有難いISO-31000-Lead-Risk-Manager難易度試験-試験の準備方法-実際的なISO-31000-Lead-Risk-Manager日本語版問題解説

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>> ISO-31000-Lead-Risk-Manager難易度 <<

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PECB ISO 31000 Lead Risk Manager 認定 ISO-31000-Lead-Risk-Manager 試験問題 (Q69-Q74):

質問 #69
Which approach ensures that employees provide risk-related information upward, while only issues requiring higher-level intervention are escalated to top management?

- A. Bottom-up communication
- B. Top-down communication
- C. Middle-out communication

- D. Lateral communication

正解： **C**

解説：
The correct answer is A. Middle-out communication. ISO 31000 highlights the importance of effective communication flows that support timely escalation while avoiding unnecessary overload at senior management levels.

Middle-out communication combines bottom-up and top-down elements. Employees report risk-related information upward through their immediate supervisors or middle management. Middle managers then filter, assess, and consolidate this information, escalating only those issues that require higher-level intervention to top management.

Top-down communication focuses on directives flowing from senior leadership to employees and does not address upward reporting. Bottom-up communication involves direct escalation from employees to top management, which can overwhelm leadership and bypass appropriate governance structures. Lateral communication refers to communication between peers and does not address escalation.

From a PECB ISO 31000 Lead Risk Manager perspective, middle-out communication supports effective governance by ensuring proportional escalation, clarity of accountability, and efficient decision-making. Therefore, the correct answer is Middle-out communication.

質問 ＃ 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 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

正解： **C**

解説：
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.

質問 # 71

What is an appropriate approach when communicating risks to the media?

- A. Issuing press releases and interviews tailored to health, safety, and CSR-related challenges
- B. Sharing internal monitoring dashboards publicly
- C. Allowing multiple departments to issue independent statements
- D. Providing full technical risk registers with detailed data tables

正解： A

解説：
The correct answer is A. Issuing press releases and interviews tailored to health, safety, and CSR-related challenges. ISO 31000 highlights that communication with external stakeholders must be appropriate, consistent, controlled, and aligned with organizational objectives and governance arrangements.

The media represents a broad external audience with limited need for technical detail but high sensitivity to issues related to health, safety, environmental impact, and corporate social responsibility (CSR). Therefore, communication should be carefully crafted, accurate, and contextualized, focusing on key messages that inform without causing unnecessary alarm or misinterpretation.

Providing full technical risk registers (Option B) would overwhelm non-technical audiences and may expose sensitive information. Allowing multiple departments to issue independent statements (Option C) risks inconsistency, confusion, and reputational damage. Sharing internal dashboards publicly (Option D) contradicts good governance and information control practices.

From a PECB ISO 31000 Lead Risk Manager perspective, media communication should be centralized, authorized, and strategically managed, ensuring transparency while protecting the organization's interests. Tailored press releases and interviews allow organizations to communicate responsibly, maintain trust, and demonstrate accountability. Therefore, the correct answer is issuing tailored press releases and interviews.

質問 # 72

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 modification
- B. Risk sharing
- C. Risk avoidance
- D. Risk retention

正解：**C**

解説：

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.

質問 # 73
Which of the following is an example of an internal stakeholder?

- A. Customers concerned with product and service quality
- B. Shareholders seeking returns and sustained performance
- C. Regulatory authorities enforcing compliance requirements
- D. Managers reporting and escalating risks within the organization

正解：**D**

解説：

The correct answer is C. Managers reporting and escalating risks within the organization. ISO 31000 defines stakeholders as persons or organizations that can affect, be affected by, or perceive themselves to be affected by a decision or activity. Stakeholders can be internal or external, depending on their relationship with the organization.

Internal stakeholders are individuals or groups within the organization, such as employees, managers, executives, and internal committees. In the scenario provided, managers who report and escalate risks are clearly internal stakeholders, as they are directly involved in organizational processes and decision-making.

Option A, shareholders, are typically considered external stakeholders, as they are not involved in daily operations, even though they have a strong interest in performance. Option B, customers, are also external stakeholders concerned with outputs rather than internal processes. Option D, regulators, are external stakeholders representing legal and regulatory interests.

ISO 31000 emphasizes the importance of inclusiveness, requiring organizations to involve both internal and external stakeholders appropriately. Internal stakeholders play a critical role in risk identification, analysis, reporting, and treatment because of their proximity to operations and decision-making.

From a PECB ISO 31000 Lead Risk Manager perspective, correctly identifying internal stakeholders supports effective communication, accountability, and integration of risk management into everyday activities.

質問 # 74
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