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PECB ISO 31000 Lead Risk Manager Sample Questions (Q66-Q71):

NEW QUESTION # 66
When should an organization retain risks?

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

Answer: B

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 # 67
What is one way organizations can reduce consultation fatigue during risk management processes?

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

Answer: C

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 # 68
In the context of internal communication, which aspect is most important for first-line employees to be informed about?

- A. Available options for crisis management
- B. External regulatory developments
- C. Strategic risks that require board-level oversight
- D. Responsibilities for individual risks and understanding of the risk management process

Answer: D

Explanation:
The correct answer is A. Responsibilities for individual risks and understanding of the risk management process. ISO 31000 emphasizes that effective risk management must be integrated into organizational activities, including day-to-day operations performed by first-line employees.
First-line employees play a critical role in identifying, reporting, and managing risks at an operational level. For them to contribute effectively, they must clearly understand their responsibilities, how risks relate to their tasks, and how the risk management process functions in practice. This includes knowing how to report issues, follow controls, and escalate concerns when necessary.
Strategic risks requiring board-level oversight are primarily relevant to top management and oversight bodies, not first-line staff. Available options for crisis management may be relevant during emergencies but are not the most important aspect of routine internal communication. External regulatory developments are typically interpreted and translated into procedures by management rather than communicated in full detail to first-line employees.
From a PECB ISO 31000 Lead Risk Manager perspective, ensuring that first-line employees understand their risk-related responsibilities strengthens risk culture, improves early detection of issues, and supports effective implementation of controls. Therefore, the correct answer is responsibilities for individual risks and understanding of the risk management process.

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

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 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:
Based on Scenario 6, which insurance method did Trunroll use in which internal financial resources were reserved to cover unexpected losses or penalties?

- A. Reserve funds
- B. Risk pooling
- C. Self-insurance
- D. Contingent credit lines

Answer: C

Explanation:
The correct answer is A. Self-insurance. ISO 31000 recognizes that not all risks can be fully eliminated or transferred and that organizations may choose to retain residual risk while ensuring they have adequate financial capacity to absorb potential losses.
In Scenario 6, Trunroll explicitly reserved internal financial resources to cover unexpected losses or penalties arising from health and safety inspection outcomes. This approach aligns directly with self-insurance, where an organization deliberately sets aside its own funds to cover potential losses rather than transferring the risk to an external insurer.
While reserve funds may be colloquially mentioned, in risk management terminology under ISO 31000 and PECB guidance, self-insurance is the formal risk treatment approach that involves internal financial provisioning. Contingent credit lines involve borrowing arrangements, which were not described in the scenario. Risk pooling involves sharing risk across multiple entities, which also did not occur.
From a PECB ISO 31000 Lead Risk Manager perspective, self-insurance is appropriate when risks are predictable, manageable, and within the organization's risk tolerance, and when the organization has sufficient financial strength. Trunroll's decision ensured that residual risk remained within acceptable boundaries while maintaining operational continuity.
Therefore, the correct answer is self-insurance.

NEW QUESTION # 71
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