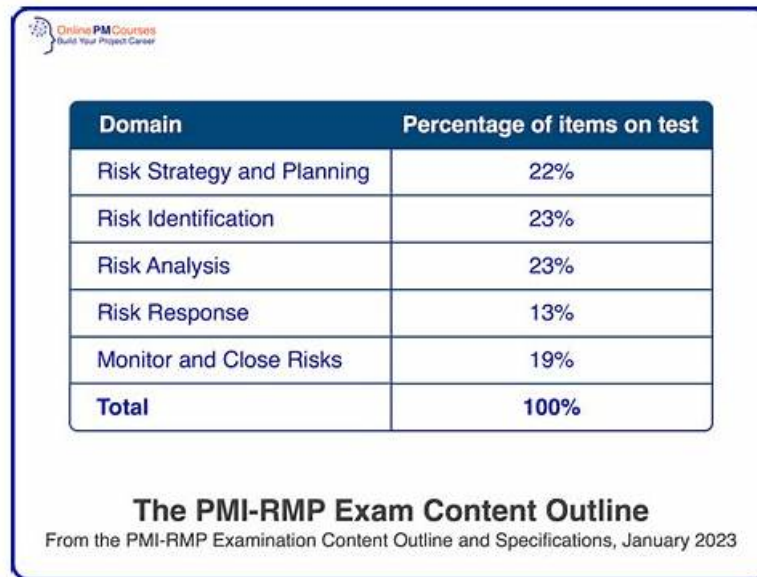


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PMI-RMP certification is a valuable credential for individuals who wish to demonstrate their expertise in risk management. It is particularly useful for professionals who work in high-risk industries, such as construction, finance, or healthcare, where the consequences of poor risk management can be significant. By earning the PMI-RMP Certification, individuals can differentiate themselves from their peers and demonstrate their commitment to best practices in risk management.

## PMI Risk Management Professional Sample Questions (Q47-Q52):

### NEW QUESTION # 47

A risk manager administered a pre-workshop risk survey in preparation for the upcoming workshop. The workshop invitees participated in the survey and submitted many risks encompassing all project phases and risk areas. The risk manager sorts risks by similarities and categories for the workshop.

What should the risk manager do next to visually organize the risks?

- A. Perform the analytical hierarchy process
- B. Assign probability and impact
- C. Perform a SWOT analysis
- **D. Develop an affinity diagram**

**Answer: D**

Explanation:

An affinity diagram is a tool used to visually organize and group risks or ideas based on their similarities and categories. It helps in structuring the risks for further analysis and discussion. (Reference: PMBOK Guide, 6th Edition, p. 138) According to the PMBOK Guide, an affinity diagram is a tool and technique for the identify risks process that allows large numbers of ideas to be sorted into groups for review and analysis. An affinity diagram can help the risk manager to visually organize the risks identified in the pre-workshop survey by grouping them into categories based on their similarities or common characteristics. This can help the risk manager to facilitate the risk analysis and prioritization in the workshop, as well as to stimulate new patterns of thinking and generate additional risks.

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

- \* The analytical hierarchy process is a technique for the plan risk management process that provides a method for comparing and ranking alternatives based on multiple criteria. It is not a tool for visually organizing risks.
- \* A SWOT analysis is a technique for the identify risks process that examines the project from the perspective of its strengths, weaknesses, opportunities, and threats. It is not a tool for visually organizing risks, but rather for generating them.
- \* Assigning probability and impact is a technique for the perform qualitative risk analysis process that assesses the likelihood and the potential effect of each individual risk on the project objectives. It is not a tool for visually organizing risks, but rather for evaluating them.

References: PMBOK Guide, 6th edition, pages 397-399, 414-415, 431-432, 441-442; PMI-RMP Exam Content Outline, 2015, page 7.

#### NEW QUESTION # 48

Della works as a project manager for Tech Perfect Inc. She is studying the documentation of planning of a project. The documentation states that there are twenty-eight stakeholders with the project. What will be the number of communication channels for the project?

- **A. 0**
- B. 1
- C. 2
- D. 3

**Answer: A**

#### NEW QUESTION # 49

A web page for weather reports will be online next quarter. During the retrospective, discrepancies were discovered with the customer's requests and the user experience (UX). There is a disagreement between the product owner and the development team about what may have gone wrong and led to this.

What should the Extreme Programming (XP) coach do to keep the project on track and deliver on time?

- **A. Run a spike, identify what went wrong during implementation, and request a change to enhance value delivery.**
- B. Release this version and leave changes to be done at the end of the project phase.
- C. Ask the development team to brainstorm and come up with suggestions that will improve the delivery date.
- D. Arrange a workshop where all ideas will be discussed and take corrective actions ensuring value delivery.

**Answer: A**

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Extreme Programming (XP) emphasizes continuous feedback, early testing, and adaptive planning. When discrepancies arise, XP encourages identifying root causes and taking corrective actions without delaying value delivery.

Option D: Run a spike, identify what went wrong during implementation, and request a change to enhance value delivery (Correct Answer).

\* A spike is a time-boxed research activity used to explore a problem, test assumptions, and mitigate uncertainty in XP methodology.

\* By running a spike, the team analyzes what went wrong in implementation and applies the findings to ensure future iterations align with customer needs.

\* The PMI-RMP Guide states that "proactive risk response planning helps teams course-correct and maintain delivery momentum" (PMI-RMP Exam Prep Study Guide, 2021, p. 142).

\* The Agile Practice Guide supports the use of spikes, highlighting that "spikes allow agile teams to validate uncertainties in requirements, leading to more informed decision-making" (PMI & Agile Alliance, 2017, p. 89).

Option A: Release this version and leave changes to be done at the end of the project phase (Incorrect).

\* XP emphasizes continuous improvement and early defect resolution rather than postponing fixes.

\* Leaving changes until later may increase technical debt and reduce user satisfaction.

Option B: Arrange a workshop where all ideas will be discussed and take corrective actions ensuring value delivery (Partially Correct but Not the Best Answer).

\* While workshops help gather feedback, they do not provide technical validation of what went wrong.

\* A spike (Option D) is a better approach because it directly investigates the issue and leads to actionable changes.

Option C: Ask the development team to brainstorm and come up with suggestions that will improve the delivery date (Incorrect).

\* Brainstorming may generate ideas but does not analyze the root cause of the discrepancies.

\* Without a structured approach like a spike, there is a risk of guessing rather than using data-driven solutions.

Final Verdict:

The best answer is D (Run a spike, identify what went wrong during implementation, and request a change to enhance value delivery) because a spike provides empirical insights, leading to more effective corrective actions.

References:

PMI. Agile Practice Guide (2017). PMI & Agile Alliance.

PMI. PMI-RMP Exam Prep Study Guide (2021).

### NEW QUESTION # 50

A newly assigned risk manager realizes that a project has unrealistic funding and low resources. Which document should the risk manager review?

- **A. Project management plan**
- B. Risk assessment criteria
- C. Project assumptions
- D. Risk management plan

**Answer: A**

Explanation:

When a risk manager realizes that a project has unrealistic funding and low resources, the appropriate document to review is the Project Management Plan. The Project Management Plan includes detailed information about the project's budget, resources, and overall strategy. By reviewing this plan, the risk manager can identify any discrepancies between the planned and actual resources and funding, allowing them to assess the associated risks and take necessary corrective actions.

PMI's standards indicate that the Project Management Plan is the primary document that outlines how the project will be executed, monitored, and controlled, including how resources and budgets are allocated.

### NEW QUESTION # 51

You are a project manager working on a software development project. You've developed the risk management plan, identified risks, and determined risk responses for the risks. One of the risks you identified occurs, and you implement the response for that risk. Then, another risk occurs as a result of the response you implemented. What type of risk is this called?

- A. Residual risk
- **B. Secondary risk**
- C. Mitigated risk
- D. Trigger risk

**Answer: B**

### NEW QUESTION # 52

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