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PECB ISO 31000 Lead Risk Manager Sample Questions (Q16-Q21):

NEW QUESTION # 16

What is one of the limitations of the Failure Modes and Effects Analysis (FMEA) technique?

- A. It cannot be applied to technical systems and is mainly suitable for administrative processes.
- B. It ignores the consequences of failures.
- C. It can produce overly qualitative results, making it difficult to rank risks by severity or probability.
- **D. It can only be used to identify single failure modes and can become time-consuming and complex for multi-layered systems.**

Answer: D

Explanation:

The correct answer is B. It can only be used to identify single failure modes and can become time-consuming and complex for multi-layered systems. FMEA is a structured technique used to identify potential failure modes, their causes, and effects. While powerful, it has known limitations, particularly when applied to complex systems with many interdependencies.

FMEA typically examines failure modes one at a time, which makes it less effective at capturing interactions between multiple failures or system-wide cascading effects. As system complexity increases, FMEA can become resource-intensive and time-consuming, requiring extensive effort to analyze all components and failure scenarios.

Option A is incorrect because FMEA can be quantitative or semi-quantitative and is often used to rank risks using severity, occurrence, and detection ratings. Option C is incorrect, as FMEA is widely used in technical and engineering contexts. Option D is incorrect because FMEA explicitly analyzes the effects and consequences of failures.

From a PECB ISO 31000 Lead Risk Manager perspective, understanding the limitations of risk assessment techniques is essential for selecting appropriate tools. FMEA is valuable but should be complemented with other techniques when dealing with complex or highly interconnected systems. Therefore, the correct answer is option B.

NEW QUESTION # 17

Scenario 4:

Headquartered in Barcelona, Spain, Solenco Energy is a renewable energy provider that operates several solar and wind farms across southern Europe. After experiencing periodic equipment failures and supplier delays that affected energy output, the company initiated a risk assessment in line with ISO 31000 to ensure organizational resilience, minimize disruptions, and support long-term performance.

A cross-functional risk team was assembled, including representatives from engineering, finance, operations, and logistics. The team began a structured and systematic review of the energy production process to identify potential deviations from intended operating conditions and assess their possible causes and consequences. Using guided discussions with prompts such as "too high," "too low," or "other than expected," they explored how variations in system behavior could lead to operational disruptions or safety risks.

One risk identified was the failure of the main power inverter system at one of the company's key solar facilities—a single point of failure with high production dependence. To better understand this risk, the team used a structured visual technique that mapped the causes leading up to the inverter failure on one side and the potential consequences on the other. It also illustrated the controls that could prevent or mitigate both sides.

During discussions, several team members were inclined to focus on positive evidence supporting the belief that the inverter was reliable, while giving less consideration to contradictory data from maintenance reports. Differing viewpoints were not immediately discussed, as many participants felt more confident agreeing with the general group view that the likelihood of failure was low. It was only after a detailed review of supplier reports that the team revisited their assumptions and adjusted the analysis accordingly.

Ultimately, the likelihood of failure was determined to be "possible" based on annual system monitoring and maintenance records. However, the consequences were potentially severe, including an estimated €450,000 in lost revenue per week of downtime, contract penalties, and negative stakeholder perceptions. The team assumed a potential downtime of two weeks per failure, resulting in a total potential loss of €900,000 per event.

To better quantify the financial exposure to this risk, the team multiplied the estimated probability of failure (10%) by the potential loss per event (€900,000), yielding an annual expected impact of €90,000. This calculation provided a clearer basis for prioritizing the inverter failure risk relative to other risks in the risk register.

Based on the scenario above, answer the following question:

What did the team at Solenco determine when they examined the likelihood and consequences of the inverter failure?

- A. The criteria for risk acceptance
- B. Risk appetite
- **C. The level of risk**
- D. Risk tolerance

Answer: C

Explanation:

The correct answer is A. The level of risk. ISO 31000:2018 defines risk level as the magnitude of a risk, commonly expressed as a combination of the likelihood of an event and its consequences. Determining the level of risk is a core outcome of risk analysis, which aims to develop an understanding of the nature of risk and its characteristics.

In Scenario 4, the Solenco team explicitly assessed both the likelihood ("possible," quantified as 10%) and the consequences (€900,000 per event) of inverter failure. They then combined these elements by calculating an expected annual impact of €90,000. This quantitative combination of likelihood and consequence directly represents the determination of the level of risk, enabling comparison and prioritization within the risk register.

Risk acceptance criteria and risk tolerance relate to decision-making thresholds that determine whether a risk is acceptable or requires treatment. These are defined earlier during context establishment and risk criteria setting, not calculated during risk analysis. Risk appetite refers to the amount and type of risk an organization is willing to pursue and is a strategic-level concept, not a calculated outcome of likelihood and consequence.

From a PECB ISO 31000 Lead Risk Manager perspective, calculating the level of risk supports informed risk evaluation and prioritization. It enables organizations to allocate resources effectively and focus on risks that threaten value creation and protection. Therefore, the correct answer is the level of risk.

NEW QUESTION # 18

According to ISO 31000, what should decision makers and other stakeholders be aware of after risk treatment?

- A. The cost of implementing risk treatment measures
- B. The existence of other potential risks
- **C. The nature and extent of the remaining risk**
- D. The effectiveness and limits of risk treatment activities

Answer: C

Explanation:

The correct answer is C. The nature and extent of the remaining risk. ISO 31000:2018 clearly states that after risk treatment is implemented, organizations must understand and communicate the residual risk—that is, the risk that remains after controls and treatments have been applied.

Decision makers and stakeholders must be aware of the nature (what the risk is) and extent (its level and potential consequences) of the remaining risk to make informed decisions about whether it is acceptable or whether further treatment is required. This awareness supports accountability, governance, and informed risk acceptance decisions.

While understanding the effectiveness and limitations of treatment activities (Option B) is important, ISO 31000 explicitly emphasizes that stakeholders should be informed about what risk remains, not only how treatments performed. Option A is too general and not specific to post-treatment awareness. Option D relates to implementation considerations rather than post-treatment decision-making. From a PECB ISO 31000 Lead Risk Manager perspective, transparency about residual risk is essential to ensure that risk acceptance is deliberate and aligned with risk appetite and tolerance. Therefore, the correct answer is the nature and extent of the remaining risk.

NEW QUESTION # 19

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:

What role was Sophie, the head of Quality Assurance, assigned with?

- A. Information analyst
- **B. Measurement reviewer**
- C. Risk owner
- D. Measurement planner

Answer: B

Explanation:

The correct answer is C. Measurement reviewer. ISO 31000 emphasizes that monitoring and review activities must not only collect data, but also ensure that measurement methods and tools remain appropriate, reliable, and effective over time. This includes validating whether indicators, metrics, and monitoring mechanisms truly reflect risk performance and support decision-making. In Scenario 7, Sophie was explicitly tasked with assessing whether the tools used were suitable for evaluating the effectiveness of the risk management process. This responsibility aligns directly with the role of a measurement reviewer, whose function is to evaluate and validate measurement methods rather than design them or analyze raw data.

A measurement planner would be responsible for designing indicators and defining how measurement should be conducted, which was not Sophie's primary task. An information analyst would focus on interpreting data and producing insights, rather than validating measurement suitability. A risk owner would be accountable for managing a specific risk, which was not described in Sophie's role. ISO 31000 and PECB ISO 31000 Lead Risk Manager guidance highlight that effective monitoring and review require independent or objective assessment of measurement adequacy, ensuring that indicators remain relevant as internal and external contexts change. Sophie's involvement in validating tools and supporting dynamic dashboards further reinforces her reviewer role.

From a PECB ISO 31000 Lead Risk Manager perspective, assigning a measurement reviewer strengthens confidence in monitoring results, supports continual improvement, and enhances governance oversight. Therefore, the correct answer is Measurement reviewer.

NEW QUESTION # 20

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

Answer: B

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 # 21

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