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PECB ISO 31000 Lead Risk Manager Sample Questions (Q75-Q80):

NEW QUESTION # 75

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:
In Scenario 5, what approach was used by Crestview to ensure effective documentation of its risk management process?

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

Answer: A

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 # 76
How should risk be managed in the Intolerable region?

- A. Risk can be accepted if monitored closely.
- B. Risk is tolerable if the cost of reducing it would exceed the benefit.
- C. Risk cannot be justified except in extraordinary circumstances.
- D. Risk is tolerable only if risk reduction is impracticable or its cost is grossly disproportionate to the improvement gained.

Answer: C

Explanation:
The correct answer is A. Risk cannot be justified except in extraordinary circumstances. In ISO 31000-aligned risk evaluation frameworks, risks are commonly categorized into regions such as intolerable, tolerable, and acceptable based on predefined risk criteria.

Risks in the intolerable region exceed the organization's risk appetite and tolerance. ISO 31000 emphasizes that such risks require immediate treatment, including avoidance or significant reduction. Accepting intolerable risks would contradict the principle of protecting and creating value.
Option B describes the ALARP (As Low As Reasonably Practicable) principle, which applies to the tolerable region, not the intolerable region. Option C oversimplifies decision-making and ignores risk appetite boundaries. Option D contradicts ISO 31000, as monitoring alone is insufficient for intolerable risks.
From a PECB ISO 31000 Lead Risk Manager perspective, intolerable risks demand decisive action and cannot be accepted as part of normal operations. Therefore, the correct answer is risk cannot be justified except in extraordinary circumstances.

NEW QUESTION # 77
On what basis should an organization determine the acceptability of a residual risk?

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

Answer: C

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 # 78
What does ISO/TS 31050 provide?

- A. Requirements for establishing a risk management framework
- B. Basic vocabulary related to risk management
- C. Guidelines on the selection and application of techniques for assessing risk
- D. Guidelines for managing an emerging risk faced by an organization

Answer: D

Explanation:
The correct answer is C. Guidelines for managing an emerging risk faced by an organization. ISO/TS 31050 is a technical specification that complements ISO 31000 by providing guidance on identifying, assessing, and managing emerging risks, which are risks that are evolving, uncertain, and not yet fully understood.
Emerging risks are characterized by high uncertainty, limited historical data, and potentially significant impacts. ISO/TS 31050 supports organizations in strengthening resilience by enhancing foresight, early detection, and adaptive decision-making. This aligns closely with ISO 31000's emphasis on a dynamic, iterative, and forward-looking approach to risk management.
Option A is incorrect because guidelines on the selection and application of risk assessment techniques are provided by ISO/IEC 31010, not ISO/TS 31050. Option B is also incorrect, as basic vocabulary related to risk management is covered by ISO Guide 73, which defines key risk management terms used across ISO standards.
Option D is incorrect because ISO/TS 31050 does not prescribe requirements for establishing a risk management framework. ISO 31000 itself provides guidance on principles, framework, and process, while ISO/TS 31050 focuses specifically on the challenge of emerging risks within that broader framework.
From a PECB Lead Risk Manager standpoint, ISO/TS 31050 is particularly relevant in environments characterized by rapid change, technological disruption, regulatory evolution, and geopolitical uncertainty. It reinforces the ISO 31000 principle that risk management should anticipate, detect, acknowledge, and respond to change in a timely manner.

NEW QUESTION # 79

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:
As stated in Scenario 2, Luca identified the likelihood of Bambino's noncompliance with relevant laws and regulations and the potential consequences. What did he identify in this case?

- A. Compliance obligations
- B. Compliance performance
- C. Compliance risks
- D. Compliance controls

Answer: C

Explanation:
The correct answer is C. Compliance risks. ISO 31000 defines risk as the effect of uncertainty on objectives, expressed through the combination of likelihood and consequences. When Luca assessed the probability of noncompliance with laws, regulations, permits, and voluntary commitments, along with the associated impacts such as fines, sanctions, and reputational damage, he was clearly identifying compliance risks.
Compliance obligations refer to the laws, regulations, standards, and voluntary commitments that an organization must or chooses to comply with. In the scenario, these obligations included product safety laws, labor regulations, permits, and sustainability agreements. However, Luca went further by analyzing what could happen if those obligations were not met, which is the essence of risk identification and analysis.
Compliance performance would involve measuring how well Bambino is currently complying, while compliance controls are the measures implemented to ensure adherence. Neither term reflects the activity described, which focused on uncertainty, likelihood, and consequences.
From a PECB ISO 31000 Lead Risk Manager perspective, identifying compliance risks is a key part of risk identification and analysis, enabling organizations to prioritize actions, allocate resources, and protect value. Therefore, the correct answer is compliance risks.

NEW QUESTION # 80

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