merely a technical decision; it is a governance decision that must involve or be communicated to relevant stakeholders.
In Scenario 5, Crestview University documented accepted risks but chose not to inform stakeholders. While documentation is necessary, ISO 31000 emphasizes that communication and consultation should occur throughout the risk management process, including when risks are accepted. Stakeholders with accountability or oversight responsibilities must be aware of accepted risks so they can consciously agree to them and understand their implications.
Option A is incorrect because withholding information undermines transparency and accountability. Option B is incorrect because accepted risks typically remain in the risk register for monitoring, not removal. Option D is incorrect because ISO 31000 recognizes that not all risks can or should be eliminated.
From a PECB ISO 31000 Lead Risk Manager perspective, risk acceptance requires informed consent by authorized stakeholders. Therefore, the correct answer is no, stakeholders must be informed when risks are accepted.

NEW QUESTION # 82
Who is responsible for collecting, recording, and storing the data needed for risk measurement?

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

Answer: A

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 # 83
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