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PMI-RMP certification is highly valued in the project management industry and is recognized globally. It demonstrates that the holder has the knowledge, skills, and experience to manage risks effectively in any project. PMI Risk Management Professional certification also opens up new career opportunities for the holder, as it is highly sought after by employers. Furthermore, the certification is a testament to the holder's commitment to professional development and continuous learning in project management, making them an asset to any organization.

PMI Risk Management Professional Sample Questions (Q209-Q214):

NEW QUESTION # 209

A project manager is working on a complex construction project. During the risk identification process, hundreds of risks were identified. The team seems to be confused regarding on which risks to focus. The project manager advises the team to go ahead and start assessing the likelihood and impact of each risk.

What process is this part of?

- A. Perform Qualitative Risk Analysis
- B. Perform Quantitative Risk Analysis
- C. Plan Risk Management
- D. Monitor and Control Risk

Answer: A

Explanation:

The process of assessing the likelihood and impact of each identified risk is part of the Perform Qualitative Risk Analysis process. This process helps prioritize risks based on their probability and impact, allowing the project team to focus on the most significant risks. By doing so, the project manager and team can allocate resources and effort to address the risks that pose the greatest threat or opportunity to the project.

The process of assessing the likelihood and impact of each risk is part of the Perform Qualitative Risk Analysis process, which is the process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics. This process helps the project manager and the team to focus on the high-priority risks that have the most influence on achieving the project objectives. The other processes are not relevant to the question scenario. Plan Risk Management is the process of defining how to conduct risk management activities for a project. Perform Quantitative Risk Analysis is the process of numerically analyzing the effect of identified risks on overall project objectives. Monitor and Control Risk is the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project. References: PMI Risk Management Professional (PMI-RMP) Examination Content Outline and Specifications, page 71. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition, pages 397-3982.

NEW QUESTION # 210

Threat/opportunity	Probability	Impact
Funding shortage	1	5
Materials delivery	2	4
Labor shortage	3	2
Schedule slippage	4	1
Delayed procurement	3	5
New technology	3	3

Very low = 1, Low = 2, Moderate = 3, High = 4, Very High = 5.

A project manager must complete a report for a stakeholder who is concerned about the possibility of a funding shortfall. What is the most effective way to explain the risk to this stakeholder?

- A. The funding shortage is a significant risk.
- B. The funding shortage has a very low probability of occurring and is not a concern for the project.
- C. The funding shortage is the lowest ranked/scored risk.
- D. The funding shortage will have a very high impact on the project and is the highest priority.

Answer: A

NEW QUESTION # 211

A new risk manager is assigned to an ongoing project, what should the new risk manager do first to assess the project environment?

- A. Review the scope of work to determine the prescribed project methodology.
- **B. Review the policies and practices that are outlined in the risk management plan.**
- C. Review potential next steps with the project team.
- D. Review the contract and determine the resources and project funding.

Answer: B

Explanation:

When a new risk manager is assigned to an ongoing project, their first step should be to review the existing risk management plan to understand the current policies, practices, and strategies in place.

The new risk manager should first review the policies and practices that are outlined in the risk management plan, as this is the document that describes how risk management will be performed on the project. The risk management plan defines the roles and responsibilities, risk categories, risk appetite and thresholds, risk identification and analysis methods, risk response strategies, risk monitoring and reporting mechanisms, and risk governance structure for the project. The new risk manager should familiarize themselves with the risk management plan to understand the project environment and the expectations and requirements for risk management. The other options are not the first actions that the new risk manager should take. Reviewing potential next steps with the project team is a good practice, but it should be done after reviewing the risk management plan to ensure alignment and consistency. Reviewing the scope of work to determine the prescribed project methodology is not directly related to risk management, and it may not provide sufficient information about the project environment and the risk management approach. Reviewing the contract and determining the resources and project funding is part of the project initiation process, and it may not reflect the current status and issues of the project. Reference: 2, 3, 4

NEW QUESTION # 212

Multiple new risks have come up on a project that were not included on the risk register. The project manager met with the team to explain that risk management is critical for the success of the project, and risk identification is key.

What should the project manager do next?

- A. Review assumptions and constraints around risks.
- B. Determine the likelihood and impact of the risks.
- C. Develop the risk response plans for identified risks.
- **D. Apply an iterative approach to risk identification.**

Answer: D

Explanation:

The project manager should apply an iterative approach to risk identification, which involves continuous risk identification throughout the project lifecycle. This will help to identify and address new risks that may arise during the project.

According to the PMBOK Guide, risk identification is the process of determining which risks may affect the project and documenting their characteristics. It is an iterative process because new risks may evolve or become known only as the project progresses through its life cycle. There are many techniques available for risk identification and assessment, such as brainstorming, interviews, checklists, SWOT analysis, cause and effect diagrams, etc. The project manager should apply an iterative approach to risk identification to ensure that all relevant risks are captured and updated throughout the project. The project manager should also involve the project team and other stakeholders in the risk identification process to obtain their input and perspectives.

The other options are not valid for the next step after explaining the importance of risk management to the team:

* Review assumptions and constraints around risks: This is a technique for risk identification, but it is not the only one. The project manager should use a combination of techniques to identify risks, not just focus on one aspect. Also, reviewing assumptions and constraints is not the same as applying an iterative approach, which implies repeating the risk identification process at regular intervals or when changes occur.

* Develop the risk response plans for identified risks: This is a step in the Plan Risk Responses process, which comes after the Perform Qualitative Risk Analysis and Perform Quantitative Risk Analysis processes. The project manager should not develop the risk response plans before identifying and analyzing the risks.

* Determine the likelihood and impact of the risks: This is a step in the Perform Qualitative Risk Analysis process, which comes after the Identify Risks process. The project manager should not determine the likelihood and impact of the risks before identifying them. PMBOK Guide 1, Risk Management Professional (PMI-RMP)® Cert Guide

NEW QUESTION # 213

A risk manager has been assigned to a project constructing a chemical laboratory. Unfamiliar with chemical laboratories, the risk manager is unsure of where to start objectively identifying risks.

What should the risk manager do?

- A. Draft threat and opportunity risks that come to mind.
- B. Import a risk register from other industry chemical laboratories.
- C. Define chemical laboratory safety risk thresholds.
- **D. Review published operational experience reports.**

Answer: D

Explanation:

Reviewing published operational experience reports from similar projects or industries can help the risk manager objectively identify risks for the chemical laboratory project. These reports provide valuable insights into potential risks and lessons learned from other projects.

According to the PMBOK Guide, one of the tools and techniques for the identify risks process is data gathering. Data gathering is the process of collecting information from various sources to identify potential risks that may affect the project objectives. One of the data gathering techniques is document analysis, which involves reviewing and analyzing available project documents and other information sources to identify potential risks. Some of the documents that can be analyzed are project charter, project management plan, stakeholder register, assumptions log, agreements, and lessons learned¹.

One of the information sources that can be useful for identifying risks in a project constructing a chemical laboratory is published operational experience reports. These are reports that document the experiences, lessons learned, best practices, and recommendations from other organizations or projects that have constructed or operated chemical laboratories. These reports can provide valuable insights into the common risks, challenges, and opportunities that are associated with chemical laboratory projects, such as safety hazards, environmental regulations, equipment failures, design specifications, quality standards, and stakeholder expectations. By reviewing published operational experience reports, the risk manager can objectively identify risks that are relevant and applicable to their project, as well as learn from the successes and failures of others²³.

Some of the other options are not relevant or appropriate for the question scenario:

* Importing a risk register from other industry chemical laboratories is not a valid option, as it would not allow the risk manager to objectively identify risks that are specific and unique to their project. A risk register is a document that records the identified risks, their causes, impacts, responses, owners, and other information related to the risk management process. A risk register is a project-specific document that reflects the characteristics, objectives, and context of a particular project. Importing a risk register from other industry chemical laboratories would not ensure that the risks are relevant, accurate, or comprehensive for the risk manager's project. Moreover, it would violate the intellectual property rights and confidentiality agreements of the other projects¹.

* Defining chemical laboratory safety risk thresholds is not a tool or technique for identifying risks, but rather for performing qualitative risk analysis. Risk thresholds are the measures of the level of uncertainty or the level of impact at which a stakeholder may have a specific interest. Risk thresholds are used to determine the significance of each risk and to prioritize them for further analysis or action. Defining chemical laboratory safety risk thresholds would not help the risk manager to objectively identify risks, but rather to evaluate them¹.

* Drafting threat and opportunity risks that come to mind is not an objective or systematic way of identifying risks, but rather a subjective and intuitive one. This option would rely on the risk manager's personal judgment, experience, or creativity, which may not be sufficient or reliable for identifying risks in a project constructing a chemical laboratory. This option would also not ensure that the risks are based on factual and verifiable information sources, such as project documents or published reports. Drafting threat and opportunity risks that come to mind would not help the risk manager to objectively identify risks, but rather to generate them¹.

References: PMBOK Guide, 6th edition, pages 397-399, 414-415, 431-432, 441-442¹; Risk Management Professional (PMI-RMP) Cert Guide, pages 63-64²; Risk Management Professional Exam Outline, page 73.

NEW QUESTION # 214

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