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PMI Risk Management Professional Sample Questions (Q201-Q206):

NEW QUESTION # 201

During a risk reassessment workshop with the project team and some external stakeholders, two key external stakeholders are overemphasizing the impact of a few project risks. This has led to a conflict. How should the risk manager handle this situation?

- A. Run a sensitivity analysis to check which risks have the most impact.
- B. Use the assumption analysis techniques to validate the assumptions.
- C. Request for a skilled facilitator to help resolve conflicts that have arise.
- D. Refer to the team's ground rules on how to resolve conflicts.

Answer: D

Explanation:

According to the PMBOK Guide, one of the tools and techniques for the plan risk management process is ground rules. Ground rules are the rules of conduct or behavior that are established by the project team and other stakeholders to ensure a productive and respectful environment for risk management activities. Ground rules can cover various aspects of risk management, such as roles and responsibilities, communication protocols, decision-making processes, meeting agendas, and conflict resolution methods¹. By referring to the team's ground rules on how to resolve conflicts, the risk manager can handle the situation where two key external

stakeholders are overemphasizing the impact of a few project risks. This can help the risk manager to maintain a constructive and collaborative atmosphere in the risk reassessment workshop, as well as to ensure that the risk analysis and prioritization are based on objective and consistent criteria.

Some of the other options are not relevant or appropriate for the question scenario:

* Requesting for a skilled facilitator to help resolve conflicts that have arisen is not a feasible or effective option, as it would interrupt the flow of the risk reassessment workshop and delay the risk management process. The risk manager should be able to facilitate the workshop and handle conflicts by themselves, using the tools and techniques that they have planned and agreed upon with the project team and stakeholders.

* Running a sensitivity analysis to check which risks have the most impact is a technique for the perform quantitative risk analysis process, which is not applicable in the context of a risk reassessment workshop. A sensitivity analysis is a quantitative method that examines the effect of varying one risk parameter at a time on the project objectives, such as cost or schedule. It is not a tool for resolving conflicts or validating the impact of risks, as it does not consider the interrelationships and dependencies among risks or the probability of risk occurrence¹.

* Using the assumption analysis technique to validate the assumptions is a technique for the identify risks process, which is not suitable for the situation where conflicts have already arisen in the risk reassessment workshop. An assumption analysis is a technique that explores the validity of the assumptions that are made during the project planning and risk management processes. It is not a tool for resolving conflicts or verifying the impact of risks, as it does not address the root causes or the consequences of the disagreements among the stakeholders¹.

References: PMBOK Guide, 6th edition, pages 407-408, 431-432, 437-438, 441-442¹; PMI-RMP Exam Content Outline, 2015, pages 7-8.

NEW QUESTION # 202

Linda is the project manager of the NAB Project. One of the risks her project team has identified is too dangerous for the project team to manage internally so she has hired a vendor to complete this portion of the project and to manage the identified risk. What risk response has Linda used in this instance?

- A. Mitigation
- B. Contractual
- C. Avoidance
- D. Transference

Answer: D

NEW QUESTION # 203

Donna is the project manager of the QSD Project and she believes Risk Event D in the following figure is likely to happen.

□ If this event does happen, how much will Donna have left in the risk contingency reserve if none of the other risk events have happened?

- A. \$35,000
- B. \$6,700
- C. \$41,700
- D. \$14,000

Answer: B

NEW QUESTION # 204

You are the project manager of the NHJ project for your company. This project has a budget at completion of \$1,650,000 and you are 60 percent complete. According to the project plan, however, the project should be 65 percent complete. In this project you have spent \$995,000 to reach this point of completion. There is a risk that this project may be late so you have taken some measures to recover the project schedule. Management would like to know, based on current performance, what the estimate at completion for this project will be.

What is the estimate at completion?

- A. \$1,650,000
- B. -\$8,333
- C. \$1,666,667
- D. \$663,333

Answer: C

NEW QUESTION # 205

A project team's manager is responsible for delivering a specific initiative for the organization. They are preparing for a monthly meeting where the manager will present on the current state of this initiative. The agile project lead sends the manager the following email with the current initiative status (Refer to the email exhibit).

☐

How many total story points is the entire initiative?

- A. 0
- **B. 1**
- C. 2
- D. 3

Answer: B

Explanation:

To determine the total story points for the entire initiative, we must sum up the estimates provided in the backlog from the email exhibit. The backlog includes the following user stories with their respective story point estimates:

New log-in screen - 6

Save passwords - 4

Defect fixing - triaged top 10 - 8

Accessibility - color blind - 4

Increase security - 21

Shopping cart - 7

Accept credit card payments - 5

Accept bank drafts - 9

New sort order - 3

Add AI chatbot - 5

Total story points calculation:

$6 + 4 + 8 + 4 + 21 + 7 + 5 + 9 + 3 + 5 = 72$ story points

Thus, the total number of story points for the initiative is 72, making option A the correct answer.

References:

Agile estimation techniques suggest using story points to estimate the effort required for backlog items.

The PMI Agile Practice Guide explains that story points represent the complexity, effort, and risk associated with a user story.

Agile teams use story point estimation to gauge work effort without associating it with time directly.

This approach ensures that the team has a clear understanding of the overall workload and can manage risks effectively.

NEW QUESTION # 206

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