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## **New ISO-31000-Lead-Risk-Manager Passguide 100% Pass | Professional ISO-31000-Lead-Risk-Manager: PECB ISO 31000 Lead Risk Manager 100% Pass**

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### **PECB ISO 31000 Lead Risk Manager Sample Questions (Q35-Q40):**

**NEW QUESTION # 35**

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

#### Answer: D

#### Explanation:

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.

#### NEW QUESTION # 36

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

#### Answer: B

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 # 37

Which factors should organizations consider when identifying uncertainties that could affect their objectives?

- A. Budget forecasts and audit schedules
- **B. Causes and events, emerging risk indicators, internal capabilities, limitations of available knowledge**
- C. Historical performance trends, fixed policies, departmental procedures
- D. Stakeholder feedback, resource allocation plans, and compliance checklists

**Answer: B**

Explanation:

The correct answer is B. Causes and events, emerging risk indicators, internal capabilities, limitations of available knowledge. ISO 31000 defines risk as the effect of uncertainty on objectives, making the identification of uncertainties a central element of risk management.

Organizations must consider potential causes and events that could lead to deviations from objectives, as well as emerging indicators that signal changing risk conditions. Internal capabilities and constraints influence how well an organization can respond to uncertainty, while limitations in knowledge introduce additional uncertainty.

Option A focuses on static internal information. Option C and D relate more to planning and compliance rather than uncertainty identification.

From a PECB ISO 31000 Lead Risk Manager perspective, identifying uncertainties requires a forward-looking and evidence-based approach. Therefore, the correct answer is causes, events, emerging indicators, capabilities, and knowledge limitations.

### NEW QUESTION # 38

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:

Which risk treatment option did Trunroll use to address the risk of increasing dependence on third-party delivery platforms?

- A. Risk avoidance
- B. Risk sharing
- C. Risk retention
- D. Risk modification

**Answer: A**

#### NEW QUESTION # 39

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.

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.

Based on the scenario above, answer the following question:

In Scenario 5, Crestview University focused on the highest-risk areas first when developing the risk treatment plan. Is this acceptable?

- A. Yes, actions in the risk treatment plan should be prioritized based on processes carrying the highest level of risk.
- B. No, risk treatment plans should address low-impact risks first to build experience.
- C. No, prioritization is not permitted under ISO 31000.
- D. No, all risks should be treated simultaneously to ensure consistency.

**Answer: A**

Explanation:

The correct answer is C. Yes, actions in the risk treatment plan should be prioritized based on processes carrying the highest level of risk. ISO 31000:2018 explicitly supports a risk-based approach to treatment planning, where resources and actions are prioritized according to the significance of risks.

Risk treatment planning aims to allocate resources efficiently and effectively. Addressing the highest-risk areas first ensures that the most significant threats to objectives are reduced as a priority. This is particularly important when resources such as time, budget, and expertise are limited, which is a common organizational reality.

Option A is incorrect because treating all risks simultaneously is often impractical and may dilute focus on critical risks. Option B contradicts ISO 31000's emphasis on proportionality and value protection. Option D is incorrect, as prioritization is a core principle of effective risk management.

From a PECB ISO 31000 Lead Risk Manager perspective, prioritizing risk treatments based on risk level supports informed decision-making, resilience, and protection of value. Therefore, the correct answer is yes, actions should be prioritized based on the highest level of risk.

#### NEW QUESTION # 40

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