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### PECB ISO 31000 Lead Risk Manager Sample Questions (Q13-Q18):

#### NEW QUESTION # 13

How should risk be managed in the Intolerable region?

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

#### Answer: B

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 # 14

What should an organization consider when selecting the most appropriate risk treatment option(s)?

- A. The potential benefits of the treatment only, ignoring costs or effort
- B. The option that eliminates the most risks regardless of feasibility
- C. The balance between potential benefits in achieving the objectives and costs, effort, or disadvantages of implementation
- D. The costs and required resources only, without considering other benefits of implementation

#### Answer: C

Explanation:

The correct answer is C. The balance between potential benefits in achieving the objectives and costs, effort, or disadvantages of implementation. ISO 31000 emphasizes that risk treatment decisions should be proportionate, informed, and value-focused.

Selecting risk treatment options requires evaluating trade-offs. Organizations must consider how much a treatment option contributes to achieving objectives while also assessing its costs, resource requirements, operational impact, and potential disadvantages. This balanced approach ensures that risk management protects and creates value rather than imposing unnecessary burdens.

Option A is incorrect because focusing solely on cost ignores effectiveness and value creation. Option B is equally flawed, as ignoring costs and effort may lead to unsustainable or impractical solutions. Option D contradicts ISO 31000's emphasis on feasibility, proportionality, and alignment with context.

From a PECB ISO 31000 Lead Risk Manager perspective, effective risk treatment is about making informed choices, not automatically selecting the most aggressive option. Therefore, the correct answer is balancing benefits with costs, effort, and disadvantages.

#### NEW QUESTION # 15

What is the difference between monitoring and review in risk management?

- A. Monitoring focuses on strategic alignment, while review is limited to daily supervision of activities.
- B. Monitoring ensures compliance with regulations, while review ensures compliance with contractual obligations.
- C. Monitoring and review are identical activities and can be used interchangeably.
- D. Monitoring is about continual checking and observing status changes, while review evaluates suitability, adequacy, and effectiveness against objectives.

#### Answer: D

Explanation:

The correct answer is C. ISO 31000 clearly distinguishes between monitoring and review, even though they are closely related and often conducted together.

According to ISO 31000, monitoring is a continual activity focused on checking, supervising, observing, or critically determining the status of risks, controls, and the risk management process. Monitoring helps identify changes in risk levels, emerging risks, or deviations from expected performance in real time or near real time. Examples include tracking key risk indicators, control performance, or incident trends.

In contrast, review is a periodic or event-driven activity aimed at evaluating the suitability, adequacy, and effectiveness of the risk management framework, process, and controls in relation to objectives and context. Reviews assess whether risk management arrangements remain appropriate given changes in internal or external environments, strategy, or stakeholder expectations.

Option A is incorrect because ISO 31000 does not divide monitoring and review along regulatory versus contractual lines. Option B is incorrect because monitoring is not limited to strategic alignment, nor is review limited to daily supervision. Option D contradicts ISO 31000, which explicitly differentiates the two concepts.

From a PECB ISO 31000 Lead Risk Manager perspective, understanding this distinction is essential for effective governance. Monitoring provides early detection, while review supports learning, improvement, and strategic alignment. Therefore, the correct

answer is monitoring is continual checking, while review evaluates suitability, adequacy, and effectiveness.

## NEW QUESTION # 16

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. Risk pooling
- **B. Self-insurance**
- C. Contingent credit lines
- D. Reserve funds

**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 # 17

What is one of the primary purposes of maintaining records in risk management?

- A. To communicate information about risks to decision makers only
- B. To replace the need for monitoring and review
- **C. To track risk management performance and provide an audit trail for verification**
- D. To provide confidence that all risks are completely eliminated

**Answer: C**

#### Explanation:

The correct answer is B. To track risk management performance and provide an audit trail for verification. ISO 31000:2018 emphasizes that maintaining appropriate records is a fundamental element of effective risk management. Records support transparency, accountability, traceability, and continual improvement.

Risk management records enable organizations to track the effectiveness and performance of risk management activities over time. By documenting identified risks, assessments, treatment decisions, monitoring results, and reviews, organizations can evaluate whether risk management processes are working as intended and whether objectives are being achieved.

In addition, maintaining records provides an audit trail, allowing internal and external reviewers to verify that risk management decisions were made systematically, based on evidence, and in line with established criteria and governance requirements. This is particularly important for regulated industries and for demonstrating due diligence.

Option A is incorrect because records serve a broader purpose than communication alone; they support learning, verification, and improvement. Option C is incorrect because ISO 31000 explicitly recognizes that risks cannot be completely eliminated. Option D contradicts ISO 31000, as records complement-not replace-monitoring and review.

From a PECB ISO 31000 Lead Risk Manager perspective, well-maintained records are essential for governance, assurance, and continuous improvement. Therefore, the correct answer is to track risk management performance and provide an audit trail for verification.

#### NEW QUESTION # 18

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