

## Selftestengine MORF 140q

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Passing Score: 800  
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MORF

Management of Risk Foundation



I only used these questions and got 900 marks with this. Perfect Show.

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## Exam A

### QUESTION 1

Which is a purpose of using a risk maturity model?

- A. Identify where the application of risk management within an organization can be improved
- B. Understand the nature of risks facing an organization and the actions needed to respond
- C. Provide independent risk information at key decision points within a programme or project
- D. Show to which organizational activities risk management should be applied

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

### QUESTION 2

Which does the SWOT analysis technique help to identify about an organization?

- A. Long-term trends
- B. Stakeholder views
- C. Corporate governance requirements
- D. Internal strengths

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

### QUESTION 3

Which technique can be used to clarify potential sources of risks across an activity?

- A. Probabilistic risk models
- B. Summary risk profiles
- C. Risk breakdown structure

D. Decision trees

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 4**

What objectives are associated with decisions on risks to the achievement of long-term goals?



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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 5**

Which explains a use of the risk management policy in the identify context' step?

- A. Identifies changes to the organization's market
- B. Identifies how past events could become sources of risk
- C. Describes how corporate governance will affect the risk management process
- D. Understand the maximum amount of risk that should be taken

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**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 6**

What step is used to determine those risks which have the greatest effect on the objectives of a planned activity?

- A. Identify
- B. Assess
- C. Plan
- D. Implement

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 7**

Which is NOT a reason for carrying out an `M\_o\_R health check?

- A. Identify areas for improvement
- B. Help gain maximum value from investment in risk management
- C. Provide a snapshot of the current status of identified risks
- D. Review how well risk management practices have been embedded

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 8**

Which is NOT an action needed to achieve the goal of the 'assess - evaluate' step?

- A. Determine which other risks will occur if a risk occurs
- B. Calculate the total risk exposure for the activity
- C. Evaluate the effectiveness of risk management across the organization
- D. Determine which risks are independent of other risks

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 9**

Which role provides sponsorship to ensure that risk management is embraced within the organization?

- A. Senior manager
- B. Manager
- C. Assurance
- D. Risk specialist

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 10**

What step is used to determine the time period when a risk might occur?

- A. Identify - risks
- B. Assess - estimate
- C. Assess - evaluate
- D. Identify context

**Correct Answer:** B

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 11**

How is the risk progress report used in the 'implement' step?

- A. Identify the status against the activity's stated measures for risk management
- B. Identify the scales used to measure the probability and impact of a risk
- C. Describe actions to enhance how risk management is performed
- D. Gain agreement for the amount of risk that can be taken

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 12**

Which document describes how risk management activities will support the achievement of corporate objectives throughout an organization?



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- A. Risk management strategy
- B. Risk management process guide
- C. Risk progress report
- D. Risk management policy

**Correct Answer: D**

**Section: (none)**

## Explanation

### Explanation/Reference:

Explanation:

### QUESTION 13

Which is a goal of the 'assess - evaluate' step?

- A. Evaluate the impact, probability and how soon risks might occur
- B. Calculate the net effect of risks facing the activity
- C. Assess and evaluate the effectiveness of procedures for managing risks
- D. Evaluate the net cost of planned risk responses

**Correct Answer:** B

**Section:** (none)

**Explanation**

### Explanation/Reference:

Explanation:

### QUESTION 14

Which of the M\_o\_R framework core concepts is informed by corporate governance principles and the international standard for risk management ISO31000:2009?

- A. M\_o\_R approach
- B. M\_o\_R principles
- C. M\_o\_R process
- D. Embedding and reviewing M\_o\_R

**Correct Answer:** B

**Section:** (none)

**Explanation**

### Explanation/Reference:

Explanation:

### QUESTION 15

What ensures that an organization's implementation of the M\_o\_R approach' and 'M\_o\_R process' undergoes frequent improvement to remain effective?

- A. Corporate governance

- B. Internal controls
- C. Embedding and reviewing
- D. Contingency planning

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 16**

Identify the missing words in the following sentence. The lack of [ ? ] is a common barrier to implementing the risk management process.

- A. a high-risk appetite
- B. appropriate responses to risks
- C. clear guidance for managers and staff
- D. an assigned risk owner

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 17**

What step is used to determine the likelihood of a risk occurring?

- A. Identify - risks
- B. Assess - estimate
- C. Assess - evaluate
- D. Identify context

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 18**

What is risk exposure?

- A. Amount of risk the organization, or subset of it, is willing to accept
- B. Maximum amount of risk that an organization can bear
- C. Combined effect of risks to a set of objectives
- D. System by which organizations are directed and controlled

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 19**

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

- A. Implementing business strategy to improve organizational performance
- B. Developing plans to improve the overall efficiency of the organization
- C. Maintaining the appropriate levels of service delivery to new and existing customers
- D. Delivering defined business change products within budget and on time

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 20**

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



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- A. Changes to the delivery schedule of business products
- B. Conflicts during the implementation of business strategy
- C. Capabilities of the infrastructure to deliver services
- D. Opinions of stakeholders that may affect the organizational reputation

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 21**

Which task will be carried out while performing the 'identify - risks' step?

- A. Calculating when an identified risk is likely to occur
- B. Ranking the importance of the stakeholders involved in the activity
- C. Ensuring that all participants agree on the identified risks
- D. Developing an appropriate response to the identified risks

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 22**

Identify the missing word in the following sentence. The impact of risks to organizational goals at the [ ? ] perspective may only become noticeable far into the future.

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 23**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 24**

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:**

Explanation:

### **QUESTION 25**

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 an activities objectives

**Correct Answer:** D

**Section:** (none)

## **Explanation**

### **Explanation/Reference:**

Explanation:

### **QUESTION 26**

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:**

Explanation:

### **QUESTION 27**

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:**

Explanation:

**QUESTION 28**

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:**

Explanation:

**QUESTION 29**

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

- 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:**

Explanation:

**QUESTION 30**

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:**

Explanation:

**QUESTION 31**

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:**

Explanation:

**QUESTION 32**

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:**

Explanation:

**QUESTION 33**

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:**

Explanation:

**QUESTION 34**

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



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- 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:**

Explanation:

**QUESTION 35**

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:**

Explanation:

**QUESTION 36**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 37**

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:**

Explanation:

**QUESTION 38**

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:**

Explanation:

**QUESTION 39**

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:**

Explanation:

**QUESTION 40**

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:**

Explanation:

**QUESTION 41**

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:**

Explanation:

**QUESTION 42**

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:**

Explanation:

**QUESTION 43**

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:**

Explanation:

**QUESTION 44**

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

- A. Changing the planned tasks in an activity
- B. Performing an action to minimise 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:**

Explanation:

**QUESTION 45**

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:**

Explanation:

**QUESTION 46**

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

- 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:**

Explanation:

**QUESTION 47**

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:**

Explanation:

**QUESTION 48**

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:**

Explanation:

**QUESTION 49**

Which is a responsibility of the senior team role?



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- 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

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D. Agree the timing of risk progress reports for an activity

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 50**

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:**

Explanation:

**QUESTION 51**

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:**

Explanation:

**QUESTION 52**

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:**

Explanation:

**QUESTION 53**

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:**

Explanation:

**QUESTION 54**

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:**

Explanation:

**QUESTION 55**

What objectives are associated with decisions about risks to the delivery of business change capabilities?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 56**

Which information does the 'PESTLE analysis' technique help to discover?

- A. Identification of who should communicate with key stakeholders involved in an activity
- B. Risks identified on previous similar activities
- C. External factors that may have an impact on an activity
- D. Future developments that are at the margins of current thinking and planning

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 57**

Identify the missing words in the following sentence. The [ ? ] technique is used to measure the net effect of the threats and opportunities facing an activity.

- A. cost-benefit analysis
- B. summary expected value assessment
- C. summary risk profile
- D. impact assessment

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 58**

Which specialism has been developed to offer business as usual in the quickest possible time in the event of an emergency?

- A. Incident and crisis management
- B. Business continuity management
- C. Health and safety management
- D. Reputational risk management

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 59**

Which is a goal of the 'plan' process step?

- A. Choose appropriate actions to deal with risks
- B. Set the risk tolerance of an activity
- C. Agree the timing of the risk communications plan
- D. Understand an activity's pre-response risk exposure

**Correct Answer:** A

**Section:** (none)

## **Explanation**

### **Explanation/Reference:**

Explanation:

### **QUESTION 60**

What is a threat?

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

**Correct Answer:** A

**Section:** (none)

## **Explanation**

### **Explanation/Reference:**

Explanation:

### **QUESTION 61**

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:**

Explanation:

### **QUESTION 62**

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:**

Explanation:

#### **QUESTION 63**

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:**

Explanation:

#### **QUESTION 64**

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

- 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:**

Explanation:

**QUESTION 65**

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:**

Explanation:

**QUESTION 66**

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:**

Explanation:

**QUESTION 67**

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:**

Explanation:

**QUESTION 68**

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:**

Explanation:

**QUESTION 69**

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:**

Explanation:

**QUESTION 70**

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:**

Explanation:

**QUESTION 71**

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:**

Explanation:

**QUESTION 72**

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:**

Explanation:

**QUESTION 73**

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



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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 74**

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

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**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 75**

Which is used to review how well an organization has embedded M\_o\_R?

- A. Risk improvement plan
- B. Monetary benefit measurement
- C. Risk management health check
- D. Early warning indicators

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 76**

Which is a responsibility of the M\_o\_R manager role?

- A. Define risk tolerance thresholds
- B. Prepares risk workshop materials
- C. Defines how much risk should be taken
- D. Ensures a risk review process is in operation

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 77**

Which is used to determine 'inherent' risk exposure?

- A. Impact of a secondary risk if it occurs
- B. Likelihood of a risk occurring after completed risk response actions
- C. Effect on objectives if a risk occurs before starting to tackle risks
- D. Proximity of a risk after implementation of risk response actions

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 78**

Which is NOT a method for obtaining senior management commitment and support for understanding and managing risk?

- A. Having a board-level sponsor defined and communicated to all staff
- B. Undertaking qualitative and quantitative assessment of risks
- C. Communicating risk management successes
- D. Having risk delivery linked to performance objectives

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 79**

What principle is supported by early warning indicators?

- A. Engages stakeholders
- B. Fits the context
- C. Aligns with objectives
- D. Informs decision-making

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 80**

What is an issue?

- A. An uncertain event that may occur in the future
- B. An outcome perceived as negative by one or more stakeholders
- C. An intangible artefact produced as a result of a planned activity
- D. A relevant event that has happened requiring management action

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 81**

Which describes the risk response option 'share the risk'?

- A. Perform an action to minimise the impact of the risk should it occur
- B. Carry out an action to make the uncertain situation certain
- 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:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 82**

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:**

Explanation:

**QUESTION 83**

What is the difference between a risk and an issue?

- 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:**

Explanation:

**QUESTION 84**

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:**

Explanation:

**QUESTION 85**

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:**

Explanation:

**QUESTION 86**

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:**

Explanation:

**QUESTION 87**

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:**

Explanation:

**QUESTION 88**

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:**

Explanation:

**QUESTION 89**

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:**

Explanation:

**QUESTION 90**

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:**

Explanation:

#### **QUESTION 91**

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:**

Explanation:

#### **QUESTION 92**

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:**

Explanation:

**QUESTION 93**

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:**

Explanation:

**QUESTION 94**

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

- A. Perform an action to minimise 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:**

Explanation:

**QUESTION 95**

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:**

Explanation:

**QUESTION 96**

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:**

Explanation:

**QUESTION 97**

Which is NOT described in the M\_o\_R risk management process guide?

- 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:**

Explanation:

**QUESTION 98**

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

- A. Perform an action to minimise 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:**

Explanation:

**QUESTION 99**

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:**

Explanation:

**QUESTION 100**

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:**

Explanation:

**QUESTION 101**

What does a 'risk management strategy' describe?



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- 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:**

Explanation:

**QUESTION 102**

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

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D. Prepare contingent plans

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 103**

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:**

Explanation:

**QUESTION 104**

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:**

Explanation:

**QUESTION 105**

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:**

Explanation:

**QUESTION 106**

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:**

Explanation:

**QUESTION 107**

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:**

Explanation:

**QUESTION 108**

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:**

Explanation:

**QUESTION 109**

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:**

Explanation:

**QUESTION 110**

Which is a responsibility of the team?

- 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:**

Explanation:

**QUESTION 111**

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:**

Explanation:

**QUESTION 112**

Which is recorded in the risk register in the 'identify - risks' step?

- A. Lessons learned from completed activities
- B. Responses to risks
- C. Assessed probability of risks
- D. Description of the risk

**Correct Answer:** D

**Section:** (none)

## **Explanation**

### **Explanation/Reference:**

Explanation:

### **QUESTION 113**

What M\_o\_R principle recommends the sharing of experiences across the organization to help senior management decision making?

- A. Informs decision making
- B. Facilitates continual improvement
- C. Achieves measurable value
- D. Provides clear guidance

**Correct Answer:** B

**Section:** (none)

### **Explanation**

### **Explanation/Reference:**

Explanation:

### **QUESTION 114**

Which defines the inherent probability of a risk?

- A. Likelihood of an issue occurring before implementing a risk response
- B. Effect of the risk on the activity after implementing a risk response
- C. Calculation of the timeframe and urgency of a risk prior to a risk response
- D. Chance of a risk occurring before implementing a risk response

**Correct Answer:** D

**Section:** (none)

### **Explanation**

### **Explanation/Reference:**

Explanation:

### **QUESTION 115**

What is the difference between a risk and an issue?

- A. An issue has a short time-scale proximity and risk has medium- or long-term proximity

- B. An issue impacts on quality, a risk impacts on benefits
- C. An Issue is a risk that has occurred, a risk is yet to occur
- D. A risk can impact on all activities, an issue impacts on project deliverables only

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 116**

Which is a responsibility of the M\_o\_R senior manager role?

- A. Specify risk tolerance levels
- B. Define the amount of risk that should be taken for the organization
- C. Develop risk improvement plans
- D. Review progress to develop the risk management policy

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 117**

Which is a goal of the 'assess - evaluate' step?

- A. Obtain information about the external factors that may affect the planned activity
- B. Calculate the total risk exposure to the activity
- C. Gather information about threats to the organization that may reduce the likelihood of the activity succeeding
- D. Understand the organization's approach to managing risk

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 118**

Which is a primary step within the 'M\_o\_R process'?

- A. Manage
- B. Assess
- C. Embed
- D. Control

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 119**

Which is identified by use of the 'SWOT analysis' technique?

- A. Stakeholders involved in an activity
- B. Roles and responsibilities of those involved in an activity
- C. Factors that may impact the objectives of an activity
- D. Net effect of risks on the objectives of an activity

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 120**

Which is a use of a risk management maturity model?

- A. Enabling organizations to benchmark their current risk management capability
- B. Checking the state of current risk management
- C. Identifying areas where application of risk management can be improved
- D. Carrying out an enterprise wide assessment

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 121**

Which defines an'MoR health check'?

- A. A list of actions to improve the way risk management is performed
- B. A benchmarking of current capability
- C. A tool to identify how the application of M\_o\_R might be improved
- D. An approach to embed the M\_o\_R principles

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 122**

Identify the missing word in the following sentence. The primary steps in the 'MoR process' are 'implement', 'identify', [ ? ] and 'assess'.

- A. perform
- B. record
- C. plan
- D. manage

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 123**

Identify the missing words in the following sentence. Actions to [ ? ] are the source of secondary risks.

- A. improve how risk is managed
- B. transform process step inputs to outputs
- C. embed risk management
- D. tackle risks to an organizational activity

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 124**

How is the risk register used in the 'assess - estimate' step?

- A. Revise risk descriptions as necessary
- B. Record identified risks
- C. Identify risk owners
- D. Update the residual risk exposure

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 125**

What document provides a record of the risks identified for a particular activity?

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

**Correct Answer:** B

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 126**

Which document defines how much risk should be taken for a particular activity?

- A. Risk management policy
- B. Risk management process guide
- C. Risk management strategy
- D. Risk progress report

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 127**

Which is recorded in the 'risk register'?

- A. Events that have already occurred
- B. Organizational risk appetite and capacity
- C. Risk management practices within an organization
- D. Threats and opportunities

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 128**

Which is a responsibility of the M\_o\_R risk specialist role?

- A. Develop plans to improve risk management
- B. Establish how risk management will be integrated with performance management
- C. Review progress to develop the risk management policy
- D. Ensure that risk management strategies have been created

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 129**

Which is recorded in the risk response plan during the 'plan' step?

- A. Actions to improve risk management
- B. Unmanaged risks
- C. Number of risks in different categories
- D. Actions developed to mitigate threats

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 130**

Which is an M\_o\_R principle?

- A. Supports organizational performance
- B. Achieves measurable value
- C. Changes the culture of risk management
- D. Embedding and reviewing

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 131**

What provides a comparison of completed risk response actions with planned outcomes?

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

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 132**

Which is a purpose of 'embedding and reviewing' M\_o\_R?

- A. Maximizing the return on investment in risk management
- B. Assuring the appointment of risk owners
- C. Ensuring the availability of appropriate techniques used in the risk management process steps
- D. Reporting on the risk response plan'

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 133**

Which is NOT a purpose of 'embedding and reviewing M\_o\_R'?

- A. Assessing the implementation of risk management
- B. Improving the risk culture of an organization

- C. Reviewing risk descriptions as a result of changes to the context
- D. Identifies the opportunities for updating existing risk management practices.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 134**

Identify the missing words in the following sentence. In order to safeguard value-creating activities, [ ? ] is used to build an effective response to threats.

- A. corporate governance
- B. business continuity management
- C. programme management
- D. project management

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 135**

Which describes 'residual' risk exposure?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 136**

Which information from the risk register is used during the 'assess - evaluate' step to calculate the total risk exposure of an activity?

- A. Identified risks resulting from a risk response action
- B. Estimated likelihood of the risks occurring
- C. Exposure of the risks after completion of risk responses
- D. The timeframe in which the risks are likely to occur

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 137**

Which is a responsibility of a 'risk actionee'?

- A. Identify risks that might occur to activities in their department
- B. Develop strategies to improve the management of risk
- C. Manage all aspects of an assigned risk
- D. Perform a risk response action to respond to a particular risk

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 138**

Which is a purpose for an 'M\_o\_R health check'?

- A. Review how well risk management practices have been embedded
- B. Examine future developments that may affect an organization's level of exposure to risk
- C. Provide a snapshot of the current status of identified risks
- D. Identify individuals or groups of individuals that have an interest in an organizations planned activity

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 139**

Which describes the threat response option 'accept the risk'?

- A. Perform an action to minimize the impact of the risk should it occur
- B. Carry out an action to make the uncertain situation certain
- C. Take no action except monitor the risk to ensure it remains tolerable
- D. Partake in a pain/gain contract with another party for the specified risk

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 140**

Which is identified by the use of the 'PESTLE' analysis technique?

- A. Stakeholders involved in an activity
- B. Roles and responsibilities of those involved in an activity
- C. Factors that may impact the activity
- D. Net effect of risks identified during an activity

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



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