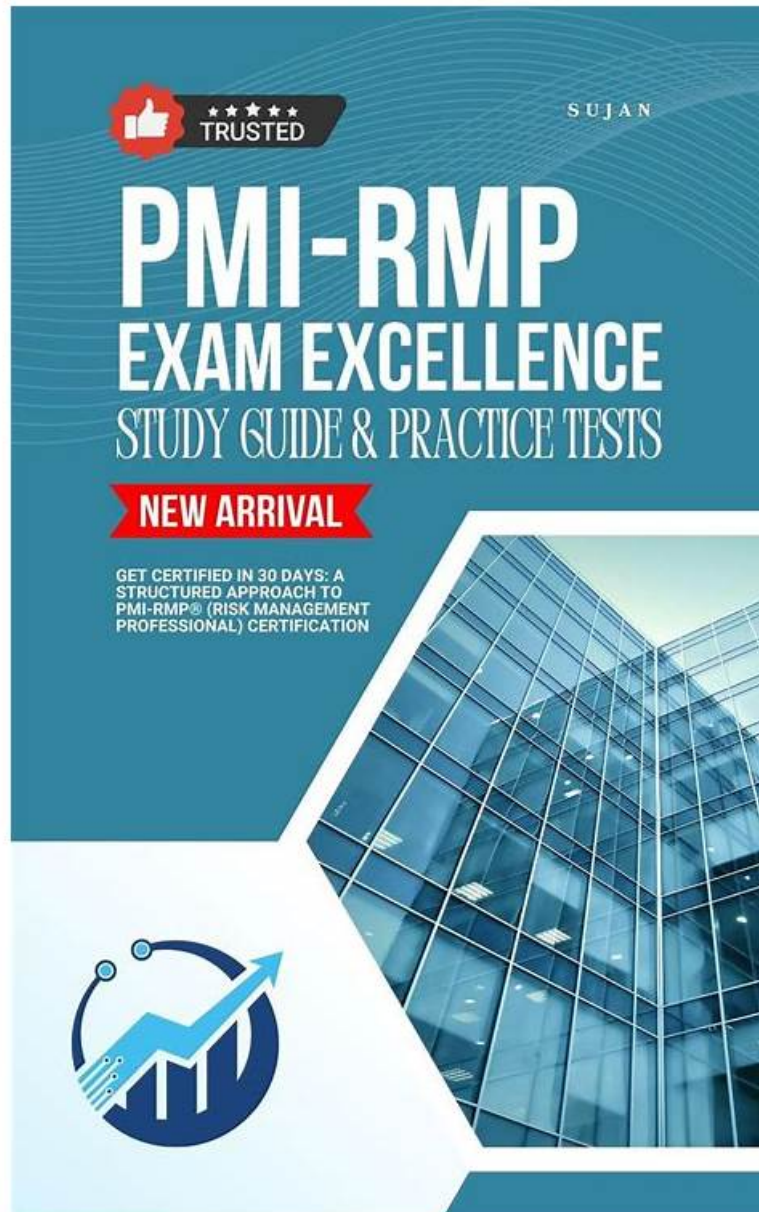


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PMI Risk Management Professional Sample Questions (Q220-Q225):

NEW QUESTION # 220

During a meeting with a project team, a project manager asks a risk manager to determine the risk events that could potentially have the most impact on a 2-year project with a budget of US\$800 000. Which approach should the risk manager suggest the project manager take?

- A. Simulation analysis
- B. Monte Carlo simulation
- **C. Quantitative analysis**
- D. Sensitivity analysis

Answer: C

Explanation:

Sensitivity analysis is a quantitative risk analysis technique used to determine how variations in individual project risks affect project objectives, such as cost, schedule, or performance. By analyzing the sensitivity of these variables, the project team can identify which risks have the most significant potential impact on the project. This information is crucial for prioritizing risk responses and allocating resources effectively.

PMI Risk Management Study Guide References:

The PMI-RMP Exam Content Outline includes sensitivity analysis as a key technique in performing quantitative risk analysis, aiding in the identification of high-impact risks that require focused attention.

NEW QUESTION # 221

A risk manager completed risk response planning for a project that is currently in the execution phase. During a periodic review of the risk register, the project manager recognizes that some key secondary risks have not been considered.

Who should the project manager hold accountable for missing the risks?

- A. The risk owners
- **B. The risk manager**
- C. The audit team
- D. The discipline engineers

Answer: B

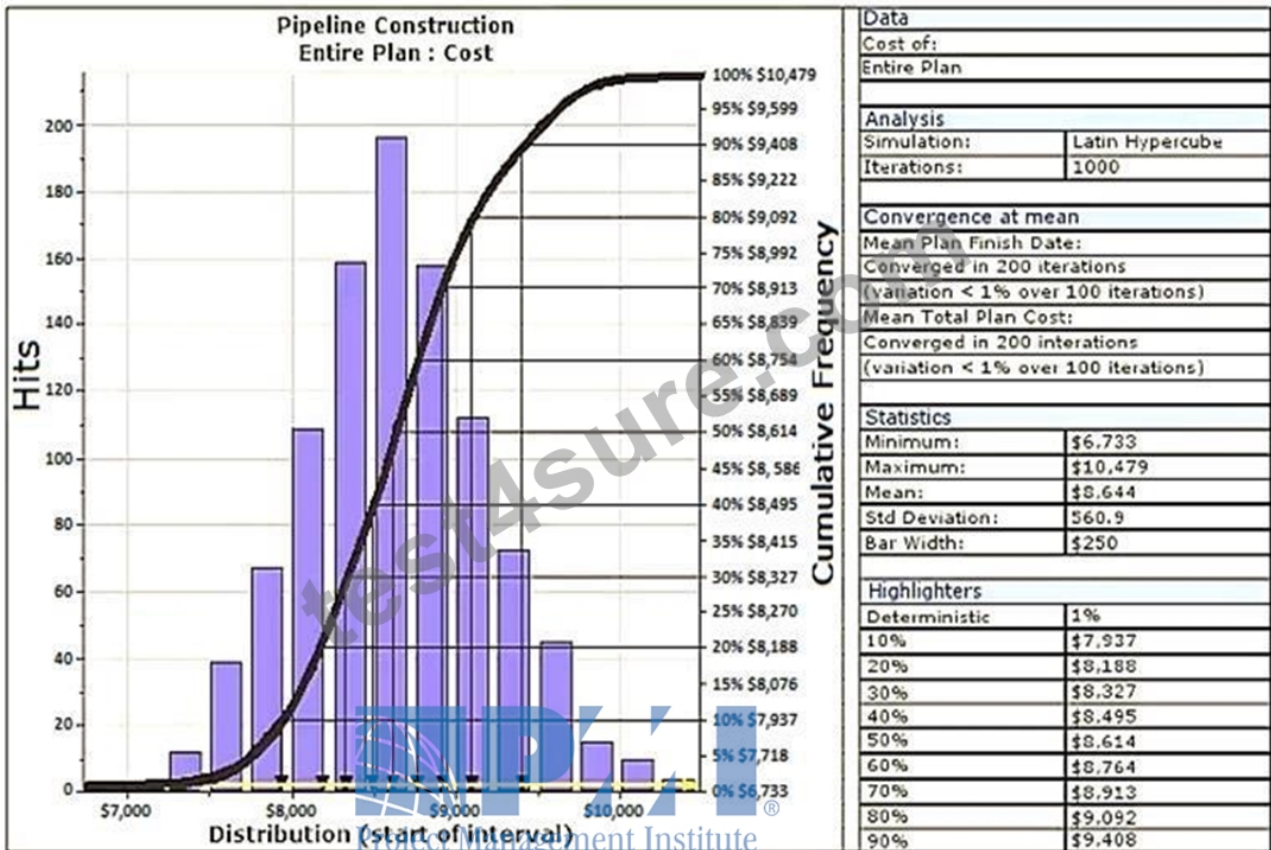
Explanation:

The risk manager is responsible for ensuring that all risks, including secondary risks, are identified and addressed during the risk response planning process. If key secondary risks were missed, the risk manager should be held accountable. (Reference: Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition, Section 11.5)

The risk manager is responsible for identifying and analyzing risks, as well as planning and implementing risk responses. Secondary risks are those risks that arise as a direct result of implementing a risk response to a specific risk. The risk manager should have considered the potential secondary risks during the risk response planning and updated the risk register accordingly. The project manager should hold the risk manager accountable for missing the secondary risks and ensure that they are properly addressed

References: 1: PMI Risk Management Professional (PMI-RMP)® Handbook, page10 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Seventh Edition, page 11.2.2.1

NEW QUESTION # 222



The project values are in thousands. What is the average cost of the project?

- A. US\$8,614,000
- B. US\$8,495,000
- C. US\$8,764,000
- D. US\$8,619,000

Answer: A

NEW QUESTION # 223

The project risk manager is in the process of identifying risks. The project sponsor has communicated that there is an influential stakeholder who has a senior management position. The other stakeholders do not feel comfortable speaking in front of this stakeholder.

What should the project risk manager do next to identify risks?

- A. Use expert judgment to remove ego or emotional conflict.
- B. Use the brainstorming technique to remove personal bias.
- C. Consider the Delphi technique to gather all stakeholder opinions.
- D. Review the risk breakdown structure to ensure project scope is covered.

Answer: C

Explanation:

Explanation

The Delphi technique allows the project risk manager to gather opinions from all stakeholders anonymously.

This method would enable stakeholders to express their concerns without feeling uncomfortable in front of the influential stakeholder.

The Delphi technique is a tool used to make quick decisions with consensus. This technique consists of sending several sets of anonymous questions to each expert. This is followed by a group discussion after every round. The Delphi technique can help the project risk manager to identify risks by soliciting the opinions of all stakeholders without revealing their identities. This way, the stakeholders can express their views freely and honestly, without being influenced or intimidated by the influential stakeholder. The Delphi technique can also reduce personal bias, ego, or emotional conflict among the participants. The project risk manager can use the results of the Delphi technique to create a list of potential risks and their causes, effects, and probabilities.

References: 3, 2, 5

NEW QUESTION # 224

Donna is the project manager of the QSD Project and she believes Risk Event D in the following figure is likely to happen.

Risk	Probability	Impact
A	.60	-12,000
B	.15	-45,000
C	.35	-15,000
D	.40	-35,000
E	.50	-17,000

If this event does happen, how much will Donna have left in the risk contingency reserve if none of the other risk events have happened?

- A. \$35,000
- B. \$41,700
- C. \$14,000
- D. \$6,700

Answer: D

NEW QUESTION # 225

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