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PECB ISO 31000 Lead Risk Manager Sample Questions (Q65-Q70):

NEW QUESTION # 65

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

Answer: B

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 # 66

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

Answer: B

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 # 67

Scenario 3:

NovaCare is a US-based healthcare provider operating four hospitals and several outpatient clinics. Following several minor system outages and an internal assessment that revealed inconsistencies in security monitoring tools, top management recognized the need for a structured approach to identify and manage risks more effectively. Thus, they decided to implement a formal risk management process in line with ISO 31000 recommendations to enhance safety and improve resilience.

After identifying key risks, Daniel and the team used a structured questioning approach to repeatedly analyze why each issue occurred, tracing cause-and-effect links and probing deeper until the underlying root causes were identified.

Based on the scenario above, answer the following question:

Which technique did Daniel and his team use to further investigate the cause-and-effect relationships of identified risks and uncover their root causes?

- A. 5W's and 1H method
- **B. 5 Whys technique**
- C. Fault tree analysis
- D. Scenario analysis

Answer: B

Explanation:

The correct answer is B. 5 Whys technique. The 5 Whys technique is a structured root cause analysis method that involves repeatedly asking "why" an issue occurred until the underlying cause is identified. This technique is widely used in risk analysis and

problem-solving to uncover causal relationships rather than addressing symptoms.

In Scenario 3, the team explicitly used a method that involved repeatedly analyzing why each issue occurred and tracing cause-and-effect links. This description directly corresponds to the 5 Whys technique. The method supports ISO 31000's requirement to understand the sources, causes, and drivers of risk during risk analysis.

The 5W's and 1H method (Who, What, When, Where, Why, How) is typically used for information gathering rather than deep root cause analysis. Scenario analysis explores possible future situations rather than identifying root causes of existing issues. Fault tree analysis is a more complex, diagram-based technique not described in the scenario.

From a PECB ISO 31000 Lead Risk Manager perspective, selecting appropriate risk assessment techniques is essential for effective analysis. The 5 Whys technique is suitable for uncovering root causes in operational and process-related risks. Therefore, the correct answer is 5 Whys technique.

NEW QUESTION # 68

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:

Based on Scenario 5, which step of the risk management process is reflected in the actions that promoted clear communication across departments, supported decision-making, enabled continuous improvement, and fostered accountability among stakeholders?

- A. Recording and reporting
- B. Risk evaluation
- C. Monitoring and review
- D. Communication and consultation

Answer: A

Explanation:

The correct answer is A. Recording and reporting. ISO 31000:2018 emphasizes that recording and reporting are essential activities that support transparency, accountability, informed decision-making, and continual improvement in risk management. Recording ensures that information about risks, decisions, assumptions, and treatments is captured systematically, while reporting ensures that this information is communicated to appropriate stakeholders.

In Scenario 5, Crestview University ensured that all activities and decisions were thoroughly documented using standardized templates, that updates were reflected in the system, and that reports included limitations, uncertainty, and confidence levels. These characteristics align directly with the recording and reporting step of the risk management process. ISO 31000 explicitly states that recording and reporting should support governance, oversight, and continuous improvement.

Option B is incorrect because monitoring and review focus on tracking performance and changes over time, not primarily on documentation and communication. Option C is incorrect because communication and consultation emphasize engagement and dialogue with stakeholders rather than formal documentation. Option D is incorrect because risk evaluation compares analyzed risks against criteria.

From a PECB ISO 31000 Lead Risk Manager perspective, structured recording and reporting are critical to ensure traceability and

learning. Therefore, the correct answer is recording and reporting.

NEW QUESTION # 69

Scenario 1:

Gospeed Ltd. is a trucking and logistics company headquartered in Birmingham, UK, specializing in domestic and EU road haulage. Operating a fleet of 25 trucks for both heavy loads and express deliveries, it provides transport services for packaged goods, textiles, iron, and steel. Recently, the company has faced challenges, including stricter EU regulations, customs delays, driver shortages, and supply chain disruptions. Most critically, limited and unreliable information has created uncertainty in anticipating delays, equipment failures, or regulatory changes, complicating decision-making.

To address these issues and strengthen resilience, Gospeed's top management decided to implement a risk management framework and apply a risk management process aligned with ISO 31000 guidelines. Considering the importance of stakeholders' perspectives when initiating the implementation of the risk management framework, top management brought together all relevant stakeholders to evaluate potential risks and ensure alignment of risk management efforts with the company's strategic objectives. The top management outlined the general level and types of risks it was prepared to take to pursue opportunities, while also clarifying which risks would not be acceptable under any circumstances. They accepted moderate financial risks, such as fuel price fluctuations or minor delays, but ruled out compromising safety or breaching regulations.

As part of the risk management process, the company moved from setting its overall direction to a closer examination of potential exposures, ensuring that identified risks were systematically analyzed, evaluated, and treated. Top management examined the main operational factors that significantly influence the likelihood and impact of risks. This analysis highlighted concerns related to supply chain disruptions, technological failures, and human errors.

Additionally, Gospeed's top management identified several external risks beyond their control, including interest rate changes, currency fluctuations, inflation trends, and new regulatory requirements. Consequently, top management agreed to adopt practical strategies to protect the company's financial stability and operations, including hedging against interest rate fluctuations, monitoring inflation trends, and ensuring compliance through staff training sessions.

However, other challenges emerged when top management pushed forward with a new contract for international deliveries without fully considering risk implications at the planning stage. Operational staff raised concerns about unreliable customs data and potential delays, but their input was overlooked in the rush to secure the deal. This resulted in delivery setbacks and financial penalties, revealing weaknesses in how risks were incorporated into day-to-day decision-making.

Based on the scenario above, answer the following question:

Based on Scenario 1, Gospeed recognized potential risks beyond its control, including interest rate changes, currency fluctuations, inflation trends, and new regulatory requirements. What type of risks did they identify?

- A. Operational risk
- B. Unsystematic risk
- **C. Systematic risk**
- D. Opportunity-based risk

Answer: C

Explanation:

The correct answer is A. Systematic risk. ISO 31000:2018 explains that risks can originate from both internal and external contexts. Systematic risks are external risks that affect a wide range of organizations simultaneously and are largely beyond the control of a single organization. These risks arise from macroeconomic, political, regulatory, and environmental conditions.

In the scenario, Gospeed identified risks such as interest rate changes, currency fluctuations, inflation trends, and new regulatory requirements. These risks are not specific to Gospeed's internal operations; rather, they stem from the broader economic and regulatory environment. According to ISO 31000, understanding the external context-including economic conditions, legal and regulatory environments, and market dynamics-is a fundamental step in effective risk management.

Unsystematic risks, by contrast, are organization-specific risks that can often be managed or reduced through internal controls, such as equipment failures or human errors. While Gospeed did face such risks, the question explicitly focuses on risks beyond the company's control, which aligns with the definition of systematic risk.

Opportunity-based risk is also incorrect because, although ISO 31000 recognizes that risk may have positive or negative effects, the examples listed in the question clearly represent threats rather than opportunities.

From a PECB ISO 31000 Lead Risk Manager perspective, correctly identifying systematic risks is essential for setting risk criteria, defining risk appetite, and selecting appropriate risk treatment strategies such as hedging, compliance monitoring, and strategic planning. Therefore, the risks described in the scenario are correctly classified as systematic risks.

NEW QUESTION # 70

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