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

Topic	Details
Topic 1	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 2	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 3	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 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	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.
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PECB ISO 31000 Lead Risk Manager Sample Questions (Q68-Q73):

NEW QUESTION # 68

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:

Trunroll documented all risk-related information in progress reports and incorporated it into mid-term and final evaluations. Which organizational level for risk reporting did they consider in this case?

- A. Project level
- B. Individual level
- C. Corporate level
- D. Program/unit level

Answer: C

Explanation:

The correct answer is A. Corporate level. ISO 31000 emphasizes that risk reporting should support governance, oversight, and strategic decision-making at appropriate organizational levels. Corporate-level risk reporting consolidates risk information across the organization and feeds into mid-term and final evaluations, enabling top management and oversight bodies to monitor performance and risk exposure.

In Scenario 6, Trunroll ensured that risk-related information was incorporated into progress reports and mid-term and final evaluations, and that risk management was updated regularly. These activities are characteristic of corporate-level reporting, which focuses on organization-wide risks, strategic objectives, and resilience.

Program or unit-level reporting would focus on specific departments or functions, while project-level reporting is limited to defined projects with finite timelines. The scenario clearly indicates organization-wide reporting to support top management oversight. From a PECB ISO 31000 Lead Risk Manager perspective, corporate-level risk reporting ensures alignment with strategy, accountability, and continuous improvement. Therefore, the correct answer is corporate level.

NEW QUESTION # 69

What is an example of a risk management objective at an operational level?

- **A. Reduce staff turnover rates to 60% per annum.**
- B. Increase shareholder value over the long term.
- C. Become a recognized leader in sustainability by achieving carbon neutrality across all operations by 2030.
- D. Expansion of the organization's market share by 25% within the next 3 months.

Answer: A

Explanation:

The correct answer is B. Reduce staff turnover rates to 60% per annum. ISO 31000 explains that objectives exist at different organizational levels: strategic, tactical, and operational. Operational objectives are typically short- to medium-term, specific, and focused on day-to-day activities, processes, and performance within functions or departments.

Reducing staff turnover is an operational-level objective because it directly relates to workforce management, human resources processes, and daily operational stability. High staff turnover represents an operational risk that can affect productivity, service quality, knowledge retention, and costs. Setting an objective to reduce turnover supports operational resilience and continuity, which aligns with ISO 31000's goal of protecting and creating value.

Option A is a strategic-level objective, as it concerns long-term positioning, sustainability leadership, and organization-wide transformation. Option C is also strategic or tactical, focusing on market expansion and growth rather than operational risk control. Option D is a broad strategic objective tied to overall organizational performance and value creation.

From a PECB ISO 31000 Lead Risk Manager perspective, clearly distinguishing operational objectives ensures that risks are managed at the appropriate level and that controls are practical and actionable. Therefore, the correct answer is reduce staff turnover rates to 60% per annum.

NEW QUESTION # 70

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

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

Answer: B

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 # 71

What is availability bias?

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

Answer: D

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 # 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:

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. Self-insurance
- C. Risk pooling
- D. Contingent credit lines

Answer: B

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 # 73

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