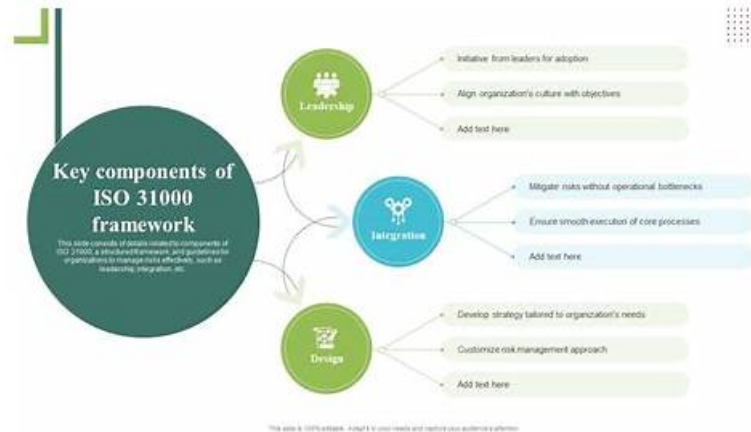


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### PECB ISO-31000-Lead-Risk-Manager Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>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.</li> </ul>

Topic 2	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## PECB ISO 31000 Lead Risk Manager Sample Questions (Q81-Q86):

### NEW QUESTION # 81

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. Risk officer
- **B. Risk manager**
- C. Risk owner
- D. Compliance officer

**Answer: B**

Explanation:

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.

## NEW QUESTION # 82

Scenario 7:

Maxime, a chocolate manufacturer headquartered in Ghent, Belgium, produces toffees, eclairs, enrobed chocolates, and caramels. In 2023, a contamination incident in its caramel line triggered a large-scale product recall across Europe, exposing weaknesses in supplier evaluation, reporting channels, and crisis communication. Recognizing the financial, operational, and reputational impact of this event, top management decided to apply a risk management process in line with ISO 31000. The aim was to strengthen resilience, embed risk awareness across departments, and ensure risks are systematically managed in both daily operations and long-term strategies.

To ensure that the risk management process is effective, Maxime set up a structured monitoring and review process with clear procedures for collecting and analyzing data on key risks like supplier reliability, food safety, and communication. For validation of measurement methods, Sophie, the head of Quality Assurance, was tasked with assessing whether the tools used were suitable for evaluating the effectiveness of the process.

Additionally, Maxime introduced a set of measures designed to provide early warning indicators across critical areas. In operations, they tracked the number of production line stoppages and the percentage of defective batches. On the financial side, they monitored fluctuations in raw material prices, especially cocoa, and their impact on margins. For regulatory matters, they followed the frequency of nonconformities identified during inspections. In terms of technology, system downtime in automated packaging lines was measured.

To ensure these indicators were communicated effectively, Sophie worked with top management to present the results in a format that made changes easy to spot and understand. Rather than relying only on static reports, they chose a more dynamic approach that displayed key values visually, highlighted deviations, and issued alerts when thresholds were crossed.

In addition, Maxime established clear communication and consultation processes to ensure that relevant stakeholders were properly engaged. The top management used an approach that clarified who was responsible for carrying out tasks, who held final accountability, who should be consulted for expertise, and who needed to stay informed. To strengthen engagement, Maxime organized how risk information would be delivered to different audiences. Employees received updates during team briefings and through the company's internal platform, while external parties, such as suppliers and regulators, were informed through formal reports and direct correspondence. This approach ensured that each group had access to the information most relevant to them in a timely way.

Based on the scenario above, answer the following question:

In Scenario 7, what approach did the top management use to engage relevant stakeholders in the communication and consultation process?

- A. SWOT
- **B. RACI**
- C. Brainstorming
- D. PESTLE

**Answer: B**

Explanation:

The correct answer is A. RACI. ISO 31000 emphasizes that effective communication and consultation require clear role definition and accountability to ensure that stakeholders are properly engaged throughout the risk management process.

In Scenario 7, Maxime's top management explicitly clarified who was responsible, who was accountable, who should be consulted, and who needed to stay informed. This directly corresponds to the RACI approach, which is commonly used to structure stakeholder engagement and governance responsibilities. RACI stands for Responsible, Accountable, Consulted, and Informed, and it supports clarity in decision-making and communication flows.

SWOT and PESTLE are strategic analysis tools used to examine internal and external contexts, not stakeholder engagement mechanisms. Brainstorming is a risk identification technique, not a structured responsibility framework.

From a PECB ISO 31000 Lead Risk Manager perspective, using RACI strengthens governance, avoids ambiguity, and ensures that communication and consultation activities are effective, inclusive, and timely. Therefore, the correct answer is RACI.

### NEW QUESTION # 83

What is the main difference between semi-structured and structured interviews in the context of risk identification?

- A. In a semi-structured interview, the interviewer follows a strict script, while in a structured interview, no deviations are allowed.
- B. In a semi-structured interview, the interviewer follows only spontaneous questions, whereas in a structured interview, questions are asked at random.
- C. In a structured interview, the interviewer follows a set list of questions, while in a semi-structured interview, follow-up questions and exploration are flexible.
- D. There is no practical difference between the two approaches.

**Answer: C**

Explanation:

The correct answer is B. In a structured interview, the interviewer follows a set list of questions, while in a semi-structured interview, follow-up questions and exploration are flexible. ISO 31000 supports the use of different information-gathering techniques depending on context and objectives.

Structured interviews ensure consistency and comparability, while semi-structured interviews allow deeper exploration of emerging risks and unexpected insights. This flexibility is particularly valuable in risk identification, where new or poorly understood risks may emerge.

Options A and C misrepresent interview methods. Option D ignores practical differences.

From a PECB ISO 31000 Lead Risk Manager perspective, selecting the appropriate interview style improves risk identification quality. Therefore, the correct answer is option B.

### NEW QUESTION # 84

A risk manager wants to improve organizational resilience by embedding climate-related considerations into performance measures, while also fostering open communication about risks across all levels of the organization. Which of the following practices are they considering?

- A. Adoption of new technologies and focus on compliance
- B. Commitment to ongoing learning and strengthening of collaboration
- C. Integration of sustainability and promotion of risk culture
- D. Risk avoidance and risk transfer strategies

**Answer: C**

Explanation:

The correct answer is B. Integration of sustainability and promotion of risk culture. ISO 31000 emphasizes that risk management should be integrated into organizational activities, including performance management, decision-making, and strategic planning. Embedding climate-related considerations into performance measures reflects the integration of sustainability-related risks into the organization's risk management and performance framework.

At the same time, fostering open communication about risks across all organizational levels aligns with the development and promotion of a positive risk culture, which ISO 31000 identifies as a key enabler of effective risk management. A strong risk culture encourages transparency, awareness, and proactive engagement with risk, supporting resilience and informed decision-making. Option A focuses on learning and collaboration, which are important but do not directly address sustainability integration and risk culture. Option C emphasizes technology and compliance, which are supporting elements but not the core practices described. Option D refers to specific risk treatment options rather than organizational practices aimed at resilience.

From a PECB ISO 31000 Lead Risk Manager perspective, integrating sustainability considerations and promoting a strong risk culture enhances the organization's ability to anticipate, respond to, and adapt to evolving risks such as climate change. Therefore, the correct answer is integration of sustainability and promotion of risk culture.

### NEW QUESTION # 85

What is one of the outputs of Business Impact Analysis (BIA)?

- A. Details of the organization's activities and resources
- B. Risk acceptance criteria
- C. Overview of the organization's business products and their relationship with processes
- **D. Prioritized list of critical processes and their interdependencies**

**Answer: D**

Explanation:

The correct answer is A. Prioritized list of critical processes and their interdependencies. Business Impact Analysis (BIA) is a structured technique used to assess the consequences of disruptions to business activities and to identify which processes are critical to organizational objectives.

One of the key outputs of a BIA is the prioritization of critical processes, along with an understanding of their interdependencies, recovery time objectives, and potential impacts if disrupted. This information supports risk analysis, continuity planning, and resilience-building, all of which align with ISO 31000's emphasis on understanding consequences and supporting informed decision-making.

Option B may be an input to BIA but is not a primary output. Option C refers to general organizational descriptions rather than impact-focused analysis. Option D relates to risk evaluation, not BIA.

From a PECB ISO 31000 Lead Risk Manager perspective, BIA outputs are essential for prioritizing risks and allocating resources effectively. Therefore, the correct answer is a prioritized list of critical processes and their interdependencies.

## NEW QUESTION # 86

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