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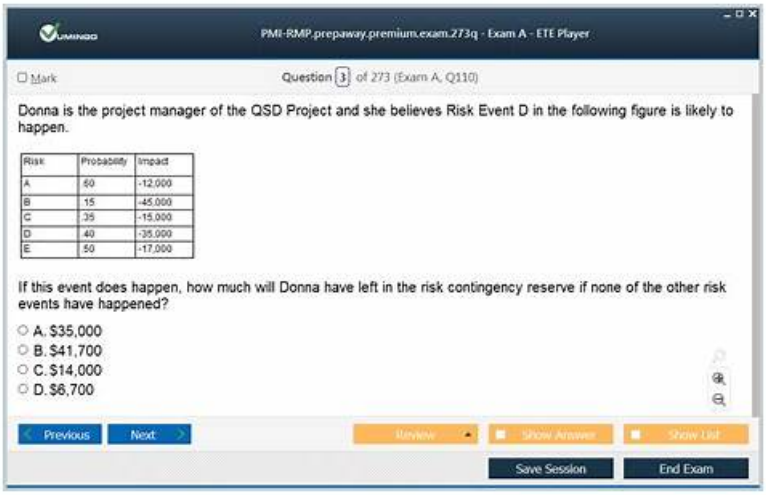

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PMI stands for the Project Management Institute, and it is the world's No.1 association for project managers who want to leverage their skills in this field by obtaining the related certificates. Among many other options, this institute offers the PMI-RMP or the PMI Risk Management Professional certification. Individuals who prove their knowledge of project risk identification and mitigation by passing the associated PMI-RMP exam will be issued this certification. But why opt for it? Well, project risk management remains one of the most important activities for organizations all around the globe with the majority of the world's largest project management companies doing a lot of risk management activities to increase their chances of succeeding. So, since project risk management significantly improves the project success rate and saves money, the PMI-RMP certificate will greatly increase your value in the eyes of potential employers.

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PMI Risk Management Professional Sample Questions (Q220-Q225):

NEW QUESTION # 220
What approach can a project manager use to improve the project's performance during qualitative risk analysis?

- A. Analyze as many risks as possible regardless of who initiated the risk event.
- B. Create a risk breakdown structure and delegate the risk analysis to the appropriate project team members.
- C. Focus on high-priority risks.
- D. Focus on near-term risks first.

Answer: C

NEW QUESTION # 221
During project planning, a risk is identified for which the risk manager has defined a mitigation strategy.
Later during project execution, this risk still leaves substantial residual risk.
What should the risk manager do to handle this situation?

- A. Revisit this risk in the risk register and redefine the mitigation strategy.
- B. Activate the contingency plan to handle this risk during execution.
- C. Ask the project sponsor for more budget to deal with this risk.
- D. Mark this new risk as an extremely high priority and inform all stakeholders.

Answer: D

Explanation:
If a risk still leaves substantial residual risk after implementing the mitigation strategy, the risk manager should revisit the risk register and redefine the mitigation strategy to reduce the residual risk to an acceptable level.
According to the PMBOK Guide, 6th edition, Chapter 11: Project Risk Management1, an effect of adding the correlation to the Monte Carlo schedule risk analysis model is that it increases the standard deviation of the model. This is because:
* Correlation is the statistical relationship between two or more variables. In a schedule risk analysis, correlation can be used to model the dependency between the durations of different activities. For example, if two activities are positively correlated, it means that if one activity takes longer than expected, the other activity is also likely to take longer than expected. Conversely, if two activities are negatively correlated, it means that if one activity takes longer than expected, the other activity is likely to take shorter than expected.
* A Monte Carlo schedule risk analysis is a simulation technique that uses random values for uncertain variables, such as activity durations, to generate possible outcomes for the project schedule. The simulation is repeated many times to produce a probability distribution of the project completion date and duration. The standard deviation is a measure of the variability or dispersion of the distribution. A higher standard deviation means that the distribution is more spread out and less predictable.
* Adding correlation to the Monte Carlo schedule risk analysis model increases the standard deviation of the model because it introduces more variability and uncertainty to the simulation. Correlated activities can have a cumulative effect on the project schedule, either positively or negatively, depending on the direction and strength of the correlation. This can result in more extreme outcomes for the project completion date and duration, which increase the spread of the distribution and the standard deviation.
References:
* PMBOK Guide, 6th edition, Chapter 11: Project Risk Management1
* Risk Management Professional (PMI-RMP)Exam Cert Guide2

NEW QUESTION # 222
A risk manager for a cross-functional project is initiating the risk identification process. The risk manager conducted some meetings for stakeholders to express their concerns, but some stakeholders are complaining that their opinions were not considered.
How should the risk manager address these concerns?

- A. Review the stakeholder register and stakeholder engagement plan to communicate and solicit stakeholder input.
- B. Refer to the project charter to find guidelines and stakeholder communication channels.
- C. Refer to the requirements documentation to confirm stakeholder requirements as they relate to risks.
- D. Rewrite the risk register to include the additional possible risks and inform the stakeholders.

Answer: A

Explanation:
According to the PMI Risk Management Professional (PMI-RMP)Examination Content Outline1, one of the tasks in the domain of Risk Identification is to review the stakeholder register and stakeholder engagement plan to communicate and solicit stakeholder input on risks throughout the project life cycle1. The stakeholder register is a project document that identifies the project stakeholders, their roles, interests, expectations, influence, and communication requirements2. The stakeholder engagement plan is a component of the project management plan that describes the strategies and actions to promote productive involvement of stakeholders in project decision making and execution3. In this scenario, the risk manager should review these documents to address the concerns of some stakeholders who are complaining that their opinions were not considered in the risk identification process.
The risk manager should communicate with the stakeholders according to their preferences and needs, and solicit their input on the project risks using various tools and techniques, such as interviews, surveys, brainstorming, etc. The risk manager should also update the stakeholder register and stakeholder engagement plan as needed to reflect any changes in the stakeholder community or their

expectations. The risk manager should not refer to the requirements documentation to confirm stakeholder requirements as they relate to risks, because that is not a direct way to address the stakeholders' concerns, and it may not capture all the potential risks that the stakeholders may identify4. The risk manager should not refer to the project charter to find guidelines and stakeholder communication channels, because the project charter is a high-level document that does not provide detailed information on how to communicate and engage with the stakeholders5. The risk manager should not rewrite the risk register to include the additional possible risks and inform the stakeholders, because that is a premature and presumptuous action that may not reflect the actual views and inputs of the stakeholders, and it may create more confusion and dissatisfaction among them6. Reference: 1: PMI Risk Management Professional (PMI-RMP)Examination Content Outline, page 82: A Guide to the Project Management Body of Knowledge (PMBOKGuide) - Sixth Edition, page 5133: A Guide to the Project Management Body of Knowledge (PMBOKGuide) - Sixth Edition, page 5184: A Guide to the Project Management Body of Knowledge (PMBOKGuide) - Sixth Edition, page 1525: A Guide to the Project Management Body of Knowledge (PMBOKGuide) - Sixth Edition, page 776: A Guide to the Project Management Body of Knowledge (PMBOKGuide) - Sixth Edition, page 414.

NEW QUESTION # 223
Tom is the project manager for his organization. In his project he has recently finished the risk response planning. He tells his manager that he will now need to update the cost and schedule baselines. Why would the risk response planning cause Tom the need to update the cost and schedule baselines?

- A. Risk responses protect the time and investment of the project.
- B. New or omitted work as part of a risk response can cause changes to the cost and/or schedule baseline.
- C. Baselines should not be updated, but refined through versions.
- D. Risk responses may take time and money to implement.

Answer: B

NEW QUESTION # 224
The risk manager of a major project needs to ensure the organizational process assets (OPAsj are updated as a result of risk management activities. How will the risk manager accomplish this?

- A. Communicating the status of risks regularly to stakeholders
- B. Ensuring that the project sponsor is kept well-informed
- C. Arranging periodic risk: management process audits
- D. Monitoring costs with intervention when necessary

Answer: C

Explanation:
Explanation
The risk manager can ensure the organizational process assets (OPAs) are updated as a result of risk management activities by arranging periodic risk management process audits. These audits help evaluate the effectiveness of risk management processes and identify areas of improvement, leading to updates in the OPAs.

NEW QUESTION # 225
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