

MORF.76q

Number: MORF
Passing Score: 800
Time Limit: 120 min



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MORF

Management of Risk Foundation

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Exam A

QUESTION 1

Which is NOT a recommended risk response option for an 'opportunity'?



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- A. Enhance
- B. Transfer
- C. Share
- D. Reduce

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2

Which is a purpose of the 'risk management policy'?

- A. Explain the actions required to implement risk management
- B. Define the Specific risk management activities that will be performed for an activity
- C. Describe how risk management practices will be implemented throughout an organization
- D. Record information about threats and opportunities for an organizational activity

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 3

What is the goal of the 'assess - estimate' step?

- A. Identify the threats and opportunities facing the organizational activity
- B. Estimate and agree the budget required to manage risks to the activity
- C. Assess the effectiveness of the risk management processes within an organization
- D. Determine the risks with the greatest effect on activities objectives

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

Which BEST describes an area of uncertainty at the programme perspective?

- A. Disruptions to operations during business change implementation
- B. Introduction of new laws that affect core business activities
- C. Availability of resources for the day-to-day delivery of services to customers
- D. Changes to the scope of defined business products

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

Which heading in a 'risk register is used to record the area of uncertainty?

- A. Cause
- B. Event
- C. Effect
- D. Probability

Correct Answer: B

Section: (none)
Explanation

Explanation/Reference:

QUESTION 6

Which perspective ensures risk management maintains a view of the adequacy of controls that support service delivery to satisfy the fits the context principle?

- A. Strategic
- B. Programme
- C. Operational
- D. Project

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 7

Which BEST describes an area of uncertainty at the programme perspective?



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- A. Schedule of business products to time and cost
- B. Availability of skills to deliver services to new and existing customers
- C. Implementing new business practices across organizational boundaries
- D. Legislation that affects core business activities

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 8

Which is a common barrier to implementing the risk management process?

- A. Lack of a high-risk appetite at senior management level
- B. Lack of an appropriate response to a risk in an activity's risk register
- C. Lack of an assigned risk owner
- D. Lack of policies, processes, strategies and plans

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 9

What are the M_o_R principles informed by?

- A. Statements of internal control
- B. International standard for risk management ISO31000:2009
- C. Public Company Accounting and Reform and Investor Protection Act
- D. Basel Accord (Basel II)

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 10

Who does a 'risk actionee' keep up to date on progress when implementing a response to a risk?

- A. Senior team
- B. Audit committee

- C. Risk owner
- D. Team

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11

Identify the missing word in the following sentence. Applying the 'aligns with objectives' principle at the [?] perspective ensures risk management is responsive to changes to objectives that meet shareholder needs, reputation and demand for services.

- A. operational
- B. project
- C. programme
- D. strategic

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 12

Which BEST describes an area of uncertainty at the programme perspective?

- A. Changes to customer requirements for business products
- B. Interdependences between business change initiatives
- C. Ability of the infrastructure to meet the required level of service
- D. Operational activities that may affect the organizational reputation

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 13

Identify the missing words in the following sentence. Because organizations [?] they need to use the environmental risk management' specialism.

- A. are concerned about stakeholder perceptions
- B. see brand and reputation as key assets
- C. face financial penalties for polluting waterways
- D. fail to deliver minimum standards

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 14

Which action is NOT needed in order for risk management to be effective?



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- A. Identify the risk
- B. Eliminate the risk
- C. Assess the risk
- D. Control the risk

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 15

Which is a benefit of effective risk management?

- A. Activity plans are agreed before the activity commences
- B. Staff members are better prepared to respond to incidents
- C. Removes the organization's need to take risks
- D. Guarantees business benefits will be delivered

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 16

What is a 'central risk function'?

- A. A group with formal responsibility for supporting strategic risk management
- B. A group that may pose a risk to objectives through its opposition to plans
- C. A group responsible for approving the funding for risk management
- D. A group that acts on risks escalated from other perspectives

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

Which is a use of the risk management policy in the 'identify - context' step for an activity?

- A. Recording departures from the risk management process guide
- B. Identifying the activity-specific categories to be used for grouping risks
- C. Providing guidance on setting risk tolerance thresholds
- D. Defining the records to be used

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 18

Which effect on the organization's objectives could the PESTLE analysis technique help to identify

- A. Risk exposure trends
- B. Current external factors
- C. Long-term developments
- D. Internal strengths

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 19

Which BEST describes an area of uncertainty at the operational perspective?

- A. Variation to the schedule of a defined business product
- B. Availability of skills required to deliver services to customers
- C. Minimizing disruptions to customer services during transformational change
- D. Damage to the organization's infrastructure

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 20

Which M_o_R principle advocates that an organization's risk appetite should be within the organization's risk capacity?

- A. Aligns with objectives
- B. Fits the context
- C. Informs decision-making
- D. Provides clear guidance

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 21

Which is a benefit of effective risk management?

- A. Successful completion of all change activities
- B. Organizations are better prepared to recover from unplanned incidents
- C. Eliminates risk-taking within an organization
- D. Guarantees business benefits will be delivered

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 22

Which BEST describes the 'reduce the threat' risk response option?

- A. Changing the planned tasks in an activity
- B. Performing an action to minimize the chance of a risk impacting objectives
- C. Monitoring a risk to ensure it remains within acceptable tolerance
- D. Partaking in a pain/gain contract with another party for a specified risk

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 23

What is defined as the level of risk exposure that, once exceeded, will trigger an escalation?

- A. Risk appetite
- B. Risk capacity
- C. Risk tolerance
- D. Risk perception

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 24

Which information is NOT found in the risk management process guide?



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- A. Which templates are to be used on a project
- B. Why standard forms should be used
- C. Where to find a blank risk register
- D. How to use an issue register

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 25

Which can be used to measure the impact a risk management awareness programme has on an organization?

- A. Gateway reviews
- B. Benchmarking
- C. Risk questionnaires
- D. Brainstorming

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 26

Which is NOT a use of the 'SWOT analysis' technique?

- A. Identify external factors that may have an effect on the organization's objectives
- B. Create an understanding of a current market position
- C. Identify long-term developments that could affect the organization's objectives
- D. Provide an internal and external environmental analysis when used with other techniques

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 27

Which is a responsibility of the senior team role?

- A. Approve assessments of risk probability, impact and proximity
- B. Specify the required budget to fund risks
- C. Document the importance of risk management towards achieving organizational objectives
- D. Agree the timing of risk progress reports for an activity

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 28

Which is a common barrier to implementing the risk management process?

- A. Lack of a high-risk appetite at senior management level
- B. Lack of an appropriate response to a risk in an activity's risk register
- C. Lack of an assigned risk owner
- D. Lack of risk facilitation resources and time

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 29

What may be recorded in the risk register during the 'identify - risks' step?

- A. The probability and impact of an identified risk
- B. An action required to mitigate an identified risk
- C. A risk description expressed as a cause, event and effect
- D. The risk actionee for an identified risk response

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 30

Which is a benefit of effective risk management?

- A. Successful completion of all change activities
- B. Eliminates risk-taking within an organization
- C. Improves the chances of organizational changes being successful
- D. Guarantees business benefits will be delivered

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 31

Which is a purpose of the risk management process guide?

- A. Explain how the risk management steps will be carried out across the organization
- B. Describe the specific risk management activities that will be performed on a particular organizational activity
- C. Explain how risk management practices will be implemented throughout an organization
- D. Describe the steps required to improve the level of risk management within an organization

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 32

What is the purpose of using an M_o_R 'health check'?

- A. Understand the nature of risks facing an organization and the actions needed to respond
- B. Provide alternative assurance and approval processes at key decision points within a programme
- C. Examine an organization's current risk management practices to identify areas for improvement
- D. Show which organizational activities that risk management should be applied to

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 33

Identify the missing word(s) in the following sentence. The risk [?] used during the 'implement' step compares the performance of response actions with their planned outcomes.

- A. register
- B. management strategy
- C. progress report
- D. response plan

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 34

What is represented graphically on a 'summary risk profile'?

- A. Proximity of the identified risks
- B. Information found in the risk register
- C. Summary of the actions required to respond to the risks in the activity
- D. Risk capacity for the activity

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 35

Which is a definition of a risk maturity model?

- A. A framework of mature practices for appraising an organization's risk management competency
- B. A tool for checking the health of current risk management
- C. An assessment of an organization's risk management practice
- D. A self-assessment check that the principles have been applied well

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 36

Which is a method for obtaining senior management commitment and support for understanding and managing risk?



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- A. Developing management of risk guidance handbooks and training materials
- B. Ensuring the risk management function has a direct reporting line to a senior executive
- C. Escalating risks from the programme, project or operational perspectives to higher levels as required
- D. Making formal assessments of management of risk implementation in areas of concern

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 37

What document describes how risk management activities relate to the achievement of strategic objectives?

- A. Risk progress report
- B. Risk management process guide

- C. Risk management policy
- D. Risk register

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 38

Which is a central 'M_o_R approach' document?

- A. Risk management policy
- B. Risk register
- C. Risk improvement plan
- D. Risk communications plan

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 39

What is corporate governance?

- A. A sound system of internal control to ensure that effective management systems have been established to protect the organization
- B. The systematic application of principles, an approach and a process to the tasks of managing risk
- C. A plan for the fast and efficient resumption of essential business services
- D. A standard set of high-level criteria against which the degree of difficulty of a proposed project is assessed

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 40

What is the initial probability recorded in the risk register based on?

- A. Proximity of the risk
- B. Stage of the activity
- C. Post-response assessment
- D. Pre-response assessment

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 41

Which activity is focused on when the 'aligns with objectives' principle is applied to the project perspective?

- A. Delivering a defined business change product within budget
- B. Maintaining the appropriate level of business services to customers
- C. Enhancing an existing capability to improve organizational performance
- D. Ensuring the on-going viability of the organization

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 42

What is the lack of senior management support a common barrier to?

- A. Identifying key performance indicators
- B. Developing a risk communications plan
- C. Implementing the steps in the risk management process
- D. Involving stakeholders in risk identification

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 43

What principle promotes dialogue with affected parties in a timely manner to help achieve organizational objectives?

- A. Achieves measurable value
- B. Aligns with objectives
- C. Engages stakeholders
- D. Fits the context

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 44

What are the M_o_R principles informed by?

- A. Corporate governance principles
- B. Statement of internal control
- C. M_o_R approach
- D. Basel II

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 45

Which step has a goal of checking the success of risk responses?

- A. Plan
- B. Assess - evaluate
- C. Implement
- D. Assess – estimate

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 46

Identify the missing words in the following sentence. The primary outcome of the [?] principle is that organizations learn from their mistakes.

- A. achieves measurable value
- B. provides clear guidance
- C. creates a supportive culture
- D. facilitates continual improvement

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 47

Which is a responsibility of the M_o_R senior team role?

- A. Ensure adequate resources are available to implement the risk management strategy
- B. Ensure an escalation process is in place
- C. Maintain ownership of the risk management policy
- D. Develop plans to improve risk management

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 48

What is the difference between a risk and an issue?



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- A. A risk is impacting objectives now, an issue may have an impact on objectives
- B. A risk has a negative impact on objectives, an issue has a positive impact on objectives
- C. A risk can impact on all activities, an issue impacts on project deliverables only
- D. A risk may have an impact on objectives, an issue is impacting objectives now

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 49

Identify the missing word in the following sentence, The focus of risk management at the [?] perspective is delivering a defined business product through a temporary organization. .

- A. strategic
- B. project
- C. programme
- D. operational

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 50

Which is NOT a use of the 'horizon scanning' technique?

- A. Assessing how emerging trends could affect the organization's objectives
- B. Facilitating the identification of changes that may affect the organization's risk exposure
- C. Identifying long-term developments that could affect the organization's objectives
- D. Conducting a wide scan of the current external environment

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 51

Which is a purpose for carrying out an 'M_o_R health check'?

- A. Provide a snapshot of the current status of identified risks
- B. Review how well risk management practices have been embedded
- C. Examine future developments that may affect an organization's level of exposure to risk
- D. Identify the number of risks emerging in different risk categories

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 52

What is an opportunity?

- A. An uncertain event that could have a negative impact on objectives or benefits
- B. An uncertain event that could have a favourable impact on objectives or benefits
- C. An event that has occurred resulting in a negative impact on objectives or benefits

D. An event that has occurred resulting in a favourable impact on objectives or benefits

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 53

Identify the missing words in the following sentence. The primary outcome of the [?] principle is that the identification of risks is thorough.

- A. engages stakeholders
- B. provides clear guidance
- C. creates a supportive culture
- D. facilitates continual improvement

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 54

What risk management specialism is focused on ensuring an organization keeps operating following an incident?

- A. Business continuity management
- B. Safety and security
- C. Health and safety
- D. Financial risk management

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 55

Which perspective would the 'fits the context' principle be applied to in order to identify laws that impact core business activities?

- A. Strategic
- B. Programme
- C. Project
- D. Operational

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 56

Which is a use of the 'SWOT analysis' technique?

- A. Estimating the market share of competitors
- B. Examining regulatory and corporate governance requirements
- C. Informing of the status of the risks facing an activity
- D. Identifying future developments that are at the margins of current thinking

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 57

Which is used in the calculation of 'inherent' risk exposure?

- A. Likelihood of a secondary risk occurring
- B. Effect on objectives if a risk occurs after completed risk response actions
- C. Probability of a risk before risk response actions are implemented
- D. Proximity of a risk before risk response actions are implemented

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 58

Which is a responsibility of the M_o_R assurance role?

- A. Ensure the availability of staff to implement the risk management strategy
- B. Validate assessment of individual risks
- C. Develop plans to improve risk management
- D. Advise the senior team that the correct risk management roles exist

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 59

Which statement describes the 'avoid a threat' risk response option?

- A. Perform an action to minimize the impact of the risk should it occur
- B. Remove the cause of the threat
- C. Obtain an insurance policy to cover the impact should the risk occur
- D. Partake in a pain/gain contract with another party for the specified risk

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 60

Which sub-steps are included in the 'assess' step?

- A. Plan and evaluate
- B. Estimate and evaluate
- C. Context and risks
- D. Context and estimate

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 61

Which perspective is concerned with decisions about risks to long-term objectives that may not become apparent until well into the future?

- A. Strategic
- B. Programme
- C. Project
- D. Operational

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 62

Which is NOT described in the M_o_R risk management process guide?



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- A. Roles and responsibilities for the process
- B. Tools and techniques to support the risk management process steps

- C. Procedures for escalation and delegation between the different perspectives
- D. Templates, their purpose and locations

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 63

Which describes the 'reduce a threat' risk response option?

- A. Perform an action to minimize the impact and/or probability of the risk
- B. Remove the cause of the threat
- C. Obtain an insurance policy to cover the impact should the risk occur
- D. Partake in a pain/gain contract with another party for the specified risk

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 64

What document separately describes the steps required to implement risk management within an organization?

- A. Risk management policy
- B. Risk management process guide
- C. Risk management strategy
- D. Business continuity plan

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 65

Which BEST describes an area of uncertainty at the strategic perspective?

- A. Changes to scope, quality, cost and schedule of business products
- B. Impact of business changes on current organizational performance
- C. Ability of the infrastructure to meet the required level of service
- D. Stakeholder opinions of operational activities that may affect the organizational reputation

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 66

What does a 'risk management strategy' describe?

- A. Series of steps needed to implement risk management
- B. Specific risk management practices that will be performed within an activity
- C. Risk management policies that will be implemented throughout an organization
- D. Processes required to improve risk management within an organization

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 67

Which risk response option 'takes the chance' that the risk will occur, with its full impact if it did?

- A. Accept the risk
- B. Transfer the risk
- C. Share the risk
- D. Prepare contingent plans

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 68

What provides an analysis of trends of risks in different risk categories?

- A. Risk management strategy
- B. Risk progress report
- C. Risk communications plan
- D. Risk improvement plan

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 69

Which action does NOT contribute to achieving the goal of the 'identify - risks' step?

- A. Describe risks faced by the organization that may prevent an activity from succeeding
- B. Define an activity's key performance indicators
- C. Obtain information about the external and internal factors that may affect the planned activity
- D. Understand a stakeholder's view of an activity's risk profile

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 70

Which is provided by the 'M_o_R principles'?

- A. Guidance for the design of a risk management approach
- B. Design for an organization's corporate governance policy
- C. Criteria used to measure the development of risk management
- D. Inputs, outputs, tasks and techniques needed to implement risk management

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 71

What defines the threshold levels of risk exposure that when exceeded will trigger a response?

- A. Risk perception
- B. Risk capacity
- C. Risk tolerance
- D. Risk appetite

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 72

What M_o_R principle states that managing risks is most effective when staff members are rewarded for proactive risk management behaviour?

- A. Informs decision-making
- B. Facilitates continual improvement
- C. Creates a supportive culture
- D. Achieves measurable value

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 73

Which is a benefit of effective risk management?

- A. Guarantees business benefits will be delivered
- B. Increases the number of risks that may occur for an activity
- C. Improves the probability of achieving objectives
- D. Eliminates risk to an activity

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 74

Which describes the cause of a risk?

- A. Likelihood of the risk occurring
- B. Potential trigger point for a risk
- C. Impact of the risk on an activity
- D. Risk remaining after implementing a risk response

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 75

Which is a responsibility of the team?

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- A. Ensure adequate resources are available to implement the risk management strategy
- B. Run risk management workshops
- C. Develop the risk improvement plan
- D. Identify and escalate risks

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 76

Which is needed together with the risk management policy and risk management process guide to form an 'M_o_R approach'?

- A. Risk response plan
- B. Risk progress report
- C. Risk register
- D. Risk management strategy

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

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