

ISO-31000-Lead-Risk-Manager Exam, ISO-31000-Lead-Risk-Manager Prüfungsvorbereitung



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PECB ISO-31000-Lead-Risk-Manager Prüfungsplan:

Thema	Einzelheiten
Thema 1	<ul style="list-style-type: none"> 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.
Thema 2	<ul style="list-style-type: none"> 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.
Thema 3	<ul style="list-style-type: none"> 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.
Thema 4	<ul style="list-style-type: none"> 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.

- 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 ISO-31000-Lead-Risk-Manager Prüfungsfragen mit Lösungen (Q29-Q34):

29. Frage

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:

Based on Scenario 2, the top management and Luca analyzed the company's mission, governance, culture, resources, information flows, and stakeholder relationships. What output did Luca obtain as a result of this analysis?

- A. Defined risk appetite and tolerance levels
- B. Clear boundaries and applicability of the risk management framework
- C. An understanding of the organization's internal context
- D. A detailed plan for conveying the organization's commitment to risk management

Antwort: C

Begründung:

The correct answer is C. An understanding of the organization's internal context. ISO 31000:2018 clearly states that establishing the

context is a foundational step in both the risk management framework and the risk management process. The internal context includes elements such as mission, governance, organizational culture, resources, information flows, and relationships with stakeholders.

In Scenario 2, Luca explicitly analyzed these internal elements in consultation with top management. This activity directly corresponds to understanding the organization's internal context, which enables risk management to be tailored to the organization's characteristics and objectives. Without this understanding, risk management efforts may be misaligned with strategic priorities and operational realities.

Option A refers to defining the scope and applicability of the risk management framework, which may follow context analysis but is not the direct output of examining mission, culture, and resources. Option B focuses on communication planning, which is part of implementation rather than context establishment. Option D concerns defining risk appetite and tolerance, which typically occurs after context and objectives are clearly understood.

From a PECB ISO 31000 Lead Risk Manager perspective, understanding the internal context ensures that risk management is integrated, inclusive, and effective, supporting informed decision-making and resilience. Therefore, the correct answer is an understanding of the organization's internal context.

30. Frage

Which is an example of a regulatory risk indicator (KRI)?

- A. Increasing days in accounts receivable
- B. Employees' compensation claims
- C. Production efficiency rate
- **D. Number of suspended transactions**

Antwort: D

Begründung:

The correct answer is C. Number of suspended transactions. Regulatory risk indicators are metrics that signal potential noncompliance with laws, regulations, or regulatory expectations.

The number of suspended transactions often reflects regulatory controls being triggered due to suspected violations, noncompliant activities, or breaches of regulatory thresholds. An increase in suspended transactions can indicate heightened regulatory exposure, control weaknesses, or emerging compliance issues, making it a clear regulatory KRI.

Option A (increasing days in accounts receivable) is primarily a financial or credit risk indicator. Option B (employees' compensation claims) relates mainly to health, safety, or operational risk. Option D (production efficiency rate) is a performance indicator rather than a regulatory risk indicator.

ISO 31000 emphasizes the use of KRIs to provide early warning signals and support timely corrective action. From a PECB ISO 31000 Lead Risk Manager perspective, regulatory KRIs play a critical role in compliance oversight and governance assurance. Therefore, the correct answer is Number of suspended transactions.

31. Frage

When should an organization retain risks?

- A. If risk poses a potential threat but could be managed later
- **B. Only if the risk level meets the risk acceptance criteria and no additional controls are required**
- C. Only when the risk evaluation process indicates minor impact, regardless of the acceptance criteria
- D. When the risk has not been identified

Antwort: B

Begründung:

The correct answer is A. Only if the risk level meets the risk acceptance criteria and no additional controls are required. ISO 31000 recognizes risk retention as a legitimate risk treatment option when risks are within acceptable limits defined by the organization's risk criteria.

Retention means consciously accepting a risk with full awareness of its potential consequences, typically because further treatment would be unnecessary, impractical, or disproportionate. Crucially, retention decisions must be based on risk acceptance criteria, not on subjective judgment alone.

Option B is incorrect because even minor risks must meet acceptance criteria. Option C promotes deferral without evaluation, which contradicts ISO 31000 principles. Option D is invalid because unidentified risks cannot be retained.

From a PECB ISO 31000 Lead Risk Manager perspective, retaining risks must be a deliberate, documented, and authorized decision aligned with risk appetite and tolerance. Therefore, the correct answer is only if the risk level meets the risk acceptance

criteria and no additional controls are required.

32. Frage

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 only spontaneous questions, whereas in a structured interview, questions are asked at random.
- B. In a semi-structured interview, the interviewer follows a strict script, while in a structured interview, no deviations are allowed.
- C. There is no practical difference between the two approaches.
- **D. 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.**

Antwort: D

Begründung:

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.

33. Frage

Which statement regarding the risk management policy is correct?

- A. A risk management policy cannot be aligned with other internal policies
- **B. A risk management policy should clearly define the organization's risk appetite**
- C. A risk management policy should be developed only after risks are identified
- D. A risk management policy should undergo a review only when the organization's internal context changes

Antwort: B

Begründung:

The correct answer is B. A risk management policy should clearly define the organization's risk appetite. ISO 31000:2018 states that the risk management policy is a key document through which top management expresses its commitment, direction, and expectations regarding risk management. One of the essential elements of this policy is a clear articulation of the organization's risk appetite, which defines the type and level of risk the organization is willing to accept in pursuit of its objectives.

Defining risk appetite within the policy supports consistent decision-making, aligns risk-taking with strategic objectives, and guides managers and employees in managing uncertainty. ISO 31000 emphasizes that risk management should be integrated into governance and strategy, and a clearly defined risk appetite ensures this alignment across all levels of the organization.

Option A is incorrect because ISO 31000 explicitly encourages alignment between the risk management policy and other internal policies, such as strategy, quality, sustainability, and compliance policies. Option C is incorrect because ISO 31000 requires the risk management framework and its components, including the policy, to be continually improved and reviewed regularly, not only when the internal context changes. Option D is incorrect because the policy is a foundational element that guides the entire risk management process, including risk identification.

From a PECB ISO 31000 Lead Risk Manager perspective, a well-defined risk management policy with a clear risk appetite is essential for effective and consistent risk management. Therefore, option B is correct.

34. Frage

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