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## PECB ISO 31000 Lead Risk Manager Sample Questions (Q24-Q29):

### NEW QUESTION # 24

According to ISO 31000, how can top management and oversight bodies demonstrate their commitment to risk management?

- A. By delegating all risk responsibilities to operational managers
- B. By relying on external experts to handle all risk-related matters
- C. By developing and communicating a clear policy that expresses the organization's objectives and commitment to risk management
- D. By avoiding formal documentation to maintain flexibility in risk management practices

**Answer: C**

Explanation:

The correct answer is A. By developing and communicating a clear policy that expresses the organization's objectives and commitment to risk management. ISO 31000:2018 places strong emphasis on leadership and commitment as a foundational element of the risk management framework. Top management and oversight bodies are expected to demonstrate commitment by establishing direction, ensuring alignment with organizational objectives, and visibly supporting risk management activities.

ISO 31000 explicitly states that leadership commitment should be demonstrated through actions such as issuing a risk management policy, allocating resources, assigning responsibilities, and ensuring integration of risk management into governance and decision-making. A clearly communicated policy provides a common understanding of the organization's approach to risk, reinforces expectations, and promotes consistent behavior across all levels.

Option B is incorrect because ISO 31000 does not advocate avoiding documentation. While flexibility is important, formal documentation such as policies and frameworks is necessary to ensure clarity, consistency, and accountability. Option C is incorrect because reliance on external experts does not replace leadership responsibility; risk management accountability remains with the organization. Option D is also incorrect, as delegation without leadership involvement contradicts ISO 31000's emphasis on top management responsibility.

From a PECB ISO 31000 Lead Risk Manager perspective, visible and documented commitment by leadership is essential for embedding risk management into organizational culture and operations. Therefore, option A is correct.

## NEW QUESTION # 25

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:

Trunroll documented all risk-related information in progress reports and incorporated it into mid-term and final evaluations. Which organizational level for risk reporting did they consider in this case?

- A. Individual level
- **B. Corporate level**
- C. Project level
- D. Program/unit level

**Answer: B**

Explanation:

The correct answer is A. Corporate level. ISO 31000 emphasizes that risk reporting should support governance, oversight, and strategic decision-making at appropriate organizational levels. Corporate-level risk reporting consolidates risk information across the organization and feeds into mid-term and final evaluations, enabling top management and oversight bodies to monitor performance and risk exposure.

In Scenario 6, Trunroll ensured that risk-related information was incorporated into progress reports and mid-term and final evaluations, and that risk management was updated regularly. These activities are characteristic of corporate-level reporting, which focuses on organization-wide risks, strategic objectives, and resilience.

Program or unit-level reporting would focus on specific departments or functions, while project-level reporting is limited to defined projects with finite timelines. The scenario clearly indicates organization-wide reporting to support top management oversight.

From a PECB ISO 31000 Lead Risk Manager perspective, corporate-level risk reporting ensures alignment with strategy, accountability, and continuous improvement. Therefore, the correct answer is corporate level.

## NEW QUESTION # 26

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

- A. Strategic risks that require board-level oversight
- B. Available options for crisis management
- C. External regulatory developments
- **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 # 27**

What is one way organizations can reduce consultation fatigue during risk management processes?

- A. Requiring mandatory attendance at all consultations
- B. Involving the same group of people in every consultation session
- C. Increasing the number of consultation meetings to gather more feedback
- **D. Clarifying the role of consultees to streamline participation**

**Answer: D**

Explanation:

The correct answer is B. Clarifying the role of consultees to streamline participation. ISO 31000 stresses that consultation should be purposeful, proportionate, and relevant, ensuring meaningful engagement without unnecessary burden.

Consultation fatigue occurs when stakeholders are repeatedly involved without clear purpose, leading to disengagement and reduced quality of input. By clearly defining why individuals are consulted, what input is expected, and how their contributions will be used, organizations can streamline participation and make consultations more efficient.

Increasing the number of meetings increases fatigue rather than reducing it. Involving the same group repeatedly limits diversity of perspectives and exacerbates fatigue. Mandatory attendance can reduce engagement quality and contradict ISO 31000's principle of inclusive but effective consultation.

From a PECB ISO 31000 Lead Risk Manager perspective, clarifying roles improves efficiency, enhances stakeholder satisfaction, and ensures consultation adds value to decision-making. Therefore, the correct answer is clarifying the role of consultees to streamline participation.

#### **NEW QUESTION # 28**

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:

Based on Scenario 5, which step of the risk management process is reflected in the actions that promoted clear communication across departments, supported decision-making, enabled continuous improvement, and fostered accountability among stakeholders?

- A. Communication and consultation
- **B. Recording and reporting**
- C. Risk evaluation
- D. Monitoring and review

**Answer: B**

Explanation:

The correct answer is A. Recording and reporting. ISO 31000:2018 emphasizes that recording and reporting are essential activities that support transparency, accountability, informed decision-making, and continual improvement in risk management. Recording ensures that information about risks, decisions, assumptions, and treatments is captured systematically, while reporting ensures that this information is communicated to appropriate stakeholders.

In Scenario 5, Crestview University ensured that all activities and decisions were thoroughly documented using standardized templates, that updates were reflected in the system, and that reports included limitations, uncertainty, and confidence levels. These characteristics align directly with the recording and reporting step of the risk management process. ISO 31000 explicitly states that recording and reporting should support governance, oversight, and continuous improvement.

Option B is incorrect because monitoring and review focus on tracking performance and changes over time, not primarily on documentation and communication. Option C is incorrect because communication and consultation emphasize engagement and dialogue with stakeholders rather than formal documentation. Option D is incorrect because risk evaluation compares analyzed risks against criteria.

From a PECB ISO 31000 Lead Risk Manager perspective, structured recording and reporting are critical to ensure traceability and learning. Therefore, the correct answer is recording and reporting.

## NEW QUESTION # 29

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