

## AFA M\_o\_R® Style Exam Questions

The following questions are designed to test your M\_o\_R® knowledge to Foundation level. These 25 questions should be completed within approximately 20 minutes.

After completing the below test please download the answers from [www.AFAprojects.com/downloads/mor\\_answers.pdf](http://www.AFAprojects.com/downloads/mor_answers.pdf).

### Overviews

- 1) 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
  
- 2) 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

### Principles

- 3) 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
  
- 4) 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

## Management of Risk Approach

- 5) 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
  
- 6) 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

## Management of Risk Process

- 7) 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
  
- 8) When planning responses to threats which of the following types of response are invalid?
  - a) Reduction
  - b) Removal
  - c) Denial
  - d) Share

## Embedding and Reviewing Management of Risk

- 9) 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
  
- 10) 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

### **The Strategic Perspective**

- 11) 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
  
- 12) 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

### **The Programme Perspective**

- 13) 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
  
- 14) 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

### **The Project Perspective**

- 15) 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
  
- 16) 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

### **The Operational Perspective**

- 17) Which of the following is least likely to be an operational objective
  - a) Reputation
  - b) Quality
  - c) Internal control
  - d) Market share
  
- 18) 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

### **Techniques**

- 19) 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
  
- 20) Which technique combines the ideas of probability with those of matrix algebra
  - a) Markov chain
  - b) Utility theory
  - c) Sensitivity analysis
  - d) Latin hypercube

### **Healthchecks & Maturity**

- 21) 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
  
- 22) Which of the following is not a risk maturity level?
  - a) Initial
  - b) Immature
  - c) Repeatable

- d) Defined

### **Risk Specialisms**

- 23) 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
- 24) 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 firm's behalf
  - d) Risk healthchecks are only undertaken by external auditors

### **Selecting Risk Management Software Tools**

- 25) Which of the following is least likely to be a criterion for selection of a software tool?
- a) Functionality
  - b) Product Market Share
  - c) Integration
  - d) Product Credibility

Congratulations you have finished the AFA M\_o\_R<sup>®</sup> mini test. Please go to [www.AFAprojects.com/downloads/mor\\_answers.pdf](http://www.AFAprojects.com/downloads/mor_answers.pdf) and download the answers to find out how well you scored.