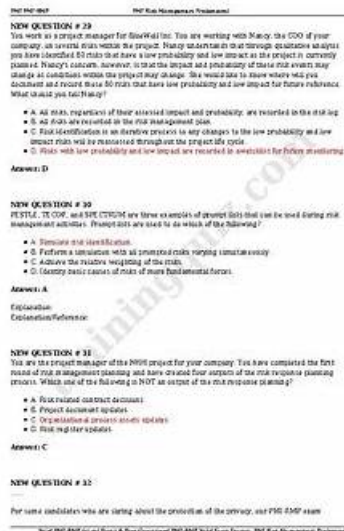


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PMI Risk Management Professional Sample Questions (Q23-Q28):

NEW QUESTION # 23

The project manager and the risk manager of a new project to develop an application to support autonomous driving are meeting with the sponsor and key stakeholders to discuss the project. During the meeting, it is identified that the transport authority is discussing new traffic regulations for the industry that could be in place before the project ends. How should the project manager and the risk manager handle this situation?

- A. Ensure the project complies with the current traffic regulations and laws.
- B. Send a letter to the traffic authority with the general project information.
- C. Perform inquiries on the website of the traffic authority weekly.
- **D. Meet with the traffic authority staff in charge of the new regulation.**

Answer: D

Explanation:

Meeting with the traffic authority staff responsible for the new regulation allows the project manager and risk manager to understand the potential changes and their impact on the project. This will help them proactively address any potential issues and ensure the project complies with the new regulations.

According to the PMBOK Guide, 6th edition, Chapter 11: Project Risk Management¹, the project manager and the risk manager should handle this situation by meeting with the traffic authority staff in charge of the new regulation. This is because:

The new traffic regulation is an external risk that could affect the project objectives, such as scope, schedule, cost, quality, and customer satisfaction. External risks are those that arise from outside the project boundaries and are beyond the control of the project team. Examples of external risks include changes in government policies, regulations, laws, market conditions, environmental factors, etc.

The project manager and the risk manager should proactively engage with the external stakeholders who have the power and influence to create or modify the external risks. By meeting with the traffic authority staff, they can establish a positive relationship, gain insights into the new regulation, and influence its development to align with the project needs. They can also obtain information on the probability and impact of the risk, as well as the potential response strategies.

The other options are not effective in handling this situation because:

Ensuring the project complies with the current traffic regulations and laws does not address the risk of the new regulation that could change the project requirements, scope, or deliverables. It also does not help the project team to prepare for the possible changes and mitigate their negative effects.

Sending a letter to the traffic authority with the general project information does not establish a direct and timely communication channel with the external stakeholder. It also does not provide enough details or feedback to understand the nature and implications of the new regulation.

Performing inquiries on the website of the traffic authority weekly does not allow the project team to influence the development of the new regulation or obtain reliable and updated information. It also does not enable the project team to build trust and rapport with the external stakeholder.

PMBOK Guide, 6th edition, Chapter 11: Project Risk Management¹

Risk Management Professional (PMI-RMP) Exam Cert Guide²

NEW QUESTION # 24

Ben works as a project manager for the MJH Project. In this project, Ben is preparing to identify stakeholders so he can communicate project requirements, status, and risks. Ben has elected to use a salience model as part of his stakeholder identification process. Which of the following activities best describes a salience model?

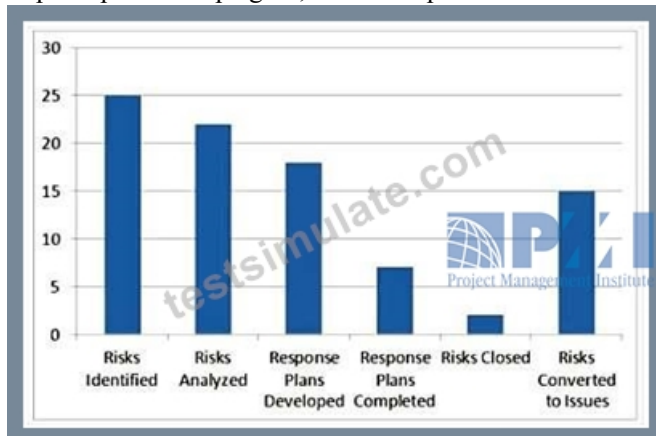
- **A. Describing classes of stakeholders based on their power (ability to impose their will), urgency (need for immediate attention), and legitimacy (their involvement is appropriate).**
- B. Grouping the stakeholders based on their level of authority ("power") and their level of concern ("interest") regarding the project outcomes.

- C. Grouping the stakeholders based on their level of authority ("power") and their active involvement ("influence") in the project.
- D. Influence/impact grid, grouping the stakeholders based on their active involvement ("influence") in the project and their ability to affect changes to the project's planning or execution ("impact").

Answer: A

NEW QUESTION # 25

A well established project begins to experience cost overruns and falls behind schedule. The project risk register identifies many risks and risk response plans in place, yet many risks are transitioning into issues. As the risks occur and become issues, many of the response plans are in progress, but not complete. The data from this graph represents the status of the project risks.



Based on this information, what improvement to the risk management process is required?

- **A. Improve the risk analysis to better define root causes.**
- B. Transition to an issue management program and close the remaining open risks.
- C. Review remaining risk response plans and invest in schedule quality improvements.
- D. Increase the project risk identification and analysis.

Answer: A

NEW QUESTION # 26

At an oil and gas company, a major unified management information system is to be implemented. The project manager noted that risks gathered from the organization's business functions are not properly identified and categorized, making it difficult to develop an effective risk response.

How should the project manager handle this situation?

- A. Ask functional managers to improve their risk register and process.
- B. Outsource conducting the risk response plan to risk consultants.
- C. Adjust the risk response plans to effectively handle the identified risks.
- **D. Coach the functional groups on how to properly conduct the process.**

Answer: D

Explanation:

The project manager should provide guidance and coaching to the functional groups on how to properly identify and categorize risks. This will help improve the quality of the risk register and ensure an effective risk response plan can be developed.

The project manager should coach the functional groups on how to properly conduct the process of identifying and categorizing risks, as this will help to improve the quality and consistency of the risk information and to facilitate the development of an effective risk response plan. The project manager should also provide guidance and support on how to use the appropriate tools and techniques, such as risk breakdown structure, risk taxonomy, risk checklists, risk interviews, and risk workshops, to elicit and document the risks from different perspectives and sources. By coaching the functional groups, the project manager can also enhance their risk awareness and ownership, and foster a collaborative risk culture within the project. References: The Standard for Risk Management in Portfolios, Programs, and Projects, page 71-72; PMBOK Guide, 6th edition, page 397-398.

NEW QUESTION # 27

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

Answer: C

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 # 28

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