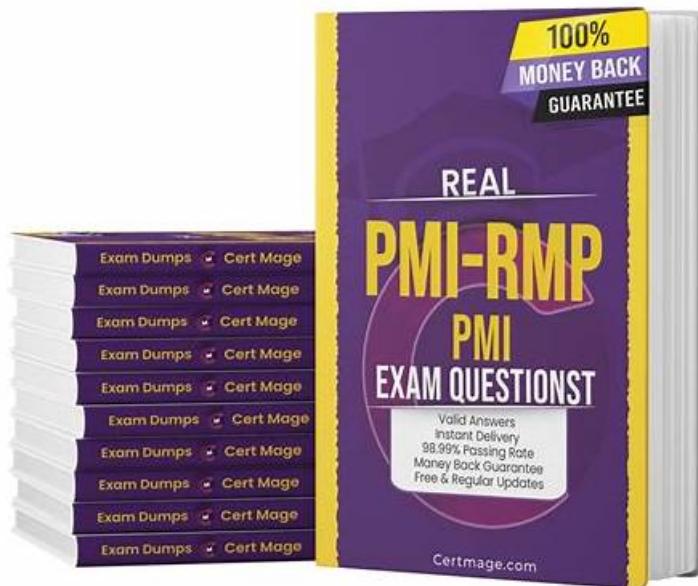


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PMI Risk Management Professional Sample Questions (Q237-Q242):

NEW QUESTION # 237

The risk manager for an IT project developing a software application has a major stakeholder concerned that the project will not conclude within the available funding. The risk manager found delays in the iterations and increments in the project's budget, potentially increasing the duration by two weeks.

What tools should the risk manager use to properly decide the risk of not finishing the project within the budget?

- A. Stakeholder management and communication tools
- B. Schedule management tools (i.e., Gantt Charts)
- C. Team performance reports and analysis tools
- D. **Estimation and probability analysis tools (i.e. Monte Carlo simulations)**

Answer: D

Explanation:

In a situation where there are concerns about finishing the project within the budget due to delays and cost increments, using estimation and probability analysis tools, such as Monte Carlo simulations, is appropriate.

These tools help the risk manager to model potential outcomes based on different scenarios, providing a statistical probability of staying within the budget or finishing on time. This data-driven approach allows for more informed decision-making regarding the project's financial risks.

NEW QUESTION # 238

A project manager has requested a risk manager facilitate risk identification on a project. While facilitating this effort, the project manager wants to ensure that stakeholders interact and provide their expertise so that an exhaustive list of risks is created.

Which risk identification technique should the risk manager use?

- A. Interviews
- B. Delphi technique
- C. **Nominal group technique**
- D. Prompt lists

Answer: C

Explanation:

The risk identification technique that the risk manager should use is the nominal group technique. This technique involves bringing stakeholders together to brainstorm potential risks and then ranking them based on their importance. This allows for interaction and collaboration among stakeholders, which can help ensure that an exhaustive list of risks is created.

The nominal group technique is a risk identification technique that involves the interaction and collaboration of stakeholders to generate an exhaustive list of risks. It is a structured process that allows each participant to share their ideas independently, then rank and prioritize them as a group. This technique ensures that all opinions are considered and reduces the influence of dominant or biased individuals¹²

1: PMI Risk Management Professional (PMI-RMP)®Handbook, page 10 2: A Guide to the Project Management Body of Knowledge (PMBOKGuide) - Seventh Edition, page 11.2.2.1

NEW QUESTION # 239

During a risk identification process in a construction project, the lack of space to install air conditioners is raised as a risk with high impact. Which is an example of an early risk trigger?

- A. A quality nonconformance issue raised during the inspection
- B. **A potential need to share the space with other machinery**
- C. A different type of equipment received before installation
- D. A time delay during air conditioning installation activities

Answer: B

Explanation:

A risk trigger is an indication or warning sign that a risk is about to occur or has occurred. A risk trigger can be an event, a condition, or a situation that signals the onset of a risk. A risk trigger can help the project team to identify and respond to risks in a timely manner. In this case, the lack of space to install air conditioners is a risk with high impact on the project. A potential need to share the space with other machinery is an example of an early risk trigger, because it indicates that the space issue may become a problem in the future. If the project team detects this trigger, they can take proactive actions to avoid or mitigate the risk, such as finding an alternative location, modifying the design, or negotiating with the stakeholders. References: PMI, The Standard for Risk Management in Portfolios, Programs, and Projects, 2019, p. 102-103.

NEW QUESTION # 240

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. Review the risk breakdown structure to ensure project scope is covered.
- D. Consider the Delphi technique to gather all stakeholder opinions.

Answer: D

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 # 241

Examine the figure given below.

□ What will be the expected monetary value of Risk C?

- A. \$175,000 if the risk event actually happens
- B. -\$27,000
- C. -\$113,750
- D. -\$175,000

Answer: B

NEW QUESTION # 242

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