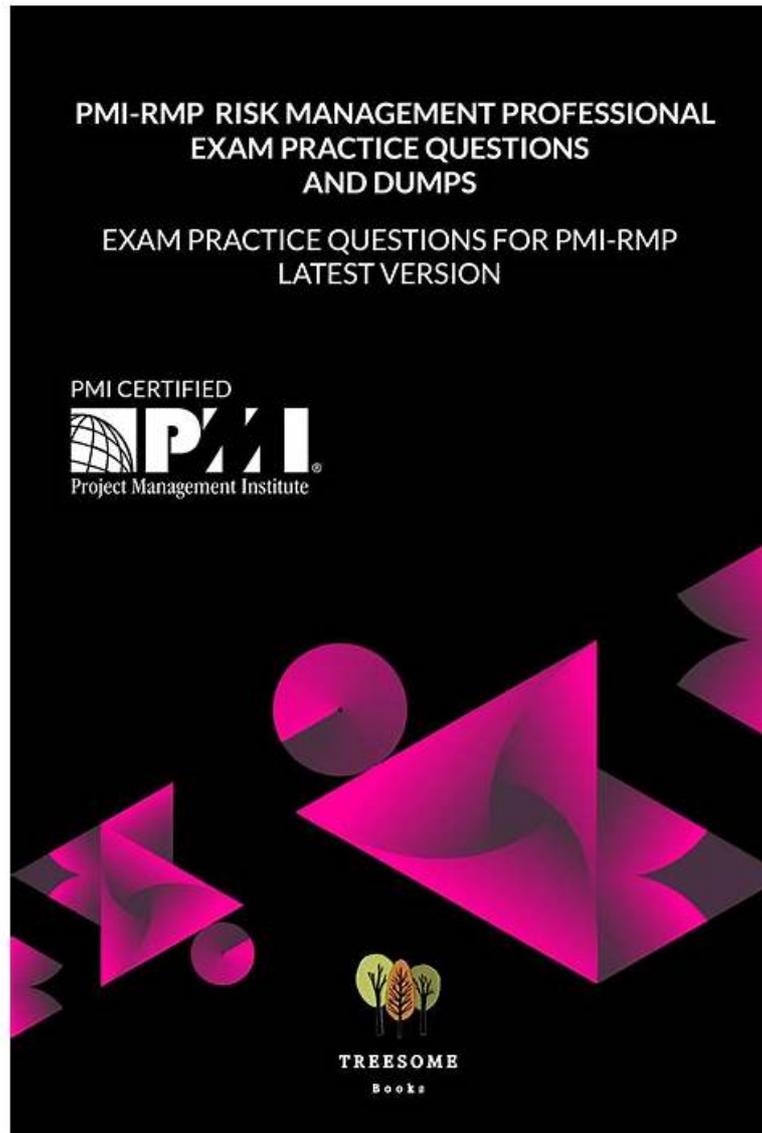


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### **PMI Risk Management Professional Sample Questions (Q254-Q259):**

#### **NEW QUESTION # 254**

Consider a project with a budget at completion of \$1,345,000 and it is supposed to be completed by today, but it is only 80 percent complete. This project has spent \$1,250,000 to reach this point of completion. What is the schedule variance for this project?

- A. -\$217,500
- **B. -\$269,000**
- C. -\$174,000
- D. 20 percent

**Answer: B**

#### **NEW QUESTION # 255**

Frances is the project manager of a project in her organization. This project has a budget of \$567,000 and is scheduled to last for three years. Frances wants to examine the risk events to determine which risk events have the most potential impact on the project. Which modeling technique can help Frances to accomplish this goal?

- **A. Sensitivity analysis**
- B. Expected monetary value
- C. Quantitative risk analysis
- D. Modeling and simulation

**Answer: A**

#### **NEW QUESTION # 256**

The project manager asks the risk manager to determine the initial risk assessment for a six-month initiative that is about to kick-off. Which two artifacts will help the risk manager conduct the related analysis? (Choose two.)

- A. Brainstorming
- **B. Project organizational chart**
- **C. Work breakdown structure (W&S)**
- D. Configuration management plan
- E. Monte Carlo analysis

**Answer: B,C**

Explanation:  
Explanation

According to the PMBOK Guide, one of the tools and techniques for the identify risks process is data gathering. Data gathering is the process of collecting information from various sources to identify potential risks that may affect the project objectives. One of the data gathering techniques is document analysis, which involves reviewing and analyzing available project documents and other information sources to identify potential risks<sup>1</sup>.

Two of the artifacts that will help the risk manager conduct the initial risk assessment for a six month initiative are the work breakdown structure (WBS) and the project organizational chart. These are two of the project documents that can be analyzed for potential risks in the project.

The work breakdown structure (WBS) is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.

The WBS represents the work defined in the current approved project scope statement and provides the framework for detailed cost estimating, resource planning, and risk management. By reviewing the WBS, the risk manager can identify potential risks that are associated with each work package, deliverable, or scope element, such as technical complexity, quality requirements, dependencies, assumptions, constraints, and uncertainties<sup>1</sup>.

The project organizational chart is a graphical representation of the project team members and their reporting relationships. The project organizational chart depicts the roles and responsibilities of the project team, as well as the communication channels and authority levels among the team members and other stakeholders. By reviewing the project organizational chart, the risk manager can identify potential risks that are related to the project team structure, such as resource availability, skill gaps, team dynamics, stakeholder expectations, and conflict resolution<sup>1</sup>.

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

The configuration management plan is a component of the project management plan that describes how the project team will manage the configuration of the project's deliverables and documentation. The configuration management plan defines the processes, tools, and methods for identifying, controlling, tracking, and auditing the changes to the project's baselines. The configuration management plan is not an artifact that will help the risk manager conduct the initial risk assessment, as it does not provide information on the potential risks that may affect the project objectives or scope<sup>1</sup>.

Brainstorming is a technique for the identify risks process that involves generating a list of potential risks through a group discussion. Brainstorming is not an artifact, but rather a tool and technique for identifying risks. Brainstorming can help the risk manager conduct the initial risk assessment, but only after reviewing and analyzing the available project documents and information sources<sup>1</sup>.

Monte Carlo analysis is a technique for the perform quantitative risk analysis process that involves simulating the combined effect of individual project risks and other sources of uncertainty on the project objectives, such as cost or schedule. Monte Carlo analysis is not an artifact, but rather a tool and technique for analyzing risks. Monte Carlo analysis can help the risk manager conduct the initial risk assessment, but only after identifying and prioritizing the individual project risks and their probability and impact<sup>1</sup>.

References: PMBOK Guide, 6th edition, pages 397-399, 414-415, 431-432, 441-442, 156-157, 168-169, 89-901; PMI-RMP Exam Content Outline, 2015, page 7.

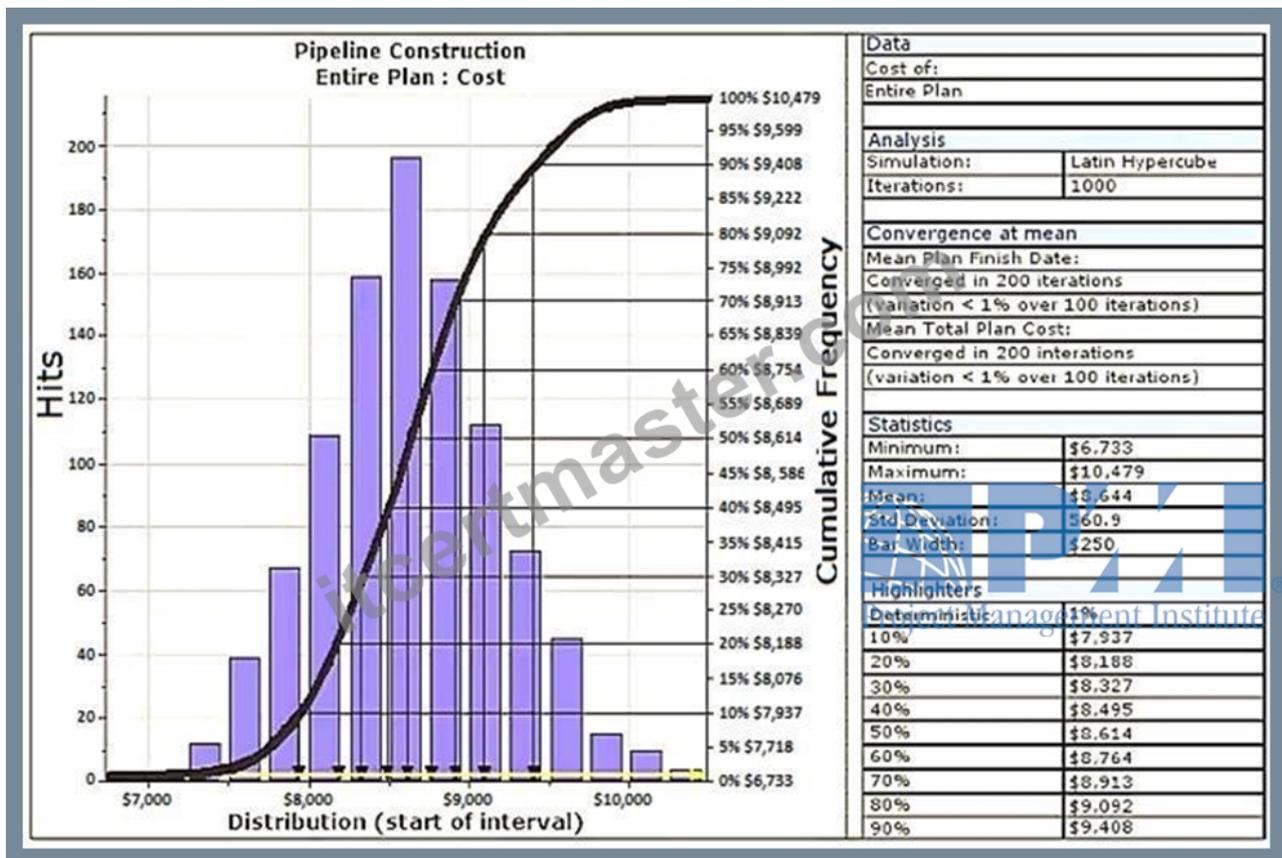
#### **NEW QUESTION # 257**

You are the project manager of the NNH project. In this project you have created a contingency response that the cost performance index should be less than 0.93. The NHH project has a budget at completion of \$945,000 and is 45 percent complete - though the project should be 49 percent complete. The project has spent \$455,897 to reach the 45 percent complete milestone. What is the project's cost performance index?

- A. 1.06
- B. -\$30,647
- C. 0.92
- **D. 0.93**

**Answer: D**

#### **NEW QUESTION # 258**



The project values are in thousands. What is the average cost of the project?

- A. US\$8,495,000
- B. US\$8,619,000
- C. US\$8,614,000
- D. US\$8,764,000

Answer: C

#### NEW QUESTION # 259

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