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### PMI Risk Management Professional Sample Questions (Q86-Q91):

#### NEW QUESTION # 86

A project manager is working on a complex construction project. During the risk identification process, hundreds of risks were identified. The team seems to be confused regarding on which risks to focus. The project manager advises the team to go ahead and

start assessing the likelihood and impact of each risk.  
What process is this part of?

- A. Monitor and Control Risk
- **B. Perform Qualitative Risk Analysis**
- C. Plan Risk Management
- D. Perform Quantitative Risk Analysis

**Answer: B**

Explanation:

The process of assessing the likelihood and impact of each identified risk is part of the Perform Qualitative Risk Analysis process. This process helps prioritize risks based on their probability and impact, allowing the project team to focus on the most significant risks. By doing so, the project manager and team can allocate resources and effort to address the risks that pose the greatest threat or opportunity to the project.

The process of assessing the likelihood and impact of each risk is part of the Perform Qualitative Risk Analysis process, which is the process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics. This process helps the project manager and the team to focus on the high-priority risks that have the most influence on achieving the project objectives. The other processes are not relevant to the question scenario. Plan Risk Management is the process of defining how to conduct risk management activities for a project. Perform Quantitative Risk Analysis is the process of numerically analyzing the effect of identified risks on overall project objectives. Monitor and Control Risk is the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project. References: PMI Risk Management Professional (PMI-RMP) Examination Content Outline and Specifications, page 71. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition, pages 397-3982.

#### **NEW QUESTION # 87**

The project manager needs to create a risk management plan for a high risk project, but the company's senior management does not see value in spending time documenting major risks instead of leading the project.

What is the most appropriate action for the project manager to take first?

- A. Hire a risk consultant to identify the major risks.
- B. Develop a risk register and present it to the senior management
- **C. Develop a risk management plan and present it to the sponsor.**
- D. Document all identified risks.

**Answer: C**

#### **NEW QUESTION # 88**

The risk manager conducted an updated Monte Carlo simulation for the project at the end of a phase. The simulation reveals a key activity is now on the critical path.

What recommendation should the risk manager make to the project manager?

- **A. Review the plans for the key activity**
- B. Add more float to the key activity
- C. Increase the budget for the key activity
- D. Add more contingency to the project

**Answer: A**

Explanation:

Explanation

The risk manager should recommend that the project manager review the plans for the key activity, as this will help identify potential issues and opportunities to improve the activity's performance and reduce its impact on the critical path.

#### **NEW QUESTION # 89**

A risk manager is preparing the risk strategy for a strategic project, which involves stakeholders based in multiple locations. What should the risk manager do at this stage?

- **A. Define the risk processes and tools to be adopted.**
- B. Refine the risk assumptions and criteria to be used.
- C. Update the risk communications plan to include all stakeholders.
- D. Update the risk register to include this stakeholder-related risk.

**Answer: A**

Explanation:

At the risk strategy and planning stage, the risk manager's primary responsibility is to define the risk management processes and tools to be used for the project. This is foundational and comes before identifying individual risks or updating communication plans.

"The first step in risk management planning is to define how to conduct risk management activities, including processes, tools, and techniques that will be used on the project."

- PMBOK Guide, 6th Edition, Section 11.1 (Plan Risk Management)

ISO 31000 similarly emphasizes that the establishment of the risk management context, processes, and tools is critical at the planning stage, especially for projects involving multiple stakeholders and locations.

References:

PMI PMBOK Guide, 6th Edition, Section 11.1

ISO 31000:2018, Section 6.3

### NEW QUESTION # 90

A risk manager and relevant stakeholders have completed a risk response plan for a project. They have identified and planned responses to the known risks; however, a risk owner has identified and reported some residual risks not previously addressed. What should the risk manager do first?

- A. Implement the contingency plan when the residual risks occur.
- **B. Analyze, document, and communicate the residual risks to stakeholders.**
- C. Record the residual risks in the watch list for future reference.
- D. Develop a residual risk management plan to manage the residual risks.

**Answer: B**

Explanation:

Explanation

Residual risks are the risks that remain after the risk response plan has been implemented. They are the risks that are accepted by the project team and stakeholders as part of the project. Residual risks may have low probability or impact, but they still need to be monitored and controlled throughout the project. The first thing that the risk manager should do when a risk owner identifies and reports some residual risks is to analyze, document, and communicate them to the relevant stakeholders. The risk manager should assess the probability and impact of the residual risks, and determine if they require any further response or contingency plan. The risk manager should also update the risk register and the risk report with the information about the residual risks, and share them with the stakeholders who need to be aware of them. This will help the project team and stakeholders to be prepared for any potential occurrence of the residual risks, and to take appropriate actions if needed. References: PMI, The Standard for Risk Management in Portfolios, Programs, and Projects, 2019, p.

94-95, 101.

### NEW QUESTION # 91

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