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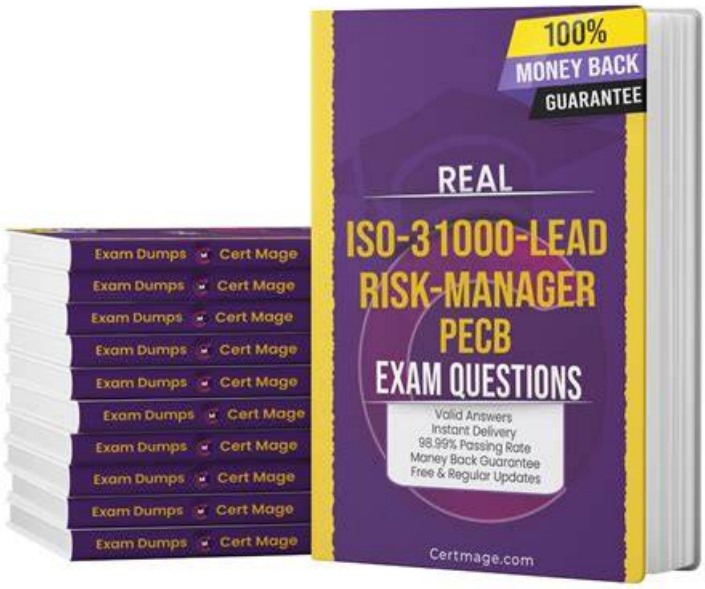

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PECB ISO-31000-Lead-Risk-Manager Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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.
Topic 3	• 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 4	• 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 5	• 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.

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PECB ISO 31000 Lead Risk Manager Sample Questions (Q62-Q67):

NEW QUESTION # 62
In the context of risk management, which statement below regarding events is correct?

- A. An event can consist of something not happening
- B. An event can have only one occurrence
- C. An event always has a single cause
- D. An event cannot be a risk source

Answer: A

Explanation:
The correct answer is C. An event can consist of something not happening. ISO 31000:2018 defines an event as the occurrence or change of a particular set of circumstances. Importantly, ISO 31000 explicitly states that an event may also involve something that was expected but did not occur, making option C correct.
This clarification is critical in risk management because many risks arise not from active incidents, but from failures, omissions, or delays. Examples include a shipment not arriving on time, a regulatory approval not being granted, or a system not activating as planned. Such non-occurrences can have significant consequences and must be considered during risk identification and analysis.
Option A is incorrect because ISO 31000 explains that an event can be a risk source, a consequence, or both, depending on context. Option B is incorrect because an event may have single or multiple occurrences, and may occur repeatedly over time. Option D is also incorrect, as ISO 31000 clearly states that events can have multiple causes and multiple consequences, reflecting the complex and interconnected nature of risk.
From a PECB ISO 31000 Lead Risk Manager perspective, correctly understanding the definition of an event ensures comprehensive risk identification and prevents organizations from overlooking risks associated with failures to act or unmet expectations. This understanding strengthens decision-making and aligns with ISO 31000's structured and comprehensive approach to managing uncertainty.

NEW QUESTION # 63
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:
According to Scenario 6, Trunroll outlined and documented clear actions to address the identified risks with defined responsibilities and timelines. What did they develop in this case?

- A. A risk register
- B. A risk policy
- C. A risk report
- D. A risk treatment plan

Answer: D

Explanation:
The correct answer is B. A risk treatment plan. ISO 31000 defines a risk treatment plan as a documented set of actions specifying how selected risk treatment options will be implemented, including responsibilities, timelines, and required resources.
In Scenario 6, Trunroll explicitly outlined and documented clear actions with defined responsibilities and timelines to address identified risks. These actions included avoiding third-party delivery partnerships, strengthening hygiene controls, investing in staff training, upgrading monitoring systems, and reserving internal financial resources to manage residual risk. These characteristics directly align with ISO 31000's definition of a risk treatment plan.
A risk report focuses on communicating risk information and decisions, not implementation actions. A risk register is a structured record of identified risks and their attributes but does not by itself define treatment actions, responsibilities, or schedules. A risk policy sets overall direction and commitment rather than operational actions.
From a PECB ISO 31000 Lead Risk Manager perspective, a risk treatment plan is essential for translating risk decisions into actionable, accountable steps. Therefore, the correct answer is a risk treatment plan.

NEW QUESTION # 64
Which factors should organizations consider when identifying uncertainties that could affect their objectives?

- A. Budget forecasts and audit schedules
- B. Causes and events, emerging risk indicators, internal capabilities, limitations of available knowledge
- C. Stakeholder feedback, resource allocation plans, and compliance checklists
- D. Historical performance trends, fixed policies, departmental procedures

Answer: B

Explanation:
The correct answer is B. Causes and events, emerging risk indicators, internal capabilities, limitations of available knowledge. ISO 31000 defines risk as the effect of uncertainty on objectives, making the identification of uncertainties a central element of risk management.
Organizations must consider potential causes and events that could lead to deviations from objectives, as well as emerging indicators that signal changing risk conditions. Internal capabilities and constraints influence how well an organization can respond to uncertainty, while limitations in knowledge introduce additional uncertainty.
Option A focuses on static internal information. Option C and D relate more to planning and compliance rather than uncertainty identification.
From a PECB ISO 31000 Lead Risk Manager perspective, identifying uncertainties requires a forward-looking and evidence-based approach. Therefore, the correct answer is causes, events, emerging indicators, capabilities, and knowledge limitations.

NEW QUESTION # 65
Scenario 5:
Crestview University is a well-known academic institution that recently launched a digital learning platform to support remote education. The platform integrates video lectures, interactive assessments, and student data management. After initial deployment, the risk management team identified several key risks, including unauthorized access to research data, system outages, and data privacy concerns.
To address these, the team discussed multiple risk treatment options. They considered limiting the platform's functionality, but this conflicted with the university's goals. Instead, they chose to partner with a reputable cybersecurity firm and purchase cyber insurance. They also planned to reduce the likelihood of system outages by upgrading server capacity and implementing redundant systems. Some risks, such as occasional minor software glitches, were retained after careful evaluation because they did not

significantly affect Crestview's operations. The team considered these risks manageable and agreed to monitor and address them at a later stage. Thus, they documented the accepted risks and decided not to inform any stakeholder at this time.
Once the treatment options were selected, Crestview's risk management team developed a detailed risk treatment plan. They prioritized actions based on which processes carried the highest risk, ensuring cybersecurity measures were addressed first. The plan clearly defined the responsibilities of team members for approving and implementing treatments and identified the resources required, including budget and personnel. To maintain oversight, performance indicators and monitoring schedules were established, and regular progress updates were communicated to the university's top management.
Throughout the risk management process, all activities and decisions were thoroughly documented and communicated through formal channels. This ensured clear communication across departments, supported decision-making, enabled continuous improvement in risk management, and fostered transparency and accountability among stakeholders who manage and oversee risks. Special care was taken to communicate the results of the risk assessment, including any limitations in data or methods, the degree of uncertainty, and the level of confidence in findings. The reporting avoided overstating certainty and included quantifiable measures in appropriate, clearly defined units. Using standardized templates helped streamline documentation, while updates, such as changes to risk treatments, emerging risks, or shifting priorities, were routinely reflected in the system to keep the records current.
Based on the scenario above, answer the following question:
The risk management team of Crestview documented the accepted risks and decided not to inform any stakeholder at this time. Is this acceptable?

- A. Yes, as long as the risks are removed from the risk register after they have been addressed
- B. Yes, once risks are documented, there is no need to inform stakeholders until the risks become critical
- C. No, accepted risks must always be eliminated
- D. No, when the risk is accepted, the stakeholders must be informed to accept the risk

Answer: D

Explanation:
The correct answer is C. No, when the risk is accepted, the stakeholders must be informed to accept the risk. ISO 31000 requires that risk acceptance decisions are made transparently and with appropriate authority. Risk acceptance is not merely a technical decision; it is a governance decision that must involve or be communicated to relevant stakeholders.
In Scenario 5, Crestview University documented accepted risks but chose not to inform stakeholders. While documentation is necessary, ISO 31000 emphasizes that communication and consultation should occur throughout the risk management process, including when risks are accepted. Stakeholders with accountability or oversight responsibilities must be aware of accepted risks so they can consciously agree to them and understand their implications.
Option A is incorrect because withholding information undermines transparency and accountability. Option B is incorrect because accepted risks typically remain in the risk register for monitoring, not removal. Option D is incorrect because ISO 31000 recognizes that not all risks can or should be eliminated.
From a PECB ISO 31000 Lead Risk Manager perspective, risk acceptance requires informed consent by authorized stakeholders. Therefore, the correct answer is no, stakeholders must be informed when risks are accepted.

NEW QUESTION # 66
Scenario 5:
Crestview University is a well-known academic institution that recently launched a digital learning platform to support remote education. The platform integrates video lectures, interactive assessments, and student data management. After initial deployment, the risk management team identified several key risks, including unauthorized access to research data, system outages, and data privacy concerns.
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and the level of confidence in findings. The reporting avoided overstating certainty and included quantifiable measures in appropriate, clearly defined units. Using standardized templates helped streamline documentation, while updates, such as changes to risk treatments, emerging risks, or shifting priorities, were routinely reflected in the system to keep the records current.
Based on the scenario above, answer the following question:
In Scenario 5, what approach was used by Crestview to ensure effective documentation of its risk management process?

- A. Decentralized storage of documents across departmental systems to allow flexible access
- B. Tailored document formats based on the communication style of each stakeholder group
- C. Informal notes maintained by individual team members
- D. Standardized formats with version control, author, and approval dates

Answer: D

Explanation:
The correct answer is A. Standardized formats with version control, author, and approval dates. ISO 31000 highlights the importance of consistent, accurate, and up-to-date documentation to support effective risk management. Standardized documentation ensures clarity, comparability, traceability, and accountability.
In Scenario 5, Crestview University used standardized templates, maintained updates reflecting changes in risks and treatments, and ensured records remained current. These practices are consistent with ISO 31000 guidance on recording and reporting, which recommends controlled documentation with clear ownership and approval mechanisms.
Option B increases the risk of inconsistency and loss of control. Option C may support communication but does not ensure governance-level traceability. Option D undermines reliability and auditability.
From a PECB ISO 31000 Lead Risk Manager perspective, standardized documentation with version control is essential for transparency, learning, and continual improvement. Therefore, the correct answer is standardized formats with version control, author, and approval dates.

NEW QUESTION # 67
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