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

Topic	Details
Topic 1	• 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 2	• 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 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	• 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 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 (Q35-Q40):

NEW QUESTION # 35
How should risk be managed in the Intolerable region?

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

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 # 36
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 its 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:
What role did the top management of Bambino assign to Luca?

- A. Risk owner
- B. Risk manager
- C. Compliance officer
- D. Risk officer

Answer: B

Explanation:
The correct answer is A. Risk manager. According to ISO 31000:2018, the establishment of a risk management framework requires assigning clear roles and responsibilities to ensure effective design, implementation, maintenance, and continual improvement of risk management across the organization. A risk manager (or equivalent role) is typically responsible for facilitating and coordinating the adoption and integration of the risk management framework into organizational processes and decision-making.
In the scenario, Luca was explicitly appointed by top management to facilitate the adoption and integration of the risk management framework, ensure risk awareness, support communication, and embed structured risk management practices into everyday activities. These responsibilities are fully aligned with the role of a risk manager as described in ISO 31000, particularly within the framework elements related to leadership and commitment, integration, design, implementation, and improvement.
Luca's activities went beyond managing a single risk or owning a specific risk exposure. He reviewed governance structures, analyzed internal and external context, aligned objectives with strategy, engaged stakeholders, defined responsibilities, allocated resources, and established communication, reporting, and escalation mechanisms. These are framework-level responsibilities, not risk ownership responsibilities.
Option B. Risk owner is incorrect because a risk owner is accountable for managing a specific risk, including monitoring and treatment, rather than overseeing the overall framework. Option C. Risk officer is not a formally defined role in ISO 31000 and is often used informally or in regulated environments, but the described responsibilities exceed that scope. Option D. Compliance officer is incorrect because Luca's role covered broader risk management activities beyond compliance alone.
From a PECB ISO 31000 Lead Risk Manager perspective, the scenario clearly demonstrates that Luca was acting as a risk manager, making option A the correct answer.

NEW QUESTION # 37
According to ISO 31000, what is the purpose of risk management?

- A. To eliminate all risks
- B. To avoid uncertainty in decision-making
- C. To create and protect value
- D. To ensure compliance with all legal requirements

Answer: C

Explanation:
The correct answer is A. To create and protect value. ISO 31000:2018 explicitly states that the purpose of risk management is the creation and protection of value. This principle is foundational and underpins all other aspects of the risk management framework and process. According to ISO 31000, risk management improves performance, encourages innovation, and supports the achievement of objectives by addressing uncertainty in a structured and informed manner.
ISO 31000 does not define risk management as a mechanism to eliminate all risks. On the contrary, it recognizes that risk-taking is often necessary to pursue opportunities and create value. Attempting to eliminate all risks would be impractical and could hinder innovation, strategic growth, and operational effectiveness. Therefore, option B is incorrect.
Similarly, while compliance with legal and regulatory requirements is an important consideration within risk management, ISO 31000 clearly emphasizes that compliance is not the sole purpose of risk management. Risk management applies to all types of objectives-strategic, operational, financial, reputational, environmental, and social-and goes beyond regulatory compliance alone. Hence, option C is incomplete and incorrect.
ISO 31000 also acknowledges that uncertainty is inherent in organizational activities and decision-making. Risk management does

not aim to remove uncertainty, but rather to understand, assess, and manage it in a way that supports informed decisions. Therefore, option D is incorrect.
From a PECB ISO 31000 Lead Risk Manager perspective, understanding that the ultimate purpose of risk management is value creation and protection is essential. This principle ensures that risk management is integrated into governance, strategy, and operations, supporting sustainable success rather than acting as a purely defensive or compliance-driven function.

NEW QUESTION # 38
What is the main value of scenario analysis in risk identification?

- A. Ranking risks based solely on historical data
- B. Predicting the most likely outcome
- C. Analyzing past scenarios to avoid repetition
- D. Exploring multiple realistic future scenarios and their possible impacts

Answer: D

Explanation:
The correct answer is C. Exploring multiple realistic future scenarios and their possible impacts. Scenario analysis is a forward-looking technique that helps organizations identify risks by examining different plausible future conditions and their potential effects on objectives.
ISO 31000 encourages organizations to consider uncertainty and change. Scenario analysis supports this by moving beyond single-outcome predictions and allowing organizations to explore how combinations of events may unfold. This enhances preparedness and resilience.
Option A is too narrow. Option B is backward-looking. Option D limits insight to past data.
From a PECB ISO 31000 Lead Risk Manager perspective, scenario analysis is valuable for identifying emerging and strategic risks. Therefore, the correct answer is exploring multiple realistic future scenarios.

NEW QUESTION # 39
A company sets the objective "increase the number of internal risk reports submitted each quarter by staff," but it does not define the expected increase or how progress will be tracked. Which SMART criterion is missing in this objective?

- A. Time-bound
- B. Measurable
- C. Achievable
- D. Relevant

Answer: B

Explanation:
The correct answer is A. Measurable. ISO 31000 emphasizes that objectives should be clearly defined to support effective risk management, monitoring, and review. The SMART framework-Specific, Measurable, Achievable, Relevant, and Time-bound-is commonly used to ensure that objectives are well formulated and actionable.
In the given objective, the organization intends to increase the number of internal risk reports submitted each quarter. While the objective is specific and time-bound ("each quarter"), it lacks measurability because it does not define how much of an increase is expected or how success will be measured. Without quantitative targets or defined metrics, it becomes difficult to monitor progress, assess effectiveness, or trigger corrective actions.
Relevance is present, as increasing risk reporting supports a stronger risk culture and better risk identification. Achievability cannot be assessed fully, but the main deficiency highlighted is the absence of measurable criteria.
From a PECB ISO 31000 Lead Risk Manager perspective, measurable objectives are essential for evaluating whether risk management activities deliver intended outcomes. Without measurable indicators, monitoring and continual improvement become ineffective. Therefore, the correct answer is measurable.

NEW QUESTION # 40
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