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PECB ISO-31000-Lead-Risk-Manager Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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.
Topic 3	• 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.
Topic 4	• 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.
Topic 5	• 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.

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PECB ISO 31000 Lead Risk Manager Sample Questions (Q19-Q24):

NEW QUESTION # 19
What is one of the limitations of the Failure Modes and Effects Analysis (FMEA) technique?

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

Answer: B

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 # 20
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.
To better quantify the financial exposure to inverter failure 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.
Based on the scenario above, answer the following question:
As indicated in Scenario 4, Solenco used Expected Monetary Value (EMV) to calculate the annual expected impact of the inverter failure risk. Is this acceptable?

- A. No, organizations should avoid EMV calculations as they offer a fixed, point-in-time view of risk
- B. No, EMV is only applicable to financial institutions
- C. Yes, organizations need to calculate the EMV of all identified risks, regardless of their impact
- D. Yes, organizations need to calculate the EMV of the identified negative risks only

Answer: D

Explanation:
The correct answer is B. Yes, organizations need to calculate the EMV of the identified negative risks only. ISO 31000 does not mandate specific quantitative techniques but allows organizations to use appropriate methods to analyze risk, provided they support informed decision-making. Expected Monetary Value (EMV) is a commonly used quantitative technique for analyzing negative (downside) risks, particularly where financial impacts can be reasonably estimated.
In Scenario 4, Solenco applied EMV appropriately by combining the probability of failure with the estimated financial consequences. This provided a clear, comparable metric for prioritizing the inverter failure risk relative to other risks in the risk register. ISO 31000 supports such proportional and context-appropriate analysis.
Option A is incorrect because not all risks require EMV calculation; the technique should be applied selectively based on relevance and materiality. Option C is incorrect because ISO 31000 does not prohibit point-in-time quantitative techniques; instead, it encourages combining them with monitoring and review. Option D is incorrect, as EMV is widely used across industries, not only in finance.
From a PECB ISO 31000 Lead Risk Manager perspective, EMV is acceptable and useful for analyzing significant financial risks when assumptions are transparent and results are reviewed regularly. Therefore, the correct answer is Yes, organizations need to calculate the EMV of the identified negative risks only.

NEW QUESTION # 21
Which is an example of a regulatory risk indicator (KRI)?

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

Answer: C

Explanation:
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.

NEW QUESTION # 22
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. Self-insurance
- B. Risk pooling
- C. Contingent credit lines
- D. Reserve funds

Answer: A

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 # 23
How does Hazard Analysis and Critical Control Points (HACCP) help manage risks in processes outside the food industry?

- A. By establishing standard operating procedures to ensure consistent output quality
- B. By eliminating the need for risk assessment
- C. By identifying points to monitor and control critical risks in the process
- D. By scheduling periodic reviews to detect risks after process completion

Answer: C

Explanation:
The correct answer is A. By identifying points to monitor and control critical risks in the process. Although HACCP originated in the food industry, its principles are applicable to many other sectors because it provides a systematic and preventive approach to identifying, evaluating, and controlling risks within processes.
HACCP focuses on identifying critical control points (CCPs)-specific stages in a process where controls can be applied to prevent, eliminate, or reduce risks to acceptable levels. This aligns closely with ISO 31000's emphasis on proactive risk identification, analysis, and treatment. Outside the food industry, HACCP principles can be applied to manufacturing, healthcare, logistics, and energy sectors to manage operational, safety, and quality-related risks.
Option B refers to quality management practices, not risk-focused controls. Option C describes monitoring after completion, whereas HACCP emphasizes preventive control during the process. Option D is incorrect because HACCP complements, rather than replaces, risk assessment.
From a PECB ISO 31000 Lead Risk Manager perspective, HACCP demonstrates how structured methodologies can be adapted across industries to control critical risks at key points, thereby supporting resilience and value protection. Therefore, the correct answer is identifying points to monitor and control critical risks.

NEW QUESTION # 24
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