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PECB ISO 31000 Lead Risk Manager Sample Questions (Q52-Q57):

NEW QUESTION # 52

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:

The risk management team of Crestview documented the accepted risks and decided not to inform any stakeholder at this time. Is this acceptable?

- A. No, accepted risks must always be eliminated
- B. Yes, as long as the risks are removed from the risk register after they have been addressed
- **C. No, when the risk is accepted, the stakeholders must be informed to accept the risk**
- D. Yes, once risks are documented, there is no need to inform stakeholders until the risks become critical

Answer: C

Explanation:

The correct answer is C. No, when the risk is accepted, the stakeholders must be informed to accept the risk. ISO 31000 requires that risk acceptance decisions are made transparently and with appropriate authority. Risk acceptance is not merely a technical decision; it is a governance decision that must involve or be communicated to relevant stakeholders.

In Scenario 5, Crestview University documented accepted risks but chose not to inform stakeholders. While documentation is necessary, ISO 31000 emphasizes that communication and consultation should occur throughout the risk management process, including when risks are accepted. Stakeholders with accountability or oversight responsibilities must be aware of accepted risks so they can consciously agree to them and understand their implications.

Option A is incorrect because withholding information undermines transparency and accountability. Option B is incorrect because accepted risks typically remain in the risk register for monitoring, not removal. Option D is incorrect because ISO 31000 recognizes that not all risks can or should be eliminated.

From a PECB ISO 31000 Lead Risk Manager perspective, risk acceptance requires informed consent by authorized stakeholders. Therefore, the correct answer is no, stakeholders must be informed when risks are accepted.

NEW QUESTION # 53

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:

Based on Scenario 7, Maxime introduced a set of measures, including tracking production line stoppages, monitoring raw material price fluctuations, recording nonconformities from inspections, and observing system downtime in packaging lines. What did they use in this case?

- A. Key risk indicators (KRIs)
- B. Risk acceptance criteria
- C. Key performance indicators (KPIs)
- D. Critical control points (CCPs)

Answer: A

Explanation:

The correct answer is C. Key risk indicators (KRIs). ISO 31000 emphasizes that effective monitoring and review require the use of indicators that provide early warning signals about changes in risk exposure. KRIs are metrics specifically designed to signal increasing or decreasing risk levels before adverse events occur.

In Scenario 7, Maxime introduced measures explicitly described as early warning indicators across operational, financial, regulatory, and technological areas. Examples include production line stoppages, defective batches, raw material price volatility, inspection nonconformities, and system downtime. These measures do not merely assess performance outcomes but indicate potential deterioration in risk conditions, which is the defining characteristic of KRIs.

Critical control points (CCPs) are specific stages in a process where controls are applied, commonly used in HACCP, not as monitoring indicators. Key performance indicators (KPIs) focus on performance achievement rather than risk exposure. Risk acceptance criteria define thresholds for accepting risks, not monitoring them.

From a PECB ISO 31000 Lead Risk Manager perspective, KRIs are essential tools for proactive risk monitoring, enabling timely corrective actions and supporting resilience. Therefore, the correct answer is Key risk indicators (KRIs).

NEW QUESTION # 54

Who is responsible for collecting, recording, and storing the data needed for risk measurement?

- A. Risk owners
- B. Information collectors
- C. Measurement clients
- D. Information owners

Answer: B

Explanation:

The correct answer is A. Information collectors. ISO 31000 highlights the importance of clearly defined roles and responsibilities within the monitoring and review process, particularly in relation to data and information management.

Information collectors are responsible for gathering, recording, and storing data used for risk measurement and monitoring. This includes capturing data related to risk indicators, incidents, control performance, audits, inspections, and other relevant sources.

Their role ensures that data is accurate, timely, and available for analysis and reporting.

Measurement clients use the results of risk measurement to support decisions but are not responsible for collecting or storing data.

Information owners are accountable for the quality, integrity, and authorized use of information, but not necessarily for its day-to-day collection. Risk owners are accountable for managing specific risks, not for operating the data collection process.

From a PECB ISO 31000 Lead Risk Manager perspective, assigning clear responsibility for data collection improves reliability, traceability, and consistency in monitoring and review activities. Therefore, the correct answer is Information collectors.

NEW QUESTION # 55

A renewable energy company is conducting a facilitated workshop to review potential risks in its power generation systems. The facilitator uses a list of guidewords and prompts such as "what if?" and "how could?" to encourage participants to discuss possible causes, consequences, and existing controls. Which of the following risk identification techniques is being applied?

- A. Structured What-If Technique (SWIFT)
- B. Checklists, classifications, and taxonomies
- C. Failure Modes and Effects Analysis (FMEA)
- D. Delphi technique

Answer: A

Explanation:

The correct answer is C. Structured What-If Technique (SWIFT). SWIFT is a facilitated, structured risk identification technique that uses guidewords and prompts such as "what if..." and "how could..." to stimulate discussion and identify potential risks, causes, consequences, and existing controls.

In the scenario, the facilitator explicitly used guidewords and open-ended prompts during a workshop, which is characteristic of SWIFT. ISO 31010, which complements ISO 31000, describes SWIFT as a flexible and collaborative technique suitable for workshops and group discussions, particularly when time or resources are limited.

Checklists and taxonomies rely on predefined lists rather than interactive questioning. FMEA focuses on identifying failure modes and their effects in a systematic, often component-level analysis, rather than open-ended facilitated discussion. The Delphi technique uses anonymous expert surveys conducted in multiple rounds, which does not match the described workshop format.

From a PECB ISO 31000 Lead Risk Manager perspective, SWIFT is especially useful for early-stage risk identification and for engaging cross-functional stakeholders. Therefore, the correct answer is Structured What-If Technique (SWIFT).

NEW QUESTION # 56

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

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

Answer: B

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 # 57

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