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## PECB ISO 31000 Lead Risk Manager Sample Questions (Q55-Q60):

### NEW QUESTION # 55

In the COSO ERM framework, which component focuses on assessing how risks affect the achievement of goals and applying

measures to stay aligned with them?

- A. Governance and culture
- B. Review and revision
- **C. Performance**
- D. Strategy and objective-setting

**Answer: C**

Explanation:

The correct answer is B. Performance. In the COSO ERM framework, the Performance component focuses on identifying, assessing, prioritizing, and responding to risks that may affect the achievement of an organization's objectives. This component ensures that risks are understood in terms of their severity and impact on performance and that appropriate risk responses are applied to keep the organization aligned with its goals.

The Performance component includes activities such as identifying risks, assessing their likelihood and impact, prioritizing risks, and implementing risk responses. This aligns closely with ISO 31000's risk management process, particularly the steps of risk identification, risk analysis, risk evaluation, and risk treatment. Both frameworks emphasize that understanding how risks influence objectives is essential for informed decision-making and value creation.

Option A, Review and revision, focuses on evaluating how well the enterprise risk management system is functioning over time and identifying areas for improvement. While important, it does not primarily address the assessment of how risks affect objective achievement.

Option C, Strategy and objective-setting, relates to defining strategic objectives and considering risk when setting those objectives, but it does not focus on ongoing risk assessment and response.

Option D, Governance and culture, concerns oversight, ethical values, and risk culture, not the operational assessment of risk impacts on goals.

From a PECB ISO 31000 Lead Risk Manager perspective, understanding COSO ERM's Performance component reinforces the ISO 31000 principle that risk management must be integrated into performance management and decision-making. Therefore, the correct answer is Performance.

## NEW QUESTION # 56

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 its 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:

What role did the top management of Bambino assign to Luca?

- A. Compliance officer
- B. Risk owner
- **C. Risk manager**
- D. Risk officer

**Answer: C**

Explanation:

The correct answer is A. Risk manager. According to ISO 31000:2018, the establishment of a risk management framework requires assigning clear roles and responsibilities to ensure effective design, implementation, maintenance, and continual improvement of risk management across the organization. A risk manager (or equivalent role) is typically responsible for facilitating and coordinating the adoption and integration of the risk management framework into organizational processes and decision-making.

In the scenario, Luca was explicitly appointed by top management to facilitate the adoption and integration of the risk management framework, ensure risk awareness, support communication, and embed structured risk management practices into everyday activities. These responsibilities are fully aligned with the role of a risk manager as described in ISO 31000, particularly within the framework elements related to leadership and commitment, integration, design, implementation, and improvement.

Luca's activities went beyond managing a single risk or owning a specific risk exposure. He reviewed governance structures, analyzed internal and external context, aligned objectives with strategy, engaged stakeholders, defined responsibilities, allocated resources, and established communication, reporting, and escalation mechanisms. These are framework-level responsibilities, not risk ownership responsibilities.

Option B. Risk owner is incorrect because a risk owner is accountable for managing a specific risk, including monitoring and treatment, rather than overseeing the overall framework. Option C. Risk officer is not a formally defined role in ISO 31000 and is often used informally or in regulated environments, but the described responsibilities exceed that scope. Option D. Compliance officer is incorrect because Luca's role covered broader risk management activities beyond compliance alone.

From a PECB ISO 31000 Lead Risk Manager perspective, the scenario clearly demonstrates that Luca was acting as a risk manager, making option A the correct answer.

## NEW QUESTION # 57

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.

A cross-functional risk team was assembled, including representatives from engineering, finance, operations, and logistics. The team began a structured and systematic review of the energy production process to identify potential deviations from intended operating conditions and assess their possible causes and consequences. Using guided discussions with prompts such as "too high," "too low," or "other than expected," they explored how variations in system behavior could lead to operational disruptions or safety risks.

One risk identified was the failure of the main power inverter system at one of the company's key solar facilities—a single point of failure with high production dependence. To better understand this risk, the team used a structured visual technique that mapped the causes leading up to the inverter failure on one side and the potential consequences on the other. It also illustrated the controls that could prevent or mitigate both sides.

During discussions, several team members were inclined to focus on positive evidence supporting the belief that the inverter was reliable, while giving less consideration to contradictory data from maintenance reports. Differing viewpoints were not immediately discussed, as many participants felt more confident agreeing with the general group view that the likelihood of failure was low. It was only after a detailed review of supplier reports that the team revisited their assumptions and adjusted the analysis accordingly.

Ultimately, the likelihood of failure was determined to be "possible" based on annual system monitoring and maintenance records. However, the consequences were potentially severe, including an estimated €450,000 in lost revenue per week of downtime, contract penalties, and negative stakeholder perceptions. The team assumed a potential downtime of two weeks per failure, resulting in a total potential loss of €900,000 per event.

To better quantify the financial exposure to this 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. This calculation provided a clearer basis for prioritizing the inverter failure risk relative to other risks in the risk register.

Based on the scenario above, answer the following question:

What did the team at Solenco determine when they examined the likelihood and consequences of the inverter failure?

- A. The criteria for risk acceptance
- B. Risk appetite
- C. Risk tolerance
- **D. The level of risk**

**Answer: D**

Explanation:

The correct answer is A. The level of risk. ISO 31000:2018 defines risk level as the magnitude of a risk, commonly expressed as a combination of the likelihood of an event and its consequences. Determining the level of risk is a core outcome of risk analysis, which

aims to develop an understanding of the nature of risk and its characteristics.

In Scenario 4, the Solenco team explicitly assessed both the likelihood ("possible," quantified as 10%) and the consequences (€900,000 per event) of inverter failure. They then combined these elements by calculating an expected annual impact of €90,000. This quantitative combination of likelihood and consequence directly represents the determination of the level of risk, enabling comparison and prioritization within the risk register.

Risk acceptance criteria and risk tolerance relate to decision-making thresholds that determine whether a risk is acceptable or requires treatment. These are defined earlier during context establishment and risk criteria setting, not calculated during risk analysis. Risk appetite refers to the amount and type of risk an organization is willing to pursue and is a strategic-level concept, not a calculated outcome of likelihood and consequence.

From a PECB ISO 31000 Lead Risk Manager perspective, calculating the level of risk supports informed risk evaluation and prioritization. It enables organizations to allocate resources effectively and focus on risks that threaten value creation and protection. Therefore, the correct answer is the level of risk.

### NEW QUESTION # 58

On what basis should an organization determine the acceptability of a residual risk?

- A. A risk is acceptable only when its residual level is higher than the target risk to allow flexibility in controls.
- B. The target risk must always be set at a low level to ensure that all residual risks are minimized.
- C. A residual risk is accepted when it is equal to or below the target risk.
- D. A residual risk is accepted when treatment costs exceed potential benefits.

**Answer: C**

Explanation:

The correct answer is C. A residual risk is accepted when it is equal to or below the target risk. ISO 31000:2018 explains that risk treatment aims to modify risk so that it aligns with the organization's risk criteria, which include risk appetite, tolerance, and target risk levels. Residual risk is the risk remaining after risk treatment has been applied.

An organization determines acceptability by comparing the residual risk against predefined target risk or risk acceptance criteria.

When the residual risk falls within acceptable limits, meaning it is equal to or lower than the target risk, it may be accepted without further treatment. This ensures consistency, transparency, and alignment with strategic objectives.

Option A is incorrect because accepting risks higher than the target risk contradicts the purpose of risk criteria. Option B is incorrect because target risk levels vary depending on objectives, context, and appetite; they are not always low. Option D may influence decision-making but is not the formal basis defined by ISO 31000.

From a PECB ISO 31000 Lead Risk Manager perspective, clear acceptance criteria ensure disciplined and defensible risk decisions. Therefore, the correct answer is a residual risk is accepted when it is equal to or below the target risk.

### NEW QUESTION # 59

What is one of the limitations of the Failure Modes and Effects Analysis (FMEA) technique?

- A. It can produce overly qualitative results, making it difficult to rank risks by severity or probability.
- B. It ignores the consequences of failures.
- C. It can only be used to identify single failure modes and can become time-consuming and complex for multi-layered systems.
- D. It cannot be applied to technical systems and is mainly suitable for administrative processes.

**Answer: C**

Explanation:

The correct answer is C. It can only be used to identify single failure modes and can become time-consuming and complex for multi-layered systems. FMEA is a structured technique used to identify potential failure modes, their causes, and effects. While powerful, it has known limitations, particularly when applied to complex systems with many interdependencies.

FMEA typically examines failure modes one at a time, which makes it less effective at capturing interactions between multiple failures or system-wide cascading effects. As system complexity increases, FMEA can become resource-intensive and time-consuming, requiring extensive effort to analyze all components and failure scenarios.

Option A is incorrect because FMEA can be quantitative or semi-quantitative and is often used to rank risks using severity, occurrence, and detection ratings. Option C is incorrect, as FMEA is widely used in technical and engineering contexts. Option D is incorrect because FMEA explicitly analyzes the effects and consequences of failures.

From a PECB ISO 31000 Lead Risk Manager perspective, understanding the limitations of risk assessment techniques is essential for selecting appropriate tools. FMEA is valuable but should be complemented with other techniques when dealing with complex or

highly interconnected systems. Therefore, the correct answer is option B.

## NEW QUESTION # 60

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