



M_o_R (2011) Foundation EN exam prep questions

1. It is a responsibility of Senior Team:
 - a) Ensures that appropriate governance and internal controls are in place
 - b) Monitors and acts on escalated risks
 - c) Defines and monitors risk tolerances
 - d) Validates risk assessments

Answer: B

2. Which early warning indicator(s) can be monitored at the operational perspective?
 - a) The amount of revenue generated by the organization
 - b) Implementing a series of changes to the organizations capability
 - c) Delivery of a defined product on time and to cost
 - d) The number of accidents within a department

Answer: D

3. Which is determined in the 'Assess - Estimate' step?
 - a) Net effects of identified risks on an activity
 - b) Effectiveness of planned responses to a risk
 - c) Probability, impact and proximity of individual risks
 - d) Costs to implement risk management activities

Answer: C

4. Identify the missing word in the following sentence. At the [?] perspective, risk management is focussed on the objective of maintaining the day-to-day running of the organization.
 - a) programme
 - b) operational

- c) project
- d) strategic

Answer: B

5. It is a responsibility of Senior Manager:
- a) Writes, owns and assures adherence to the Risk Management Policy
 - b) Defines the overall risk appetite
 - c) Reviews the risk management strategy
 - d) Ensures the risk management policy is implemented

Answer: D

6. Which of the following are steps or sub-steps within the M_o_R process?
- 1 Plan
 - 2 Implement
 - 3 Perform
 - 4 Assess
- a) 1, 2, 3
 - b) 1, 2, 4
 - c) 1, 3, 4
 - d) 2, 3, 4

Answer: B

7. In which step is the risk register used to calculate the total risk exposure faced by the activity?
- a) Assess - Estimate
 - b) Assess - Evaluate
 - c) Identify - Risks
 - d) Plan

Answer: B

8. Which is **NOT** one of the four core concepts of the M_o_R framework?
- a) M_o_R approach
 - b) Internal control
 - c) M_o_R processes
 - d) Embedding and reviewing M_o_R

Answer: B

9. What is **NOT** part of risk specialism?
- a) Problem and crisis management
 - b) Security risk management
 - c) Financial risk management
 - d) Environmental risk management

Answer: A

10. Which document is **NOT** central to the creation of an M_o_R approach?
- a) Lessons learned report

- b) Risk Management Policy
- c) Risk Management Strategy
- d) Risk Management Process Guide

Answer: A

11. Which information may be recorded in the risk register during the 'Plan' step?
- a) Assessment of when the risk is expected to occur
 - b) Probability and impact of the identified risks
 - c) Description expressed as the cause, event and effect
 - d) Actions required to respond to the identified risks

Answer: D

12. It is **NOT** a responsibility of Manager:
- a) Escalates or delegates risks to higher or lower levels in the organization as required
 - b) Ensures participation in the delivery of risk management
 - c) Explicitly identifies risk management duties within the terms of engagement of other managers involved in achieving specific objectives
 - d) Ensures that adequate resources are available to implement the risk management strategy

Answer: D

13. What describes the 'reduce a threat' risk response type?
- a) Removing the uncertainty from an uncertain situation
 - b) Passing part of the threat to a third party
 - c) Taking definite action to change the probability of the threat
 - d) Taking the chance that the threat will occur

Answer: C

14. According to the M_o_R guide, what does a risk consist of?
- a) Probability of a perceived threat or opportunity occurring and its proximity
 - b) Impact of a perceived threat or opportunity occurring and the magnitude of the probability
 - c) Probability of a perceived threat or opportunity occurring and the selected risk response action
 - d) Probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives

Answer: D

15. Which of the following M_o_R Principles support the development of good risk management practices within an organization?

- 1 Embedding and reviewing
- 2 Creates a supportive culture
- 3 Provides clear guidance
- 4 Facilitates continual improvement

- a) 1, 2, 3
- b) 1, 2, 4
- c) 1, 3, 4

- d) 2, 3, 4

Answer: A

16. It is **NOT** a responsibility of Assurance:

- a) Assures the senior team that risk accountabilities exist
- b) Assures compliance with guidance on internal control
- c) Reviews progress and plans in developing and applying the risk management policy
- d) Ensures the risk management policy is implemented

Answer: D

17. Which is a purpose of the Risk Management Policy?

- a) Explains the steps that are needed to implement risk management
- b) Describes for an activity, the specific risk management activities that will be done
- c) Describes how risk management practices will be implemented throughout an organization
- d) Records information about threats and opportunities for an organizational activity

Answer: C

18. It is a responsibility of Risk Specialist:

- a) Assures the senior team that risk accountabilities exist
- b) Assures compliance with guidance on internal control
- c) Reviews progress and plans in developing and applying the risk management policy
- d) Ensures the risk management policy is implemented

Answer: D

19. Which defines the 'inherent probability' of a risk?

- a) A risk that occurs as a result of implementing a risk response action
- b) The result of a risk actually occurring
- c) The probability of a risk before implementing a risk response
- d) The remaining probability of a risk following implementation of the risk response

Answer: C

20. Identify the missing words in the following sentence. The aggregated impact measures the [?] of the threat and opportunities facing an activity.

- a) expected value
- b) net effect
- c) inherent value
- d) residual effect

Answer: B

21. It is **NOT** a responsibility of Risk Specialist:

- a) Identifies lessons learned and disseminates learning
- b) Develops plans to improve the management of risk
- c) Develops management of risk guidance and training
- d) Ensures risk information is available to inform decision-making

Answer: D

22. Which of the following documents are central to the creation of a risk management approach?

- 1 Risk Register
- 2 Risk Management Strategy
- 3 Risk Management Policy
- 4 Risk Management Process Guide

- a) 1, 2, 3
- b) 1, 2, 4
- c) 1, 3, 4
- d) 2, 3, 4

Answer: D

23. It is a responsibility of Team:

- a) Escalates risks as necessary as defined by the risk management policy
- b) Ensures the risk management policy is implemented
- c) Identifies lessons learned and disseminates learning
- d) Participates in option analysis

Answer: A

24. It is **NOT** a responsibility of Team:

- a) Participates (as appropriate) in the identification, assessment, planning and management of threats and opportunities
- b) Prepares risk management reports
- c) Implements the risk management policy within their areas of responsibility
- d) Escalates risks as necessary as defined by the risk management policy

Answer: B

25. It is a goal of Identify - Context:

- a) What the activity objectives are
- b) Identifying the threats and opportunities to the activity
- c) Preparing a risk register
- d) Preparing key performance indicators and early warning indicators

Answer: A

26. Which **BEST** explains why the 'RACI diagram' technique supports stakeholder analysis for understanding stakeholders' interests?

- a) Identifies the senior team
- b) Identifies the roles and responsibilities of participants in an activity
- c) Categorizes the potential impact on a stakeholder by an activity
- d) Identifies who all the stakeholders are

Answer: B

27. It is **NOT** a goal of Identify - Context:

- a) Who the stakeholders are and what their objectives are

- b) The organization's own environment (industry, markets, products and services etc.)
- c) The organization's approach to risk management
- d) Preparing a risk register

Answer: D

28. What step has the goal to understand the total risk exposure for a planned activity?

- a) Assess - Estimate
- b) Identify - Risks
- c) Identify - Context
- d) Assess - Evaluate

Answer: D

29. It is **NOT** a goal of 'Identify - Risks':

- a) Identifying the threats and opportunities to the activity
- b) Preparing a risk register
- c) Preparing key performance indicators and early warning indicators
- d) The probability of each threat and opportunity

Answer: D

30. It is a goal of 'Assess - Estimate':

- a) The impact of each threat and opportunity - what would be the effect on activity objectives if it occurred?
- b) The goal of Assess - Evaluate is to understand the risk exposure faced by the activity
- c) Preparing key performance indicators and early warning indicators
- d) The probability of each threat and opportunity

Answer: A

31. Which defines the term 'contingency'?

- a) Funding for risk management training
- b) Funding to manage risks should they materialize
- c) Budget to exploit opportunities
- d) Budget to purchase risk software tools

Answer: B

32. It is **NOT** a goal of 'Assess - Estimate':

- a) The probability of each threat and opportunity - how likely is it to occur?
- b) The impact of each threat and opportunity - what would be the effect on activity objectives if it occurred?
- c) The proximity of each threat and opportunity - when would the risk occur if it did?
- d) The probability of each threat and opportunity

Answer: D

33. Which is a benefit of effective risk management?

- a) Enables organizations to react better to changes
- b) Ensures that companies comply fully with corporate governance regulations
- c) Removes all risks during change initiatives

- d) Ensures all objectives are met

Answer: A

34. What kind of risk response is "avoid"?

- a) A risk response that seeks to eliminate a threat by making the situation certain
- b) A risk response that means that the organization takes the chance that the risk will occur
- c) A risk response for an opportunity that seeks to make the uncertain situation certain
- d) A risk response for an opportunity that seeks to increase the probability and / or impact to make it more certain

Answer: A

35. Which is **NOT** a common barrier to implementing M_o_R?

- a) Lack of clear guidance for managers and staff
- b) Lack of an assigned risk owner
- c) Lack of risk facilitation resources and time
- d) Lack of policies, processes, strategies and plans

Answer: B

36. It is a goal of Assess - Evaluate:

- a) The goal of Assess - Evaluate is to understand the risk exposure faced by the activity
- b) The probability of each threat and opportunity - how likely is it to occur?
- c) The impact of each threat and opportunity - what would be the effect on activity objectives if it occurred?
- d) The proximity of each threat and opportunity - when would the risk occur if it did?

Answer: A

37. It is a goal of Plan:

- a) The goal of plan is to prepare specific management responses to the threats and opportunities
- b) The goal of Assess - Evaluate is to understand the risk exposure faced by the activity
- c) Preparing key performance indicators and early warning indicators
- d) The probability of each threat and opportunity

Answer: A

38. What is the definition of Risk Management Process Guide?

- a) A high-level statement showing how risk management will be handled throughout the organization
- b) Describes the series of steps (from Identify through to Implement) and their respective associated activities, necessary to implement risk management
- c) Describes the goals of applying risk management to the activity, risk thresholds and the tools and techniques that will be used
- d) A record of all identified risks relating to an initiative, including their status and history

Answer: B

39. It is a goal of Implement:

- a) The goal of implement is to ensure that the planned risk management actions are implemented and monitored
- b) The organization's own environment (industry, markets, products and services etc.)
- c) The organization's approach to risk management
- d) Preparing a risk register

Answer: A

40. What document describes the scales for estimating probability and impact for a particular organizational activity?
- a) Risk management policy
 - b) Risk management process guide
 - c) Risk management strategy
 - d) Risk progress report

Answer: C

41. Which is a method for building and developing risk awareness within an organization?
- a) During their induction, employees are informed of the organizations risk capacity
 - b) Each employee owns at least one risk in the risk register
 - c) New employees are informed of the risk management policies, processes and procedures
 - d) All employees are invited to join the central risk function as part of their day-to-day duties

Answer: C

42. It is an input of Identify - Context:
- a) Lessons learned
 - b) Activity analysis
 - c) Issues
 - d) Stakeholder map

Answer: A

43. Which is identified by the use of the 'PESTLE analysis' and 'SWOT analysis' techniques?
- a) External factors that may affect the organization's objectives
 - b) A list of assumptions about the organizational activity
 - c) Long-term developments that are at the margin of current thinking
 - d) Risks with a proximity of a long way into the future that may affect the organization's objectives

Answer: A

44. Which objective is a focus of risk management at the programme perspective?
- a) Implementing business strategy to change working practices
 - b) Managing the reputation of the organization
 - c) Maintaining the levels of service delivery to new and existing customers
 - d) Delivering a defined product at the agreed level of quality, time and cost

Answer: A

45. It is a input of 'Identify - Risks':
- a) Activity analysis

- b) Risk register
- c) Probability tree
- d) Early warning indicators

Answer: A

46. Which is a use of the probability impact grid technique?

- a) Provide a graphical display of a series of possible events resulting from various circumstances
- b) Show the expected value of risks in terms of a weighted cost impact
- c) Calculate when a risk may occur
- d) Provide a consistent scale for ranking risks

Answer: D

47. It is **NOT** a input of 'Identify - Risks':

- a) Activity analysis
- b) Risk management strategy
- c) Stakeholder map
- d) Risk register

Answer: D

48. Which is a primary outcome of the fits the context principle?

- a) Considering the impact of risks on the activity when key decisions are taken
- b) Using planned versus actual results to decide on the effectiveness of risk management
- c) Including those persons with an interest in the activity during the Identify - Risks step
- d) Adapting the M_o_R approach documents cost-effectively to meet the needs of the activity

Answer: D

49. It is a input of 'Assess - Estimate':

- a) Early warning indicators
- b) Stakeholder map
- c) Activity analysis
- d) Risk management strategy

Answer: A

50. Which of the following are the main areas of security risk management?

1. Information
2. Personnel
3. Technical
4. Physical

- a) 1, 2, 3,
- b) 1, 2, 4
- c) 1, 3, 4
- d) 2, 3, 4

Answer: B

51. Which organisational perspective is concerned with ensuring the overall business success, vitality and viability?
- a) Strategic
 - b) Programme
 - c) Project
 - d) Operational

Answer: A

52. Which document is used to review actual performance of individual risk response actions against their planned outcomes?
- a) Risk Progress Report
 - b) Risk Response Plan
 - c) Risk Register
 - d) Risk Improvement Plan

Answer: A

53. It is a input of 'Assess - Evaluate':
- a) Early warning indicators
 - b) Summary risk profile
 - c) Lessons learned
 - d) Risk register

Answer: D

54. It is a input of Plan:
- a) Risk Register
 - b) Risk Response Plan
 - c) Risk owner
 - d) Risk actionee

Answer: A

55. Which risk response type removes the uncertainty from an uncertain situation?
- a) Accept the risk
 - b) Reduce a threat
 - c) Share the risk
 - d) Avoid a threat

Answer: D

56. It is an input of Implement:
- a) Risk owner
 - b) Summary risk profile
 - c) Existing insurance policies
 - d) Lessons learned

Answer: A

57. Which is **NOT** a common process barrier to implementing the steps in the risk management process?

- a) Lack of clear guidance for managers and staff
- b) Lack of appropriate responses to risks in the risk register
- c) Immature risk management practices
- d) Lack of organizational culture that appreciates the benefits of risk management

Answer: B

58. It is **NOT** a input of Implement:

- a) Risk owner
- b) Risk actionee
- c) Risk response plan
- d) Lessons learned

Answer: D

59. Which risk management specialism is concerned with the protection of physical assets?

- a) Security risk management
- b) Health and safety management
- c) Financial risk management
- d) Business continuity management

Answer: B

60. It is an output of Identify - Context:

- a) Risk Management Strategy
- b) Risk Register
- c) Early warning indicators
- d) Summary risk profile

Answer: A

61. Which describes a trigger for a review of risk practices when embedding M_o_R?

- a) Invoking risk response plans created to mitigate risks
- b) Identifying new risks within a project
- c) Undergoing change management within the organization
- d) Reviewing the organization's risk appetite and risk capacity

Answer: C

62. Identify the missing words in the following sentence.

The [?] communicates why risk management should be undertaken to support the achievement of strategic objectives.

- a) Risk Management Policy
- b) Risk Management Process Guide
- c) Risk Management Strategy
- d) Risk Improvement Plan

Answer: A

63. It is **NOT** a output of Identify - Context:

- a) Activity analysis

- b) Risk management strategy
- c) Stakeholder map
- d) Early warning indicators

Answer: D

64. It is a output of 'Identify - Risks':

- a) Early warning indicators
- b) Risk management strategy
- c) Summary risk profile
- d) Stakeholder map

Answer: A

65. Which document is **NOT** recommended to be included when creating a management of risk approach within an organization?

- a) Risk Register
- b) Issue Register
- c) Risk Management Policy
- d) Contingency plan

Answer: D

66. What is the goal of the 'Identify - Risks' step?

- a) Identify the roles and responsibilities responsible for risk management within the organization
- b) Identify responses to mitigate risks that may affect a planned activity
- c) Obtain information about the external and internal factors that may affect a planned activity
- d) Describe the threats to the organization that may reduce the likelihood of an activity succeeding

Answer: D

67. It is a output of 'Assess - Estimate':

- a) Risk Register
- b) Summary risk profile
- c) Stakeholder map
- d) Early warning indicators

Answer: A

68. Which 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

Answer: B

69. It is a output of 'Assess - Evaluate':

- a) Summary risk profile

- b) Stakeholder map
- c) Early warning indicators
- d) Activity analysis

Answer: A

70. Which is a responsibility of the Risk Specialist?
- a) Makes risk information available so managers can make better decisions
 - b) Agrees when the audit committee should be involved with risk management
 - c) Prepares the document that implements the risk management policy on a specific activity
 - d) Reviews plans to implement risk management across the organization

Answer: D

71. It is a output of Plan:
- a) Risk owner
 - b) Risk Progress Report
 - c) Activity analysis
 - d) Early warning indicators

Answer: A

72. Which statement describes a typical area of uncertainty at the project perspective?
- a) The timely delivery of required business products
 - b) The impact of changes on the ability of the organization to continue operating
 - c) The ability of the infrastructure to meet the required level of service
 - d) Stakeholder opinions of operational activities that may affect the organizational reputation

Answer: A

73. Which is **NOT** one of the four M_o_R perspectives?
- a) Departmental
 - b) Strategic
 - c) Programme
 - d) Project

Answer: A

74. It is a output of Implement:
- a) Risk Progress Report
 - b) Risk owner
 - c) Risk actionee
 - d) Risk register

Answer: A

75. It is a technique of 'Identify - Context':
- a) Define the Probability Impact Grid
 - b) Checklists
 - c) Prompt List
 - d) Cause and Effect Diagrams

Answer: A

76. Which document is recommended to be included when creating an organization's management of risk approach?
- a) Risk register
 - b) Stakeholder map
 - c) Business case
 - d) Lessons learned

Answer: A

77. It is **NOT** a technique of 'Identify - Context':
- a) Stakeholder Analysis
 - b) PESTLE Analysis
 - c) Define the Probability Impact Grid
 - d) Delphi Technique

Answer: D

78. It is a technique of 'Identify - Risks':
- a) Cause and Effect Diagrams
 - b) Expected Value Assessment
 - c) Probability Assessment
 - d) Impact Assessment

Answer: A

79. It is **NOT** a technique of 'Identify - Risks':
- a) Questionnaires
 - b) Individual Interviews
 - c) Assumptions Analysis
 - d) SWOT Analysis

Answer: D

80. How does a risk differ from an issue?
- a) A risk is an event that may occur, but an issue has occurred
 - b) The probability of a risk is certain, but the probability of an issue is uncertain
 - c) A risk is an event that has occurred, but an issue is something which is yet to occur
 - d) Risks have an impact on an activity, but issues impact on the organization

Answer: A

81. It is a technique of 'Assess - Estimate':
- a) Proximity assessment
 - b) Questionnaires
 - c) Individual interviews
 - d) Sensitivity analysis

Answer: A

82. What role ensures that risk management strategies exist?

- a) Manager
- b) Senior manager
- c) Senior team
- d) Risk specialist

Answer: B

83. It is **NOT** a technique of 'Assess - Estimate':

- a) Probability assessment
- b) Impact assessment
- c) Proximity assessment
- d) Summary expected value assessment

Answer: D

84. It is a technique of 'Assess - Evaluate':

- a) Sensitivity analysis
- b) Probability assessment
- c) Impact assessment
- d) Cost-benefit analysis

Answer: A

85. It is **NOT** a technique of 'Assess - Evaluate':

- a) Probabilistic risk models
- b) Probability trees
- c) Sensitivity analysis
- d) Cost-benefit analysis

Answer: D

86. Identify the missing word(s) in the following sentence. An [?] can be defined as a risk that has occurred.

- a) early warning indicator
- b) outcome
- c) issue
- d) action

Answer: C

87. It is a technique of Plan:

- a) Risk response planning
- b) Update summary risk profiles
- c) Risk exposure trends
- d) Summary expected value assessment

Answer: A

88. It is **NOT** a technique of Plan:

- a) Risk response planning
- b) Cost-benefit analysis
- c) Decision trees

- d) Update summary risk

Answer: D

89. According to the Informs decision-making principle, what is the key method to achieve effective decision-making?
- a) Establishing measures that indicate how well the organization is progressing towards its objectives
 - b) Identifying mechanisms as leading indicators for objectives measured by key performance indicators
 - c) Determining the amount of risk the organization is willing to accept
 - d) Applying limits on the levels of risk exposure which if exceeded will activate the escalation procedure

Answer: D

90. Which is a likely area of interest for strategic stakeholders?
- a) Development of new organizational capabilities
 - b) Business products that improve organizational performance
 - c) Long-term funding of the organization
 - d) Day-to-day delivery of products and services to the customer

Answer: C

91. It is a technique of Implement:
- a) Risk exposure trends
 - b) Risk response planning
 - c) Cost-benefit analysis
 - d) Decision trees

Answer: A

92. It is **NOT** a technique of Implement:
- a) Update summary risk profiles
 - b) B Risk exposure trends
 - c) Update probabilistic risk models
 - d) Risk response planning

Answer: D

93. What is risk appetite?
- a) The amount of risk the organization, or subset of it, is willing to accept
 - b) The maximum amount of risk that an organization can bear
 - c) The threshold levels of risk exposure that, with appropriate approvals, can be exceeded
 - d) The degree to which the risk could affect the situation

Answer: A

94. Which document is **NOT** central to the creation of an M_o_R approach?
- a) Risk management strategy
 - b) Risk management policy
 - c) Risk register

- d) Risk management process guide

Answer: C

95. How is the prompt list technique used in identifying risks?
- a) Stimulates thinking about ways to improve risk management in an organization
 - b) Lists the risks that have been identified during the organization's previous activities
 - c) Identifies potential sources of issues to an activity
 - d) Identifies potential sources of risks to an activity

Answer: D

96. 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

Answer: C

97. What is risk capacity?
- a) The amount of risk the organization, or subset of it, is willing to accept
 - b) The maximum amount of risk that an organization can bear
 - c) The threshold levels of risk exposure that, with appropriate approvals, can be exceeded
 - d) The degree to which the risk could affect the situation

Answer: D

98. Which is a purpose of the strategic perspective?
- a) Delivering business change with measurable benefits
 - b) Ensuring business success of the organization
 - c) Producing defined business change products within time, cost and scope constraints
 - d) Maintaining business services to appropriate levels

Answer: B

99. What is risk tolerance?
- a) The amount of risk the organization, or subset of it, is willing to accept
 - b) The maximum amount of risk that an organization can bear
 - c) The threshold levels of risk exposure that, with appropriate approvals, can be exceeded
 - d) The degree to which the risk could affect the situation

Answer: C

100. What is severity of risk?
- a) The amount of risk the organization, or subset of it, is willing to accept
 - b) The maximum amount of risk that an organization can bear
 - c) The threshold levels of risk exposure that, with appropriate approvals, can be exceeded
 - d) The degree to which the risk could affect the situation

Answer: D

101. What role defines the overall risk appetite for the organisation?
- a) Senior manager
 - b) Assurance
 - c) Senior team
 - d) Risk specialist

Answer: C

102. Which has been a main driver on organizations to focus more on risk management?
- a) Issue Management
 - b) Corporate governance
 - c) Formal documentation
 - d) Sales

Answer: B

103. What kind of risk response is "accept"?
- a) A risk response that seeks to eliminate a threat by making the situation certain
 - b) A risk response that means that the organization takes the chance that the risk will occur
 - c) A risk response for an opportunity that seeks to make the uncertain situation certain
 - d) A risk response for an opportunity that seeks to increase the probability and / or impact to make it more certain

Answer: B

104. It is a responsibility of Manager:
- a) Monitors and assesses the balance within the set of risks
 - b) Ensures that risk registers, a risk review process and an escalation process are in place
 - c) Defines and monitors risk tolerances
 - d) Assists the team in embedding the necessary risk management practices

Answer: B

105. Which is used to determine an organization's risk management competency?
- a) Assessment of the monetary benefit of risk management
 - b) Risk improvement plan
 - c) Early warning indicators
 - d) Maturity model

Answer: D

106. What kind of risk response is "exploit"?
- a) A risk response that seeks to eliminate a threat by making the situation certain
 - b) A risk response that means that the organization takes the chance that the risk will occur
 - c) A risk response for an opportunity that seeks to make the uncertain situation certain
 - d) A risk response for an opportunity that seeks to increase the probability and / or impact to make it more certain

Answer: C

107. Which of the M_o_R framework core concepts states that the M_o_R principles should be adapted to organizational needs?

- a) M_o_R process
- b) Embedding and reviewing M_o_R
- c) M_o_R principles
- d) M_o_R approach

Answer: D

108. What is the definition of risk capacity?

- a) The total exposure arising from a group of risks before any action is taken to manage it
- b) The amount of risk the organization is willing to accept
- c) The process of understanding the net effect of the identified risks when aggregated together
- d) The maximum amount of risk that an organization can bear

Answer: D

109. What kind of risk response is "enhance"?

- a) A risk response that seeks to eliminate a threat by making the situation certain
- b) A risk response that means that the organization takes the chance that the risk will occur
- c) A risk response for an opportunity that seeks to make the uncertain situation certain
- d) A risk response for an opportunity that seeks to increase the probability and / or impact to make it more certain

Answer: D

110. What organizational perspective is concerned with changes to laws that impact core business activities?

- a) Strategic
- b) Programme
- c) Project
- d) Operational

Answer: A

111. What kind of risk response is "transfer"?

- a) A risk response whereby a third party takes on responsibility for an aspect of the risk
- b) A risk response that means that the organization takes the chance that the risk will occur
- c) A risk response for an opportunity that seeks to make the uncertain situation certain
- d) A risk response for an opportunity that seeks to increase the probability and / or impact to make it more certain

Answer: A

112. What is the definition of Risk Management Strategy?

- a) A high-level statement showing how risk management will be handled throughout the organization
- b) Describes the series of steps (from Identify through to Implement) and their respective associated activities, necessary to implement risk management
- c) Describes the goals of applying risk management to the activity, risk thresholds and the tools and techniques that will be used
- d) A record of all identified risks relating to an initiative, including their status and history

Answer: C

113. Which process uses early warning indicators?

- a) As a lessons learned input in to the 'Identify – Context' step
- b) As an activity analysis input to the 'Identify – Risks' process step
- c) In the risk register as a risk from the 'Identify – Risks' process step
- d) As an input to the 'Assess – Estimate' process step

Answer: D

114. 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

Answer: A

115. What is the definition of Risk Register?

- a) A high-level statement showing how risk management will be handled throughout the organization
- b) Describes the series of steps (from Identify through to Implement) and their respective associated activities, necessary to implement risk management
- c) Describes the goals of applying risk management to the activity, risk thresholds and the tools and techniques that will be used
- d) A record of all identified risks relating to an initiative, including their status and history

Answer: D

116. What is **NOT** part of the M_o_R principles?

- a) Aligns with objectives
- b) Implement steps
- c) Fits the context
- d) Engages stakeholders

Answer: B

117. What is **NOT** part of the M_o_R principles?

- a) Provides clear guidance
- b) Informs decision-making
- c) Identify context
- d) Facilitates continual improvement

Answer: C

118. Which technique is used in the 'Assess - Estimate' process step?

- a) Expected value assessment
- b) PESTLE analysis
- c) Prompt list
- d) Probabilistic risk models

Answer: A

119. What is **NOT** part of the M_o_R principles?
- a) Prepares risk management strategies
 - b) Facilitates continual improvement
 - c) Creates a supportive culture
 - d) Achieves measurable value

Answer: A

120. What is **NOT** part of risk specialism?
- a) Business continuity management
 - b) Incident and crisis management
 - c) Health and safety management
 - d) Problem management

Answer: D

121. It is a goal of 'Identify - Risks':
- a) Identifying the threats and opportunities to the activity
 - b) The probability of each threat and opportunity - how likely is it to occur?
 - c) The impact of each threat and opportunity - what would be the effect on activity objectives if it occurred?
 - d) The proximity of each threat and opportunity - when would the risk occur if it did?

Answer: A

122. What information does a probability tree provide?
- a) Events that have occurred in the organization
 - b) An estimate of risk exposure
 - c) A graphical representation of situations and possible outcomes
 - d) The aggregated costs of risks within an activity

Answer: C

123. Which task will be performed while identifying risks?
- a) Calculation of when an identified risk is likely to occur
 - b) Ranking of the importance of the stakeholders involved in the activity
 - c) Ensuring that all participants agree on the identified risks
 - d) Development of an appropriate response to the identified risks

Answer: C

124. What information may be found in a risk response plan during the plan process step?
- a) An assessment of whether the response represents value for money
 - b) The scales for estimating probability and impact
 - c) A definition of when the risk is likely to occur
 - d) The progress of planned responses to the risk

Answer: A

125. What is **NOT** part of risk specialism?
- a) Environmental risk management
 - b) Reputational risk management
 - c) Contract risk management
 - d) Safety and security management

Answer: D

126. Is **NOT** a M_o_R document
- a) Risk register
 - b) Issue register
 - c) Risk progress report
 - d) Risk status report

Answer: D

127. Which is a recommended technique for understanding the context of an organizational activity?
- a) Cause and effect diagram
 - b) SWOT analysis
 - c) Assumptions analysis
 - d) Sensitivity analysis

Answer: B

128. 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

Answer: B

129. 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

Answer: A

130. 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

Answer: C

131. 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

Answer: B

132. 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

Answer: A

133. What objectives are associated with decisions about risks to the delivery of business change capabilities?
- a) Strategic
 - b) Enterprise
 - c) Programme
 - d) Operational

Answer: C

134. What is the starting point for embedding risk management into an organization?
- a) The M_o_R process
 - b) Any identified risks
 - c) The M_o_R principles
 - d) The M_o_R approach

Answer: C

135. Which is **NOT** a recommended risk response option for an 'opportunity'?
- a) Enhance
 - b) Transfer
 - c) Share
 - d) Reduce

Answer: D

136. It is **NOT** a responsibility of Senior Manager:
- a) Ensures that appropriate governance and internal controls are in place
 - b) Ensures risk management strategy exists
 - c) Ensures the risk management policy is implemented
 - d) Writes, owns and assures adherence to the risk management policy

Answer: D

137. 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

Answer: D

138. 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

Answer: C

139. Which of the following can be used to measure the impact a risk management awareness programme has on an organisation?
- a) Gateway reviews
 - b) Benchmarking
 - c) Questionnaires
 - d) Brainstorming

Answer: C

140. 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

Answer: B

141. 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

Answer: C

142. It is **NOT** a input of 'Identify - Context':
- a) Activity analysis
 - b) Risk Management Policy
 - c) Activity documents
 - d) Lessons learned

Answer: A

143. 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

Answer: A

144. 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

Answer: C

145. It is **NOT** a responsibility of Senior Team:
- a) Ensures that appropriate governance and internal controls are in place
 - b) Monitors and acts on escalated risks
 - c) Defines and monitors risk tolerances
 - d) Validates risk assessments

Answer: B

146. Which perspective manages risks to the delivery of a business product designed to transform business strategy?
- a) Strategic
 - b) Programme
 - c) Project
 - d) Operational

Answer: C

147. 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

Answer: B

148. 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

Answer: B

149. 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

Answer: D

150. 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

Answer: C

151. What objectives are associated with decisions on risks to the achievement of long-term goals?
- a) Strategic
 - b) Programme
 - c) Project
 - d) Operational

Answer: A

152. 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

Answer: D

153. 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

Answer: B

154. 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

Answer: C

155. 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

Answer: C

156. Which role provides sponsorship to ensure that risk management is embraced within the organization?
- a) Senior manager
 - b) Manager
 - c) Assurance
 - d) Risk specialist

Answer: A

157. 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

Answer: D

158. Which document is **NOT** central to the creation of an M_o_R approach?
- a) Risk Management Process Guide
 - b) Risk Management Policy
 - c) Risk Management Strategy
 - d) Risk Progress Report

Answer: D

159. Identify the missing word in the following sentence. Risk management creates a culture that recognizes uncertainty and [?] considered risk-taking?
- a) mandates
 - b) discourages
 - c) rewards
 - d) supports

Answer: D

160. 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

Answer: C

161. What objectives are associated with decisions on risks to the achievement of long-term goals?
- a) Strategic
 - b) Programme
 - c) Project
 - d) Operational

Answer: A

162. It is **NOT** a input of Plan:
- a) Summary risk profile
 - b) Risk Register
 - c) Existing insurance policies
 - d) Risk owner

Answer: D

163. 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

Answer: D

164. 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

Answer: B

165. 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

Answer: C

166. 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

Answer: C

167. Which role provides sponsorship to ensure that risk management is embraced within the organization?
- a) Senior manager
 - b) Manager
 - c) Assurance
 - d) Risk specialist

Answer: A

168. 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

Answer: B

169. What is the definition of a risk?

- a) Anything going wrong in a project
- b) An uncertain event which should it occur will have an effect on the achievement of objectives
- c) Anything happening in the future
- d) Anything bad

Answer: B

170. Where should risk management be carried out?

- a) In specialist areas such as health and safety or information security, but not in general management because general managers are unlikely to be risk management experts
- b) In projects
- c) In the core operations of an organisation
- d) Throughout the organisation but particularly where critical decisions are being made

Answer: D

171. Which of the following are risk management principles?

- a) Stakeholder involvement, early warning indicators and supportive culture
- b) Realisation, enhancement and exploitation
- c) Assess, plan and implement
- d) Strategic, programme and operational

Answer: A

172. Which of the following statements are false?

- a) The context is the primary source of risk
- b) Organisations should have the capacity and ability to respond quickly to risk
- c) As the external context can be influenced but not controlled risk management should focus on internal factors
- d) The context will influence the organisations risk appetite

Answer: C

173. Which documents might be included within the management of Risk Approach?

- a) Risk Management Policy, Communications Plan, Risk Register
- b) Risk Management Policy, Risk Management Strategy, Risk Register
- c) Risk Progress Report, Risk Management Strategy, Risk Register
- d) Risk Management Policy, Risk Management Strategy, Risk Response Plan

Answer: B

174. Which document communicates how risk management will be implemented throughout the organisation?
- a) Risk Management Policy
 - b) Risk Management Strategy
 - c) Risk Response Plan
 - d) Communications Plan

Answer: A

175. Which of the following is **NOT** a common barrier to the implementation of risk management?
- a) Lack of an organisational culture that appreciates the benefits of risk management
 - b) Immature risk management practices
 - c) Lack of clear guidance for managers and staff
 - d) A lack of risks, given the benign organisational context

Answer: D

176. When planning responses to threats which of the following types of response are invalid?
- a) Reduction
 - b) Removal
 - c) Denial
 - d) Share

Answer: C

177. Which of the following is **NOT** a high-level success factor?
- a) Visible sponsorship, endorsement and support from senior management
 - b) Filtering of risks as they are escalated to ensure there are few corporate risks
 - c) Inclusion of risk management and its application within the induction programme
 - d) Benchmarking of risk management awareness

Answer: B

178. Which of the following is not a technique for building and developing awareness of risk management?
- a) Risk management champions
 - b) The inclusion of risk responsibilities in job descriptions
 - c) Dedicated risk managers who do all the risk management for the organisation
 - d) The use of marketing products / tools to promote risk management

Answer: C

179. Which of the following is **NOT** a typical area of uncertainty within the strategic perspective
- a) Additional or fewer participants in the organisation's operating spec
 - b) Stakeholder perceptions of key policies
 - c) Opportunities to be employed by a competitor
 - d) The emergence of new technologies that change the business model

Answer: C

180. Which of the following are unlikely to be strategic stakeholders
- a) Competitors

- b) Key customers or customer groups
- c) Political, legal or regulatory bodies
- d) Employees

Answer: A

181. Who is responsible for monitoring the business-as-usual environment and inheriting risks
- a) Programme Manager
 - b) Programme Director
 - c) Business Change Manager
 - d) Business Managers

Answer: C

182. Which is **NOT** a benefit of effective risk management?
- a) Improves the readiness to respond to the impact of a risk should the risk occur
 - b) Reduces the amount of time spent reacting to unplanned events
 - c) Ensures that all objectives are met as planned
 - d) Companies can respond faster to changing market conditions

Answer: C

183. 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 method of ensuring that the risk approach and process have been implemented

Answer: A

184. Which of the following is the least relevant early warning indicator of programme risk?
- a) Achievement of key programme milestones
 - b) Establishment of new capabilities on time and on budget
 - c) Delivery of planned benefits on time and on budget
 - d) Completion of projects on time and on budget

Answer: D

185. When are project opportunities and threats not generally identified?
- a) As part of project closure
 - b) During project initiation
 - c) By other projects
 - d) By the project's customer and suppliers

Answer: A

186. Which is **NOT** an M_o_R Principle?
- a) Aligns with objectives
 - b) Embeds and reviews
 - c) Fits the context
 - d) Engages stakeholders

Answer: B

187. Why is it important to estimate the proximity of a risk during the 'Assess - Estimate' process step?
- a) Help calculate the expected value of a risk
 - b) Estimate how the risk will impact on the objectives of the activity
 - c) Understand when risk responses should be implemented
 - d) Decide the best person to own the risk

Answer: C

188. Which M_o_R principle aims to embed risk management into day-to-day operations?
- a) Aligns with objectives
 - b) Fits the context
 - c) Facilitates continual improvement
 - d) Creates a supportive culture

Answer: D

189. Which of the following is **NOT** a typical area of uncertainty within the project perspective
- a) Availability of skills and key resources
 - b) Take up of deliverables by the business
 - c) The impact of organisational security and safety
 - d) Scheduling of deliverables

Answer: B

190. Which of the following is least likely to be an operational objective
- a) Reputation
 - b) Quality
 - c) Internal control
 - d) Market share

Answer: D

191. What is the definition of Risk Management Policy?
- a) A high-level statement showing how risk management will be handled throughout the organization
 - b) Describes the series of steps (from Identify through to Implement) and their respective associated activities, necessary to implement risk management
 - c) Describes the goals of applying risk management to the activity, risk thresholds and the tools and techniques that will be used
 - d) A record of all identified risks relating to an initiative, including their status and history

Answer: A

192. It is **NOT** an output of Plan:
- a) Risk owner
 - b) Risk actionee
 - c) Risk register
 - d) Risk progress report

Answer: D

193. Which of the following would not be done in the Operational Risk Management Plan?
- a) Define the risk owner for individual services encompassed by this plan
 - b) Identify the types of service risk to be managed
 - c) Ensure that the culture / infrastructure to identify, assess and control risk are put in place
 - d) Ensure that operational contingencies are covered as part of the support to overall risk management

Answer: C

194. Which of the following statements about Key Performance Indicators (KPIs) are true?
- 1 KPIs define success against objectives
 - 2 KPIs measure deviation from objectives to enable tolerance setting
 - 3 Early warning indicators give warnings of a potential KPI failure
 - 4 KPIs define the level of risk appetite
- a) 1, 2, 3
 - b) 1, 2, 4
 - c) 1, 3, 4
 - d) 2, 3, 4

Answer: A

195. It is a responsibility of Assurance:
- a) Assures the senior team that risk accountabilities exist
 - b) Ensures the risk management policy is implemented
 - c) Carries out ongoing management of risk maturity assessments
 - d) Develops plans to improve the management of risk

Answer: A

196. Which of the following is internal control an aspect of?
- a) Corporate governance
 - b) Corporate objectives
 - c) Risk Management
 - d) Business Continuity Planning

Answer: A

197. Which of the following is not a technique that might be used during the identification of risk?
- a) Risk identification workshop
 - b) Probability impact grid
 - c) Cause and effect diagrams
 - d) Delphi technique

Answer: B

198. Identify the missing words in the following sentence. The aggregated impact measures the [?] of the threats and opportunities facing an activity.

- expected value
- a) net effect
 - b) inherent risk
 - c) residual risk

Answer: B

199. Which technique combines the ideas of probability with those of matrix algebra
- a) Markov chain
 - b) Utility theory
 - c) Sensitivity analysis
 - d) Latin hypercube

Answer: A

200. Which is a purpose of the framework component M_o_R Principles?
- a) Provides guidance for the design of a risk management approach
 - b) Provides the design for a risk management approach
 - c) Ensure the overall process is effective
 - d) d) Ensure that risk management is consistently applied across the organization

Answer: A

201. What technique can be used to look at the possible risks facing an activity as a result of future developments?
- a) PESTLE analysis
 - b) Stakeholder analysis
 - c) Horizon scanning
 - d) Brainstorming

Answer: C

202. Which of the following is **NOT** a typical question in a healthcheck?
- a) In the external analysis have key organisations been explicitly identified and considered
 - b) Are identified risk formally made available to the objective setting process
 - c) Does the audit trail of risks ensure that on one individual is responsible for owning the risk
 - d) Are risks being allocate to the appropriate (senior or junior) level

Answer: C

203. Which document is central to the creation of an M_o_R approach?
- a) Issue Register
 - b) Risk Management Strategy
 - c) Risk Register
 - d) Risk Improvement Plan

Answer: B

204. Which **BEST** describes a reduction threat response?
- a) Cancelling the activity
 - b) Performing an action to reduce the possibility of objectives not being achieved
 - 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

Answer: B

205. Which of the following is **NOT** a risk maturity level?

- a) Initial
- b) Immature
- c) Repeatable
- d) Defined

Answer: B

206. The process by which an organisation manages the wider impact of an incident is?

- a) Incident Management
- b) Business Continuity Management
- c) Stakeholder Management
- d) Risk Impact Management

Answer: A

207. Which is **NOT** a recommended step in the M_o_R process?

- a) Record
- b) Assess
- c) Plan
- d) Implement

Answer: A

208. Which of the following is not a criterion for achieving independence of risk taking functions?

- a) Risk managers have reporting lines that are independent from those of risk taking functions
- b) Except at the highest levels, risk takers have no input on performance reviews
- c) Risk managers are not employed to take risks on the firms behalf
- d) Risk healthchecks are only undertaken by external auditors

Answer: D

209. Which of the following is least likely to be a criterion for selection a software tool

- a) Functionality
- b) Product Market Share
- c) Integration
- d) Product Credibility

Answer: B

210. The term 'risk management' refers to the systematic application of [?] to the tasks of identifying and assessing risks

- a) internal controls
- b) principles, approach and process
- c) corporate governance principles
- d) tools, rules and techniques

Answer: B

211. In which step is the risk register updated with the expected exposure for an individual risk?

- a) Plan
- b) Assess - Evaluate
- c) Identify - Risks
- d) Assess - Estimate

Answer: D

212. Which is a responsibility of the team?

- a) Reviews plans to apply the risk management policy
- b) Prepares risk management strategies
- c) Ensures risk information is available to inform decision-making
- d) Participates in the risk process steps

Answer: D

213. Which is an area of uncertainty at the 'programme perspective'?

- a) Ability of the infrastructure to meet the required level of service
- b) Changes to scope, budget and delivery schedule of business change products
- c) Stakeholder opinions of operational activities that may affect the organizational reputation
- d) Impact of implementing business changes on the operational performance

Answer: D