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PECB ISO-31000-Lead-Risk-Manager Exam Syllabus Topics:

Topic	Details
Topic 1	• Establishment of the risk management framework: The framework provides the foundation for implementing and improving risk management organization-wide. It encompasses leadership commitment, framework design, accountability, and resource allocation.
Topic 2	• Risk monitoring, review, communication, and consultation: Monitoring ensures effectiveness by tracking controls and identifying emerging risks. Communication engages stakeholders throughout all stages for informed decision-making.
Topic 3	• Risk treatment, risk recording and reporting: Treatment involves selecting measures to modify risks through avoidance, acceptance, removal, or sharing. Recording and reporting ensure systematic documentation and stakeholder communication.
Topic 4	• Initiation of the risk management process and risk assessment: This domain establishes context and conducts systematic assessments to identify potential threats. Assessment involves identification, likelihood analysis, and prioritization against established criteria.

Topic 5	• Fundamental principles and concepts of risk management: Risk management systematically identifies, analyzes, and responds to uncertainties affecting organizational objectives. Core principles include creating value, integration into processes, addressing uncertainty, and maintaining dynamic responsiveness.

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PECB ISO 31000 Lead Risk Manager Sample Questions (Q67-Q72):

NEW QUESTION # 67
Scenario 2:
Bambino is a furniture manufacturer headquartered in Florence, Italy, specializing in daycare furniture, including tables, chairs, children's beds, shelves, mats, changing stations, and indoor playhouses. After experiencing a major supply chain disruption that caused delays and revealed vulnerabilities in its operations, Bambino decided to implement a risk management framework and process based on ISO 31000 guidelines to systematically identify, assess, and manage risks.
As the first step in this process, top management appointed Luca, the operations manager of Bambino, to facilitate the adoption and integration of the framework into the company's operations, ensuring that risk awareness, communication, and structured practices became part of everyday decision-making.
After Luca took on the responsibility, he reviewed how responsibilities and decision-making were distributed across the company's units, with each unit overseen by a director managing strategic, administrative, and operational matters. At the same time, in consultation with top management, he analyzed the broader environment of Bambino, namely mission, governance, culture, resources, information flows, and stakeholder relationships.
Building on this, Luca outlined concrete actions to strengthen risk management by engaging stakeholders, breaking the process into stages, and aligning objectives with the company's goals. Progress was tracked through existing systems, allowing timely adjustments. Additionally, clear objectives were linked to the mission and strategy, responsibilities were defined, leadership demonstrated commitment, and expectations for daily integration were clarified. Finally, resources for people, skills, and technology were allocated, supported by communication, reporting, and escalation mechanisms.
Additionally, Luca reviewed the requirements the company was bound by, including safety laws for children's products, local labor regulations, and permits needed for operations. He also considered voluntary commitments, such as sustainability labels and agreements with daycare institutions. Through this review, he identified the likelihood of occurrence and potential consequences of failing to meet these requirements, ranging from legal penalties to loss of customer trust, making this area a clear source of exposure. This included the possibility of fines for breaching product safety laws, sanctions for violating labor regulations, and reputational harm if sustainability or contractual commitments were not fulfilled.
Based on the scenario above, answer the following question:
According to Scenario 2, Luca outlined a concrete set of actions to strengthen the company's risk management capabilities. What did he develop in this case?

- A. Risk register
- B. Risk management policy
- C. Risk management plan
- D. Risk treatment plan

Answer: C

Explanation:
The correct answer is B. Risk management plan. ISO 31000:2018 explains that once leadership commitment and context are established, organizations must design and implement the risk management framework through structured and coordinated actions. A risk management plan translates strategic intent into practical, actionable steps that enable the integration of risk management into

everyday operations.
In the scenario, Luca outlined concrete actions such as stakeholder engagement, breaking the process into stages, aligning objectives with organizational goals, tracking progress through existing systems, defining responsibilities, allocating resources, and establishing communication, reporting, and escalation mechanisms. These elements collectively describe a risk management plan, which specifies how risk management will be implemented, monitored, and improved across the organization.
A risk management policy is typically a high-level statement expressing top management's commitment, principles, and overall direction regarding risk management. While leadership demonstrated commitment in the scenario, Luca's activities went beyond policy formulation and focused on execution.
A risk treatment plan is developed later in the risk management process and focuses specifically on actions to modify individual risks. In Scenario 2, Luca's work addressed the framework and integration level, not the treatment of specific risks. A risk register, likewise, is a recording tool and not a set of actions.
From a PECB ISO 31000 Lead Risk Manager perspective, developing a risk management plan is a critical step in ensuring that risk management is integrated, structured, and sustainable. Therefore, the correct answer is risk management plan.

NEW QUESTION # 68
What is an example of a risk management objective at an operational level?

- A. Become a recognized leader in sustainability by achieving carbon neutrality across all operations by 2030.
- B. Increase shareholder value over the long term.
- C. Reduce staff turnover rates to 60% per annum.
- D. Expansion of the organization's market share by 25% within the next 3 months.

Answer: C

Explanation:
The correct answer is B. Reduce staff turnover rates to 60% per annum. ISO 31000 explains that objectives exist at different organizational levels: strategic, tactical, and operational. Operational objectives are typically short- to medium-term, specific, and focused on day-to-day activities, processes, and performance within functions or departments.
Reducing staff turnover is an operational-level objective because it directly relates to workforce management, human resources processes, and daily operational stability. High staff turnover represents an operational risk that can affect productivity, service quality, knowledge retention, and costs. Setting an objective to reduce turnover supports operational resilience and continuity, which aligns with ISO 31000's goal of protecting and creating value.
Option A is a strategic-level objective, as it concerns long-term positioning, sustainability leadership, and organization-wide transformation. Option C is also strategic or tactical, focusing on market expansion and growth rather than operational risk control. Option D is a broad strategic objective tied to overall organizational performance and value creation.
From a PECB ISO 31000 Lead Risk Manager perspective, clearly distinguishing operational objectives ensures that risks are managed at the appropriate level and that controls are practical and actionable. Therefore, the correct answer is reduce staff turnover rates to 60% per annum.

NEW QUESTION # 69
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. Yes, organizations need to calculate the EMV of the identified negative risks only
- C. No, organizations should avoid EMV calculations as they offer a fixed, point-in-time view of risk
- D. Yes, organizations need to calculate the EMV of all identified risks, regardless of their impact

Answer: B

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 # 70
Scenario 2:
Bambino is a furniture manufacturer headquartered in Florence, Italy, specializing in daycare furniture, including tables, chairs, children's beds, shelves, mats, changing stations, and indoor playhouses. After experiencing a major supply chain disruption that caused delays and revealed vulnerabilities in its operations, Bambino decided to implement a risk management framework and process based on ISO 31000 guidelines to systematically identify, assess, and manage risks.
As the first step in this process, top management appointed Luca, the operations manager of Bambino, to facilitate the adoption and integration of the framework into the company's operations, ensuring that risk awareness, communication, and structured practices became part of everyday decision-making.
After Luca took on the responsibility, he reviewed how responsibilities and decision-making were distributed across the company's units, with each unit overseen by a director managing strategic, administrative, and operational matters. At the same time, in consultation with top management, he analyzed the broader environment of Bambino, namely mission, governance, culture, resources, information flows, and stakeholder relationships.
Building on this, Luca outlined concrete actions to strengthen risk management by engaging stakeholders, breaking the process into stages, and aligning objectives with the company's goals. Progress was tracked through existing systems, allowing timely adjustments. Additionally, clear objectives were linked to the mission and strategy, responsibilities were defined, leadership demonstrated commitment, and expectations for daily integration were clarified. Finally, resources for people, skills, and technology were allocated, supported by communication, reporting, and escalation mechanisms.
Additionally, Luca reviewed the requirements the company was bound by, including safety laws for children's products, local labor regulations, and permits needed for operations. He also considered voluntary commitments, such as sustainability labels and agreements with daycare institutions. Through this review, he identified the likelihood of occurrence and potential consequences of failing to meet these requirements, ranging from legal penalties to loss of customer trust, making this area a clear source of exposure. This included the possibility of fines for breaching product safety laws, sanctions for violating labor regulations, and reputational harm if sustainability or contractual commitments were not fulfilled.
Based on the scenario above, answer the following question:
Based on Scenario 2, what type of organizational structure does Bambino have?

- A. Divisional structure
- B. Matrix structure
- C. Functional structure
- D. Network structure

Answer: C

Explanation:
The correct answer is A. Functional structure. In the scenario, Bambino's organizational structure is described as having company units overseen by directors responsible for strategic, administrative, and operational matters within their respective areas. This indicates a traditional functional structure, where responsibilities are grouped by function and authority flows vertically through defined managerial roles.
A functional structure typically organizes the company around key business functions such as operations, administration, finance, and production. Each function is managed independently, with directors overseeing decision-making within their domain. This structure aligns with the description provided in Scenario 2, where Luca reviewed how responsibilities and decision-making were distributed across units managed by directors with broad functional accountability.
A divisional structure would involve separate divisions based on products, markets, or geographic regions, each operating semi-independently. This is not indicated in the scenario, as Bambino operates as a single integrated manufacturer specializing in daycare

furniture. A matrix structure would involve dual reporting lines (e.g., functional and project-based), which is also not described. From an ISO 31000 perspective, understanding the organizational structure is part of establishing the internal context, which is essential for designing and integrating an effective risk management framework. The functional structure influences how responsibilities are assigned, how communication flows, and how risk management is embedded into daily operations. Therefore, the correct answer is functional structure.

NEW QUESTION # 71
What is an example of a requirement related to risk management that an organization mandatorily must comply with?

- A. Voluntary industry guidelines
- B. Permits, licenses, or other forms of authorization
- C. Obligations arising under contractual arrangements with the organization
- D. Organizational requirements, such as policies and procedures

Answer: B

Explanation:
The correct answer is A. Permits, licenses, or other forms of authorization. ISO 31000 requires organizations to consider mandatory requirements when establishing the context for risk management. Mandatory requirements are those imposed by laws and regulations and are legally binding. Failure to comply with such requirements can result in sanctions, fines, or loss of the right to operate.
Permits, licenses, and authorizations are classic examples of mandatory compliance obligations. Organizations must obtain and maintain these to conduct their activities legally. ISO 31000 highlights that noncompliance with mandatory requirements represents a significant source of risk and must be identified, analyzed, and managed appropriately.
Option B refers to contractual obligations, which are binding but arise from voluntary agreements rather than legal mandates applicable to all organizations in a jurisdiction. Option C refers to internal requirements, which are self-imposed and not mandatory from a legal perspective. Option D involves voluntary guidelines, which do not carry legal enforceability.
From a PECB ISO 31000 Lead Risk Manager perspective, distinguishing between mandatory and voluntary requirements is essential for accurate risk identification and prioritization. Mandatory requirements typically carry higher consequences and must be given appropriate attention. Therefore, the correct answer is permits, licenses, or other forms of authorization.

NEW QUESTION # 72
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