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PECB ISO 31000 Lead Risk Manager Sample Questions (Q49-Q54):

NEW QUESTION # 49
What is the difference between a hazard and a risk?

- A. A hazard only exists in safety management, not in risk management.
- B. A hazard is the same as a risk, and both terms can be used interchangeably.

- C. A hazard is the probability of harm occurring, while a risk is the physical object or activity that might cause harm.
- D. A hazard is the inherent potential to cause harm, while a risk is the likelihood and impact of that harm occurring.

Answer: D

Explanation:
The correct answer is B. A hazard is the inherent potential to cause harm, while a risk is the likelihood and impact of that harm occurring. ISO 31000 defines risk as the effect of uncertainty on objectives, often expressed as a combination of consequences and likelihood. A hazard, by contrast, refers to a source or situation with the potential to cause harm.
A hazard exists regardless of whether harm actually occurs, while risk considers both the probability of occurrence and the severity of consequences. This distinction is essential for effective risk identification and analysis. Hazards may be sources of risk, but they are not risks by themselves until uncertainty, likelihood, and impact are considered.
Option A reverses the definitions and is incorrect. Option C is incorrect because ISO standards clearly distinguish between hazards and risks. Option D is also incorrect, as hazards are relevant in many risk management contexts, not only safety management.
Understanding this distinction supports ISO 31000's principle of structured and comprehensive risk management, ensuring clarity when identifying sources of risk and evaluating their potential effects.

NEW QUESTION # 50
Which activity is conducted in Phase I of the OCTAVE framework?

- A. Establishing baseline security needs by identifying assets, threats, and requirements
- B. Mapping critical assets to IT components to highlight weak points in the system
- C. Selecting and implementing risk treatment options
- D. Prioritizing risks based on likelihood and impact to guide protection strategies

Answer: A

Explanation:
The correct answer is B. Establishing baseline security needs by identifying assets, threats, and requirements. The OCTAVE (Operationally Critical Threat, Asset, and Vulnerability Evaluation) framework is a risk-based approach to information security, and Phase I focuses on building organizational knowledge about critical assets, security requirements, and relevant threats.
Phase I emphasizes identifying what is important to the organization, including information assets, operational assets, and their security needs. This phase relies heavily on internal knowledge and stakeholder input rather than technical testing. This approach aligns with ISO 31000's emphasis on context establishment and inclusiveness, where understanding the internal context and engaging stakeholders are essential to effective risk identification.
Option A corresponds to later phases of OCTAVE, where technical analysis and infrastructure examination are conducted. Option C relates more closely to risk analysis and evaluation activities, which occur after assets and threats have been identified. Option D reflects risk treatment activities, which are not part of Phase I.
From a PECB ISO 31000 Lead Risk Manager perspective, OCTAVE Phase I demonstrates how risk management should begin with understanding assets, objectives, and threats before moving into analysis and treatment. This reinforces ISO 31000's structured and comprehensive approach to managing risk.

NEW QUESTION # 51
Which element should the organization analyze when examining its external context?

- A. Key drivers and trends affecting the objectives of the organization
- B. Internal policies and procedures
- C. Standards, guidelines, and models adopted by the organization
- D. Contractual relationships and commitments

Answer: A

Explanation:
The correct answer is C. Key drivers and trends affecting the objectives of the organization. ISO 31000:2018 requires organizations to establish the external context as part of the risk management process. The external context includes external factors that influence the organization's ability to achieve its objectives.
According to ISO 31000, examining the external context involves analyzing political, economic, social, technological, legal, environmental, and market-related factors. These are often referred to as key drivers and trends, such as regulatory changes, economic conditions, market dynamics, and technological developments.

Option A relates to internal governance and methodological choices rather than the external environment. Option B, contractual relationships, may involve external parties but are generally considered part of the organization's internal context when they relate to internal obligations and arrangements. Option D clearly refers to internal context elements.
From a PECB ISO 31000 Lead Risk Manager perspective, understanding external drivers and trends is essential for anticipating emerging risks and opportunities and for setting appropriate risk criteria. Therefore, the correct answer is key drivers and trends affecting the objectives of the organization.

NEW QUESTION # 52
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 retention
- B. Risk modification
- C. Risk avoidance
- D. Risk sharing

Answer: C

Explanation:
The correct answer is B. Risk avoidance. ISO 31000 defines risk treatment as selecting and implementing options for addressing risk, which may include avoiding the risk by deciding not to start or continue the activity that gives rise to the risk.
In Scenario 6, Trunroll explicitly decided not to move forward with planned partnerships with third-party delivery platforms. This decision was made after evaluating that the potential risks-loss of control over customer experience and sharply rising fees-outweighed the expected benefits. By choosing not to engage in these partnerships at all, Trunroll eliminated the source of the risk entirely.
This is a textbook example of risk avoidance, as described in ISO 31000 and reinforced in PECB ISO 31000 Lead Risk Manager training materials. Risk avoidance is appropriate when an activity poses unacceptable risk and alternative ways exist to meet objectives without engaging in that activity.
Risk modification would involve reducing likelihood or consequences while still engaging in the activity, which Trunroll did not do for delivery platforms. Risk sharing would involve transferring part of the risk to another party, such as through contracts or insurance, which also did not occur here. Risk retention applies when risks are knowingly accepted, which was not the case for this specific risk.
From a PECB ISO 31000 Lead Risk Manager perspective, avoiding the delivery platform partnerships was a deliberate, informed decision aligned with Trunroll's risk appetite and strategic objectives. Therefore, the correct answer is risk avoidance.

NEW QUESTION # 53
When should an organization retain risks?

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

Answer: C

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 # 54
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