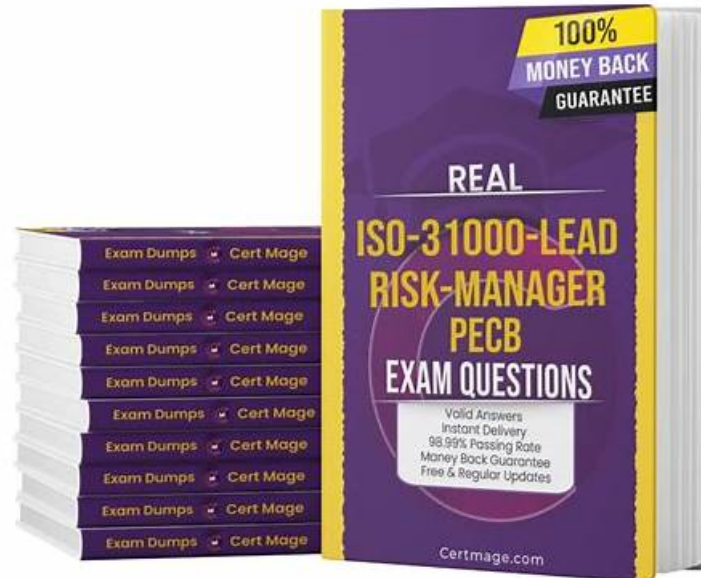


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## PECB ISO 31000 Lead Risk Manager Sample Questions (Q33-Q38):

### NEW QUESTION # 33

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:

What role was Sophie, the head of Quality Assurance, assigned with?

- A. Measurement planner
- **B. Measurement reviewer**
- C. Risk owner
- D. Information analyst

**Answer: B**

Explanation:

The correct answer is C. Measurement reviewer. ISO 31000 emphasizes that monitoring and review activities must not only collect data, but also ensure that measurement methods and tools remain appropriate, reliable, and effective over time. This includes validating whether indicators, metrics, and monitoring mechanisms truly reflect risk performance and support decision-making. In Scenario 7, Sophie was explicitly tasked with assessing whether the tools used were suitable for evaluating the effectiveness of the risk management process. This responsibility aligns directly with the role of a measurement reviewer, whose function is to evaluate and validate measurement methods rather than design them or analyze raw data.

A measurement planner would be responsible for designing indicators and defining how measurement should be conducted, which was not Sophie's primary task. An information analyst would focus on interpreting data and producing insights, rather than validating measurement suitability. A risk owner would be accountable for managing a specific risk, which was not described in Sophie's role. ISO 31000 and PECB ISO 31000 Lead Risk Manager guidance highlight that effective monitoring and review require independent or objective assessment of measurement adequacy, ensuring that indicators remain relevant as internal and external contexts change. Sophie's involvement in validating tools and supporting dynamic dashboards further reinforces her reviewer role.

From a PECB ISO 31000 Lead Risk Manager perspective, assigning a measurement reviewer strengthens confidence in monitoring results, supports continual improvement, and enhances governance oversight. Therefore, the correct answer is Measurement reviewer.

### NEW QUESTION # 34

In the context of risk management, which statement below regarding events is correct?

- **A. An event can consist of something not happening**

- B. An event can have only one occurrence
- C. An event always has a single cause
- D. An event cannot be a risk source

**Answer: A**

Explanation:

The correct answer is C. An event can consist of something not happening. ISO 31000:2018 defines an event as the occurrence or change of a particular set of circumstances. Importantly, ISO 31000 explicitly states that an event may also involve something that was expected but did not occur, making option C correct.

This clarification is critical in risk management because many risks arise not from active incidents, but from failures, omissions, or delays. Examples include a shipment not arriving on time, a regulatory approval not being granted, or a system not activating as planned. Such non-occurrences can have significant consequences and must be considered during risk identification and analysis.

Option A is incorrect because ISO 31000 explains that an event can be a risk source, a consequence, or both, depending on context. Option B is incorrect because an event may have single or multiple occurrences, and may occur repeatedly over time.

Option D is also incorrect, as ISO 31000 clearly states that events can have multiple causes and multiple consequences, reflecting the complex and interconnected nature of risk.

From a PECB ISO 31000 Lead Risk Manager perspective, correctly understanding the definition of an event ensures comprehensive risk identification and prevents organizations from overlooking risks associated with failures to act or unmet expectations. This understanding strengthens decision-making and aligns with ISO 31000's structured and comprehensive approach to managing uncertainty.

## NEW QUESTION # 35

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:

Which risk treatment option did Trunroll use to address the risk of increasing dependence on third-party delivery platforms?

- A. Risk modification
- **B. Risk avoidance**
- C. Risk sharing
- D. Risk retention

**Answer: B**

## NEW QUESTION # 36

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.

To better quantify the financial exposure to inverter failure 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.

Based on the scenario above, answer the following question:

As indicated in Scenario 4, Solenco used Expected Monetary Value (EMV) to calculate the annual expected impact of the inverter failure risk. Is this acceptable?

- A. No, EMV is only applicable to financial institutions
- B. No, organizations should avoid EMV calculations as they offer a fixed, point-in-time view of risk
- C. Yes, organizations need to calculate the EMV of all identified risks, regardless of their impact
- **D. Yes, organizations need to calculate the EMV of the identified negative risks only**

**Answer: D**

Explanation:

The correct answer is B. Yes, organizations need to calculate the EMV of the identified negative risks only. ISO 31000 does not mandate specific quantitative techniques but allows organizations to use appropriate methods to analyze risk, provided they support informed decision-making. Expected Monetary Value (EMV) is a commonly used quantitative technique for analyzing negative (downside) risks, particularly where financial impacts can be reasonably estimated.

In Scenario 4, Solenco applied EMV appropriately by combining the probability of failure with the estimated financial consequences. This provided a clear, comparable metric for prioritizing the inverter failure risk relative to other risks in the risk register. ISO 31000 supports such proportional and context-appropriate analysis.

Option A is incorrect because not all risks require EMV calculation; the technique should be applied selectively based on relevance and materiality. Option C is incorrect because ISO 31000 does not prohibit point-in-time quantitative techniques; instead, it encourages combining them with monitoring and review. Option D is incorrect, as EMV is widely used across industries, not only in finance.

From a PECB ISO 31000 Lead Risk Manager perspective, EMV is acceptable and useful for analyzing significant financial risks when assumptions are transparent and results are reviewed regularly. Therefore, the correct answer is Yes, organizations need to calculate the EMV of the identified negative risks only.

#### **NEW QUESTION # 37**

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

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

**Answer: A**

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 # 38**

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