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PECB ISO 31000 Lead Risk Manager Sample Questions (Q10-Q15):

NEW QUESTION # 10

Which is an example of a regulatory risk indicator (KRI)?

- A. Production efficiency rate
- **B. Number of suspended transactions**
- C. Employees' compensation claims
- D. Increasing days in accounts receivable

Answer: B

Explanation:

The correct answer is C. Number of suspended transactions. Regulatory risk indicators are metrics that signal potential noncompliance with laws, regulations, or regulatory expectations.

The number of suspended transactions often reflects regulatory controls being triggered due to suspected violations, noncompliant activities, or breaches of regulatory thresholds. An increase in suspended transactions can indicate heightened regulatory exposure, control weaknesses, or emerging compliance issues, making it a clear regulatory KRI.

Option A (increasing days in accounts receivable) is primarily a financial or credit risk indicator. Option B (employees' compensation claims) relates mainly to health, safety, or operational risk. Option D (production efficiency rate) is a performance indicator rather than a regulatory risk indicator.

ISO 31000 emphasizes the use of KRIs to provide early warning signals and support timely corrective action. From a PECB ISO 31000 Lead Risk Manager perspective, regulatory KRIs play a critical role in compliance oversight and governance assurance. Therefore, the correct answer is Number of suspended transactions.

NEW QUESTION # 11

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.

Through this methodical and transparent approach, Crestview University ensured that its digital learning platform was supported by a resilient, well-documented, and continuously improving risk management process.

Based on the scenario above, answer the following question:

Which risk treatment option did Crestview University select to address cybersecurity risks?

- A. Risk retention by allowing minor software glitches
- B. Risk acceptance without controls
- C. Risk sharing by outsourcing and insurance
- D. Risk avoidance by limiting the platform's functionality

Answer: C

Explanation:

The correct answer is B. Risk sharing by outsourcing and insurance. ISO 31000:2018 identifies several risk treatment options, including risk avoidance, risk reduction, risk sharing, and risk retention. Risk sharing involves transferring or sharing part of the risk with another party, such as through outsourcing arrangements or insurance contracts.

In Scenario 5, Crestview University deliberately chose not to avoid the risk by limiting the platform's functionality, as this conflicted with strategic and operational objectives. Instead, they partnered with a reputable cybersecurity firm and purchased cyber insurance. These actions clearly represent risk sharing, as the organization transferred part of the cybersecurity risk to external specialists and insurers while retaining overall accountability.

Risk reduction was also applied for system outages through server upgrades and redundancy, but the specific question focuses on cybersecurity risks, which were addressed through outsourcing expertise and insurance coverage. Risk retention applied only to minor software glitches, which were explicitly described as manageable and monitored.

From a PECB ISO 31000 Lead Risk Manager perspective, selecting risk sharing for high-impact, specialized risks such as cybersecurity is appropriate when external parties can manage the risk more effectively. Therefore, the correct answer is risk sharing by outsourcing and insurance.

NEW QUESTION # 12

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

Answer: A

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 # 13

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

Answer: D

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 # 14

How should risk be managed in the Intolerable region?

- A. Risk is tolerable only if risk reduction is impracticable or its cost is grossly disproportionate to the improvement gained.
- **B. Risk cannot be justified except in extraordinary circumstances.**
- C. Risk is tolerable if the cost of reducing it would exceed the benefit.
- D. Risk can be accepted if monitored closely.

Answer: B

Explanation:

The correct answer is A. Risk cannot be justified except in extraordinary circumstances. In ISO 31000-aligned risk evaluation frameworks, risks are commonly categorized into regions such as intolerable, tolerable, and acceptable based on predefined risk criteria.

Risks in the intolerable region exceed the organization's risk appetite and tolerance. ISO 31000 emphasizes that such risks require immediate treatment, including avoidance or significant reduction. Accepting intolerable risks would contradict the principle of protecting and creating value.

Option B describes the ALARP (As Low As Reasonably Practicable) principle, which applies to the tolerable region, not the intolerable region. Option C oversimplifies decision-making and ignores risk appetite boundaries. Option D contradicts ISO 31000, as monitoring alone is insufficient for intolerable risks.

From a PECB ISO 31000 Lead Risk Manager perspective, intolerable risks demand decisive action and cannot be accepted as part of normal operations. Therefore, the correct answer is risk cannot be justified except in extraordinary circumstances.

NEW QUESTION # 15

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