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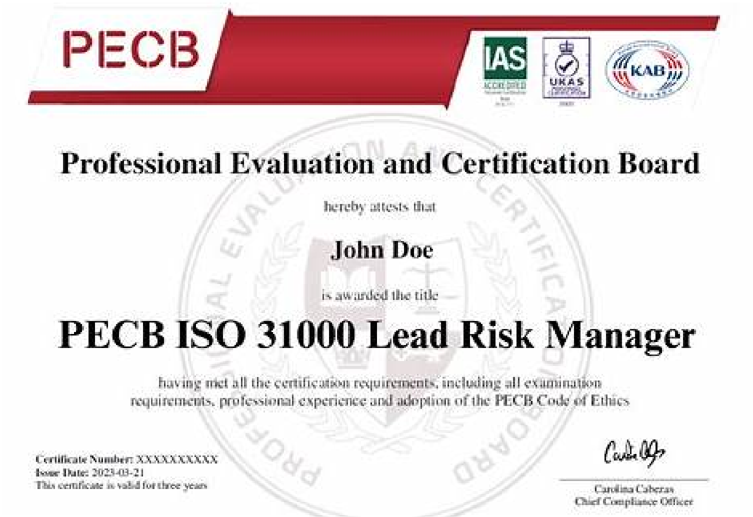

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PECB ISO-31000-Lead-Risk-Manager Exam Syllabus Topics:

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	• 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	• 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 5	• 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.

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PECB ISO 31000 Lead Risk Manager Sample Questions (Q78-Q83):

NEW QUESTION # 78
On what basis should an organization determine the acceptability of a residual risk?

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

Answer: A

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 # 79
What is availability bias?

- A. The tendency to avoid responsibility in group decision-making
- B. The reliance on previous occasions that one has been a part of when trying to predict a future event
- C. A person's dependence on a single piece of information when making decisions
- D. The anxiety or discomfort that one faces when their idea is being put down or replaced with a contrary idea

Answer: B

Explanation:
The correct answer is B. The reliance on previous occasions that one has been a part of when trying to predict a future event. Availability bias is a cognitive bias where individuals assess the likelihood of events based on how easily examples come to mind, often influenced by personal experience, recent events, or vivid memories.
In risk management, availability bias can distort risk perception by causing individuals to overestimate risks they have personally experienced or recently encountered, while underestimating less familiar but potentially significant risks. ISO 31000 emphasizes that risk management should be systematic, evidence-based, and inclusive, precisely to reduce the influence of cognitive biases.
Option A describes emotional discomfort rather than a cognitive bias. Option C refers more closely to anchoring bias, where decisions are overly influenced by a single reference point. Option D describes social loafing, not availability bias.
From a PECB ISO 31000 Lead Risk Manager perspective, recognizing availability bias is essential to ensure objective risk identification and analysis. Structured techniques, data analysis, and diverse stakeholder involvement help mitigate this bias.

Therefore, the correct answer is reliance on previous occasions when predicting future events.

NEW QUESTION # 80

Scenario 1:

Gospeed Ltd. is a trucking and logistics company headquartered in Birmingham, UK, specializing in domestic and EU road haulage. Operating a fleet of 25 trucks for both heavy loads and express deliveries, it provides transport services for packaged goods, textiles, iron, and steel. Recently, the company has faced challenges, including stricter EU regulations, customs delays, driver shortages, and supply chain disruptions. Most critically, limited and unreliable information has created uncertainty in anticipating delays, equipment failures, or regulatory changes, complicating decision-making.

To address these issues and strengthen resilience, Gospeed's top management decided to implement a risk management framework and apply a risk management process aligned with ISO 31000 guidelines. Considering the importance of stakeholders' perspectives when initiating the implementation of the risk management framework, top management brought together all relevant stakeholders to evaluate potential risks and ensure alignment of risk management efforts with the company's strategic objectives. The top management outlined the general level and types of risks it was prepared to take to pursue opportunities, while also clarifying which risks would not be acceptable under any circumstances. They accepted moderate financial risks, such as fuel price fluctuations or minor delays, but ruled out compromising safety or breaching regulations.

As part of the risk management process, the company moved from setting its overall direction to a closer examination of potential exposures, ensuring that identified risks were systematically analyzed, evaluated, and treated. Top management examined the main operational factors that significantly influence the likelihood and impact of risks. This analysis highlighted concerns related to supply chain disruptions, technological failures, and human errors.

Additionally, Gospeed's top management identified several external risks beyond their control, including interest rate changes, currency fluctuations, inflation trends, and new regulatory requirements. Consequently, top management agreed to adopt practical strategies to protect the company's financial stability and operations, including hedging against interest rate fluctuations, monitoring inflation, and ensuring compliance through staff training sessions.

However, other challenges emerged when top management pushed forward with a new contract for international deliveries without fully considering risk implications at the planning stage. Operational staff raised concerns about unreliable customs data and potential delays, but their input was overlooked in the rush to secure the deal. This resulted in delivery setbacks and financial penalties, revealing weaknesses in how risks were incorporated into day-to-day decision-making.

Based on the scenario above, answer the following question:

Which of the following did top management define when they decided to accept moderate financial risks, such as fuel price fluctuations or minor delays? Refer to Scenario 1.

- A. Risk appetite
- B. Risk tolerance
- C. Risk criteria
- D. Risk capacity

Answer: A

Explanation:

The correct answer is C. Risk appetite. ISO 31000:2018 explains that top management is responsible for setting the overall direction for risk management, including defining how much risk the organization is willing to accept in pursuit of its objectives. Risk appetite represents the type and amount of risk an organization is prepared to pursue or retain to achieve value creation.

In the scenario, Gospeed's top management explicitly stated that they were willing to accept moderate financial risks, such as fuel price fluctuations or minor delays, while clearly rejecting risks related to safety or regulatory compliance. This high-level statement reflects the organization's risk appetite, as it sets boundaries for acceptable risk-taking aligned with strategic objectives.

Risk tolerance, by contrast, refers to the acceptable variation around specific objectives, usually applied at an operational or tactical level. It defines how much deviation from expected performance is permissible. While Gospeed may later establish tolerance thresholds (e.g., maximum delay duration), the scenario focuses on a broad strategic declaration, not measurable limits.

Risk criteria are used to evaluate the significance of risk and support decision-making during risk assessment. Although related, risk criteria involve thresholds and evaluation parameters rather than an overarching willingness to accept risk.

ISO 31000 emphasizes that defining risk appetite supports consistent decision-making, improves alignment between strategy and operations, and helps ensure risks are managed within acceptable boundaries. From a PECB Lead Risk Manager perspective, the actions described clearly demonstrate the definition of risk appetite, making option C the correct answer.

NEW QUESTION # 81

What is the difference between a hazard and a risk?

- A. A hazard only exists in safety management, not in risk management.
- B. A hazard is the probability of harm occurring, while a risk is the physical object or activity that might cause harm.
- C. A hazard is the inherent potential to cause harm, while a risk is the likelihood and impact of that harm occurring.
- D. A hazard is the same as a risk, and both terms can be used interchangeably.

Answer: C

Explanation:
The correct answer is B. A hazard is the inherent potential to cause harm, while a risk is the likelihood and impact of that harm occurring. ISO 31000 defines risk as the effect of uncertainty on objectives, often expressed as a combination of consequences and likelihood. A hazard, by contrast, refers to a source or situation with the potential to cause harm.
A hazard exists regardless of whether harm actually occurs, while risk considers both the probability of occurrence and the severity of consequences. This distinction is essential for effective risk identification and analysis. Hazards may be sources of risk, but they are not risks by themselves until uncertainty, likelihood, and impact are considered.
Option A reverses the definitions and is incorrect. Option C is incorrect because ISO standards clearly distinguish between hazards and risks. Option D is also incorrect, as hazards are relevant in many risk management contexts, not only safety management.
Understanding this distinction supports ISO 31000's principle of structured and comprehensive risk management, ensuring clarity when identifying sources of risk and evaluating their potential effects.

NEW QUESTION # 82
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 plan
- C. Risk treatment plan
- D. Risk management policy

Answer: B

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 # 83
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