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PMI PMI-RMP Exam Syllabus Topics:

Section	Weight	Objectives
Risk Process Facilitation	25-28%	- Plan risk responses - Evaluate risk response effectiveness - Perform quantitative risk analysis - Identify risks using various techniques - Manage contingency reserves - Implement risk responses - Perform qualitative risk analysis - Establish risk management policies and procedures - Integrate risk management into project lifecycle
Risk Strategy and Planning	19-20%	- Plan risk management activities - Develop risk management strategy - Define risk thresholds and metrics

		- Collaborate with cross-functional teams - Build consensus on risk response strategies - Promote risk awareness and understanding - Manage stakeholder expectations regarding risks
Stakeholder Engagement	19-20%	- Involve stakeholders in risk management process - Facilitate risk workshops and meetings - Communicate risk information effectively - Identify stakeholders and their risk tolerance - Negotiate risk ownership and accountability - Update risk register and documentation - Evaluate risk response execution - Report risk management performance
Risk Monitoring and Reporting	19-20%	- Monitor identified and emerging risks - Capture lessons learned regarding risks - Track risk metrics and triggers - Review risk audit results - Perform advanced quantitative analysis (e.g., Monte Carlo, decision trees)
Perform Specialized Risk Analyses	14-16%	- Conduct specialized risk assessments (e.g., regulatory, compliance) - Analyze complex risk scenarios and dependencies

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PMI Risk Management Professional Sample Questions (Q70-Q75):

NEW QUESTION # 70

A project manager is working on a high priority and high profile project. The project team had identified three opportunities, and after analysis, risk responses were recorded. Although risk responses were adequate for the identified opportunities, two of those opportunities were not acted upon. During the risk audit, the project manager found out that several of the planned risk responses were not implemented.

What should the project manager have done to avoid this?

- A. Determined risk triggers and thresholds in the risk response plan
- B. Increased communications to influence stakeholder risk responses
- C. Provided regular training to the risk owners for plan implementation
- D. Updated the project schedule, adding risk owner implementation tasks.

Answer: D

Explanation:

Explanation

The project manager should have updated the project schedule by adding risk owner implementation tasks.

This would have ensured that the planned risk responses were implemented in a timely manner and tracked as part of the project schedule. This would also have allowed the project manager to monitor the progress of risk response implementation and take corrective action if necessary.

According to the PMI-RMP Exam Content Outline and Specifications¹, one of the tasks under Domain 4: Risk Monitoring and Reporting is to "update project schedule, budget, and risk register with risk response outcomes". This implies that the project manager should have added the risk owner implementation tasks to the project schedule, so that they can be tracked and monitored. By doing so, the project manager could have ensured that the planned risk responses were executed as intended, and that the opportunities were not missed.

References: PMI-RMP Exam Content Outline and Specifications, page 10.

NEW QUESTION # 71

A global systems-implementation project is midway through execution. The risk manager is preparing a report for the next leadership meeting. Several new risks have been identified, some planned mitigation actions succeeded, and several actions required adjustment. Stakeholders have different concerns and areas of interest regarding the project ' s risk profile.

How should the risk manager customize the report?

- A. Analyze only the risks in the risk-response plan using quantitative data.
- B. Include detailed data about every risk ' s impact.
- C. Focus on high-priority risks and the associated actions in the risk-response plan.
- D. Exclude risks that do not currently have a mitigation strategy.

Answer: C

Explanation:

A leadership report should be tailored to decision needs and should emphasize material exposure, response status, significant changes, emerging risks, and actions requiring attention. Focusing on high-priority risks and their associated response actions creates a concise and actionable view.

The report should also explain successful responses, adjustments, threshold breaches, ownership, residual exposure, and decisions or support required. Stakeholder interests can be addressed through targeted summaries or sections without overwhelming the audience with every detail.

Risks without current mitigation should not be excluded because a lack of response may itself require leadership attention. Detailed information on every risk can obscure priorities. Limiting the report to quantitative data may omit important qualitative, regulatory, reputational, operational, or emerging risks.

Therefore, the report should prioritize the most significant risks and the status of their responses.

Why the other options are not the best answers:

A). Unmitigated risks may be among the most important items to report.

C). Detail on every risk reduces clarity and decision usefulness.

D). Not all important risks can or should be represented only through quantitative data.

References:

PMI, PMBOK Guide-Sixth Edition, Section 11.7, Monitor Risks.

PMI, The Standard for Risk Management in Portfolios, Programs, and Projects, guidance on tailored risk communication.

PMI, PMBOK Guide-Seventh Edition, Stakeholder and Measurement performance domains.

NEW QUESTION # 72

A project manager is trying to realize benefits from new material on an adaptive project. This is the first time the project team is using the material so the team does not have information to identify and analyze risks. A team member informs the project manager that a local university has recently published a research journal on the same material.

Where should the project manager find this information?

- A. Organizational process assets (OPAs)
- B. Industrial studies
- C. Commercial risk databases
- D. Enterprise environmental factors (EEFs)

Answer: D

Explanation:

Enterprise environmental factors (EEFs) are conditions or circumstances that are not under the control of the project team, but may influence, constrain, or direct the project. EEFs include internal and external factors, such as organizational culture, market conditions, industry standards, government regulations, and academic research. In this case, the project manager should find the information about the new material from the research journal published by the local university, which is an example of an external EEF. This information may help the project manager to identify and analyze the risks associated with the new material and plan appropriate risk responses. Industrial studies, commercial risk databases, and organizational process assets (OPAs) are not the correct choices, as they are not relevant to the question. Industrial studies are systematic investigations of a specific industry or sector, which may provide general information about the market trends, opportunities, and challenges, but not specific information about the new material. Commercial risk databases are sources of information about historical or potential risks that may affect projects in different domains or regions, which may help the project manager to identify common or emerging risks, but not the risks related to the new material. OPAs are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization, which may help the project manager to follow the established guidelines and practices for risk management,

but not to obtain new information about the new material. References: PMI. (2017). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition. Chapter 2: The Environment in Which Projects Operate, pp. 38-39. 5 Enterprise environmental factors (EEFs) include information from external sources, such as academic research, industry studies, and market conditions. In this case, the project manager should refer to the research journal published by the local university as an EEF to gather information about the new material and its associated risks.

NEW QUESTION # 73

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 # 74

A project manager identifies a risk in a multifunctional project and decides to take no action. What should the risk manager do if the risk occurs?

- A. Review the project management plan.
- **B. Implement a contingency or fallback plan.**
- C. Implement a workaround.
- D. Create a change request.

Answer: B

NEW QUESTION # 75

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