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## PMI Risk Management Professional Sample Questions (Q233-Q238):

### NEW QUESTION # 233

An organization is embarking on a multi-million-dollar project with numerous identified risks. What should the project risk team do to navigate the risks on this project?

- A. Go for a high-risk threshold of  $\pm 10\%$  around a cost objective.
- B. Conduct risk identification to populate the risk register.
- C. **Confirm stakeholders' risk thresholds based on risk appetites.**
- D. Go for a low-risk threshold of  $\pm 5\%$  around a cost objective.

**Answer: C**

Explanation:

For a multi-million-dollar project with numerous risks, understanding the stakeholders' risk thresholds based on their risk appetites is crucial. This helps in defining the boundaries within which the project can operate and determine acceptable levels of risk. By

confirming these thresholds, the risk management team can ensure that the project remains aligned with stakeholders' expectations and that appropriate risk responses are developed. This is a key step in the risk management process as per PMI guidelines, which emphasize the importance of aligning risk management efforts with stakeholders' risk tolerance and appetite.

#### NEW QUESTION # 234

A project manager is developing the risk register and works with the team to analyze risks and determine their probability and impact. There is valuable historical data available that may be used to simulate the overall risk outcome.

Which type of analysis should the project manager use in this instance?

- A. Check list analysis
- B. Cause and effect
- **C. Quantitative analysis**
- D. Specialized meeting

**Answer: C**

Explanation:

Explanation

In this instance, the project manager should use quantitative analysis to simulate the overall risk outcome.

Quantitative analysis techniques, such as Monte Carlo simulation or decision tree analysis, can be used to model the combined effect of individual risks on project objectives. By leveraging historical data, the project manager can generate more accurate and reliable risk assessments, which can help inform risk response strategies and improve project decision-making.

Quantitative analysis is a type of risk analysis that numerically analyzes the effect of identified risks on overall project objectives 1. It involves using historical data and other information to estimate the probability and impact of risks, and then applying mathematical techniques such as simulation, sensitivity analysis, decision tree analysis, or expected monetary value analysis to quantify the overall risk exposure of the project 2.

Quantitative analysis can provide more accurate and objective results than qualitative analysis, which relies on subjective judgments and ratings. Quantitative analysis can also help the project manager prioritize risks, determine the optimal risk response strategy, and allocate contingency reserves 3. Therefore, the correct answer is D.

References: 1: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 431 1 2: PMI Risk Management Professional (PMI-RMP) Examination Content Outline, page 102 3:

Quantifying risk - Project Management Institute, page 11

#### NEW QUESTION # 235

Due to lack of specific knowledge within a technical domain, the project manager decides an expert from outside the organization should be invited into the project to identify and analyze risks. The project manager understands that the risk management process has many benefits, but it will also have clear costs.

Which of the following should the project manager do?

- A. Identify internal resources with proper knowledge, and keep costs down.
- **B. Determine that the benefits outweigh the costs where risk is involved.**
- C. Hire a specialized risk analysis consulting company.
- D. Hire experts as needed.

**Answer: B**

#### NEW QUESTION # 236

A risk manager of a complex project has identified a risk and believes a deeper understanding of the source and likelihood is necessary. How should the risk manager proceed?

- A. Analyze the assumptions and constraints
- B. Perform a review of project documents
- C. Create prompt lists for expert interviews
- **D. Develop and employ an Ishikawa diagram**

**Answer: D**

Explanation:

An Ishikawa diagram (also known as a fishbone or cause-and-effect diagram) is a tool used to identify and analyze the root causes and sources of a risk. It helps the risk manager gain a deeper understanding of the risk source and likelihood. (Reference: PMBOK Guide, 6th Edition, p. 139) An Ishikawa diagram, also known as a fishbone diagram or a cause-and-effect diagram, is a tool that can help the risk manager to analyze the root causes of a risk and to identify the factors that influence its occurrence and impact. An Ishikawa diagram can also help to visualize the relationships among different causes and to prioritize the most significant ones. By developing and employing an Ishikawa diagram, the risk manager can gain a deeper understanding of the source and likelihood of the risk and plan appropriate responses accordingly. Reference: The Standard for Risk Management in Portfolios, Programs, and Projects, page 72; PMBOK Guide, 6th edition, page 398.

#### **NEW QUESTION # 237**

At the completion of a small project, the risk manager performs a risk audit and finds that several identified risks had occurred, and the impact was significantly larger than expected. While the project remained on schedule, the project budget increased by 50%. The project met all risk response milestones and no additional, previously unidentified risks, occurred on the project.

Based on this information, what risk management process improvement should the risk manager recommend for future similar projects?

- A. Revise the level of accuracy of probability and impact scores.
- B. Increase frequency of risk management meetings with the project manager.
- C. Expand the use of risk identification techniques.
- D. **Document the risk audit report and capture it in the lessons learned database.**

**Answer: D**

#### **NEW QUESTION # 238**

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