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PMI Risk Management Professional Sample Questions (Q229-Q234):

NEW QUESTION # 229

Tracy is the project manager of the NLT Project for her company. The NLT Project is scheduled to last 14 months and has a budget at completion of \$4,555,000. Tracy's organization will receive a bonus of \$80,000 per day that the project is completed early up to \$800,000. Tracy realizes that there are several opportunities within the project to save on time by crashing the project work. Crashing the project is what type of risk response?

- A. Enhance
- B. Mitigation
- C. Exploit
- D. Transference

Answer: A

NEW QUESTION # 230

You work as a project manager for BlueWell Inc. You would like to utilize sensitivity analysis in your project, but the management does not understand how this will be displayed. What type of chart is usually used with sensitivity analysis to show the relative affect of risks on the project?

- A. Force field analysis chart
- **B. Tornado diagram**
- C. Ishikawa chart
- D. GERT Chart

Answer: B

NEW QUESTION # 231

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. Ask the development team to brainstorm and come up with suggestions that will improve the delivery date.
- C. Release this version and leave changes to be done at the end of the project phase.
- 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 # 232

A new resource is added to the project team from a matrix organization. How should the project's risk manager familiarize the new team member with the project's risk management process?

- A. Provide the new team member with a copy of the risk register and latest status report.
- B. Send the new team member the risk management plan to read.
- **C. Provide project specific risk training and mentor through the risk process.**
- D. The functional manager is responsible for providing the training.

Answer: C

NEW QUESTION # 233

A complex infrastructure construction project consisting of various stakeholders with diverse attitudes and opinions is in the execution phase. The project sponsor instructed the risk manager to evaluate the project environment and identify potential risks because many conflicts have arisen.

What should the risk manager do first?

- A. Perform a strength, weaknesses, opportunities, and threats (SWOT) analysis.
- B. Use the Wideband Delphi method.
- **C. Perform an assumptions and constraints analysis.**
- D. Use the brainstorming technique.

Answer: C

Explanation:

When conflicts arise in a complex project, performing an assumptions and constraints analysis is the first step in identifying potential risks. This analysis helps clarify the underlying assumptions and constraints that might be contributing to the conflicts, allowing the risk manager to assess whether they are still valid or if they need to be revisited. Addressing these factors can help mitigate conflicts and prevent new risks from emerging.

NEW QUESTION # 234

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