



**PMI**

## **Exam Questions PMI-RMP**

PMI Risk Management Professional

#### NEW QUESTION 1

You work as a project manager for BlueWell Inc. You are involved with the project team on the different risk issues in your project. You are using the applications of IRGC model to facilitate the understanding and managing the rising of the overall risks that have impacts on the economy and society. One of your team member wants to know that what is the need to use the IRGC. What will be your reply?

- A. IRGC addresses questions such as the understanding of the secondary impacts of a risk.
- B. IRGC models aim at building robust, integrative inter-disciplinary governance models for emerging and existing risks.
- C. IRGC addresses the development of resilience and the capacity of organizations and people to face unavoidable risks.
- D. IRGC is both a concept and a tool.

**Answer: B**

#### NEW QUESTION 2

You are the project manager of the GHY Project for your company. You need to complete a project management process that will be on the lookout for new risks, changing risks, and risks that are now outdated. Which project management process is responsible for these actions?

- A. Risk planning
- B. Risk identification
- C. Risk monitoring and controlling
- D. Risk analysis

**Answer: C**

#### NEW QUESTION 3

Your organization has a project that is expected to last 20 months but the customer would really like the project completed in 18 months. You have worked on similar projects in the past and believe that you could fast track the project and reach the 18 month deadline. What increases when you fast track a project?

- A. Resources
- B. Costs
- C. Communication
- D. Risks

**Answer: D**

#### NEW QUESTION 4

Where can a project manager find risk-rating rules?

- A. Risk management plan
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Risk probability and impact matrix

**Answer: B**

#### NEW QUESTION 5

Frank is the project manager of the NHQ project for his company. Frank is working with the project team, key stakeholders, and several subject matter experts on risks dealing with the new materials in the project. Frank wants to utilize a risk analysis method that will help the team to make decisions in the presence of the current uncertainty surrounding the new materials. Which risk analysis approach can Frank use to create an approach to make decisions in the presence of uncertainty?

- A. Monte Carlo Technique
- B. Qualitative risk analysis process
- C. Quantitative risk analysis process
- D. Delphi Technique

**Answer: C**

#### NEW QUESTION 6

You are working with Anna on your project to determine and map the probability distributions of risk within the project. You have indicated that you will use the uniform distribution method for a portion of the project. Which part of your project is most likely to have a uniform risk distribution?

- A. Late completion stages of a project
- B. Project phases that deal with "cutover" technologies
- C. Early concept stage of design
- D. Project initiating

**Answer: C**

#### NEW QUESTION 7

Virginia is the project manager for her organization. She has hired a subject matter expert to interview the project stakeholders on certain identified risks within the project. The subject matter expert will assess the risk event with what specific goal in mind?

- A. To determine the level of probability and impact for each risk event
- B. To determine the bias of the risk event based on each person interviewed

- C. To determine the probability and cost of the risk event
- D. To determine the validity of each risk event

**Answer:** A

#### NEW QUESTION 8

You work as a project manager for SoftTech Inc. You are working with the project stakeholders to begin the qualitative risk analysis process. Which of the following inputs will be needed for the qualitative risk analysis process in your project? Each correct answer represents a complete solution. Choose all that apply.

- A. Organizational process assets
- B. Cost management plan
- C. Project scope statement
- D. Risk register

**Answer:** ACD

#### NEW QUESTION 9

You work as a project manager for BlueWell Inc. Management has asked you to work with the key project stakeholder to analyze the risk events you have identified in the project. They would like you to analyze the project risks with a goal of improving the project's performance as a whole. What approach can you use to achieve the goal of improving the project's performance through risk analysis with your project stakeholders?

- A. Focus on the high-priority risks through qualitative risk analysis
- B. Involve the stakeholders for risk identification only in the phases where the project directly affects them
- C. Involve subject matter experts in the risk analysis activities
- D. Use qualitative risk analysis to quickly assess the probability and impact of risk events

**Answer:** A

#### NEW QUESTION 10

You are the project manager of the BJA Project for your company. Management is worried about one of the identified risks in your project. The risk event has a probability of 90 percent and a cost impact of \$85,000. Management and you discuss possible solutions to address the risk. You share with them that for \$75,000 you can reduce the probability of the risk event to 15 percent and the impact to \$25,000. This solution will add three weeks to the project schedule. Management thinks this is a good idea and they would like you to add the time and cost additions to your project plan. What type of risk response is used?

- A. Avoidance
- B. Acceptance
- C. Exploit
- D. Mitigation

**Answer:** D

#### NEW QUESTION 10

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

**Answer:** A

#### NEW QUESTION 14

Gary is the project manager of his organization. He is managing a project that is similar to a project his organization completed recently. Gary has decided that he will use the information from the past project to help him and the project team to identify the risks that may be present in the project. Management agrees that this checklist approach is ideal and will save time in the project. Which of the following statement is most accurate about the limitations of the checklist analysis approach for Gary?

- A. The checklist analysis approach is fast but it is impossible to build an exhaustive checklist.
- B. The checklist analysis approach saves time, but can cost more.
- C. The checklist analysis approach only uses qualitative analysis.
- D. The checklist is also known as top down risk assessment.

**Answer:** A

#### NEW QUESTION 17

You work as a project manager for BlueWell Inc. You are working with Nancy, the COO of your company, on several risks within the project. Nancy understands that through qualitative analysis you have identified 80 risks that have a low probability and low impact as the project is currently planned. Nancy's concern, however, is that the impact and probability of these risk events may change as conditions within the project may change. She would like to know where will you document and record these 80 risks that have low probability and low impact for future reference. What should you tell Nancy?

- A. Risks with low probability and low impact are recorded in a watchlist for future monitoring.
- B. All risks, regardless of their assessed impact and probability, are recorded in the risk log.
- C. Risk identification is an iterative process so any changes to the low probability and low impact risks will be reassessed throughout the project life cycle.
- D. All risks are recorded in the risk management plan.

**Answer:** A

#### NEW QUESTION 22

You are the project manager of the GHY project. In your organization you must follow certain enterprise environmental factors that establish the rules for risk management. One of the policies your project must adhere to requires periodic rapid analysis of risks within the project. These rapid, cost-effective sessions must be documented and performed monthly. What type of analysis are you required to perform according to your enterprise environmental factors?

- A. Brainstorming
- B. Qualitative analysis
- C. Delphi Technique
- D. Quantitative analysis

**Answer:** B

#### NEW QUESTION 23

Fred is the project manager of the CPS project. He is working with his project team to prioritize the identified risks within the CPS project. He and the team are prioritizing risks for further analysis or action by assessing and combining the risks probability of occurrence and impact. What process is Fred completing?

- A. Risk identification
- B. Perform qualitative analysis
- C. Perform quantitative analysis
- D. Risk Breakdown Structure creation

**Answer:** B

#### NEW QUESTION 26

You are the project manager of the NHQ project for your company. Management has told you that you must implement an agreed upon contingency response if the Cost Performance Index in your project is less than 0.90. Consider that your project has a budget at completion of \$250,000 and is 60 percent complete. You are scheduled to be however, 75 percent complete, and you have spent \$165,000 to date. What is the Cost Performance Index for this project to determine if the contingency response should happen?

- A. -\$37,500
- B. 0.91
- C. 0.88
- D. 0.80

**Answer:** B

#### NEW QUESTION 28

David is the project manager of the NKL Project for his organization. He has been asked to create a proposal for a construction project for a client. David realizes that there are several requirements within the SOW and RFP provided by the client that would eliminate his company from bidding on the construction project. David proposed to management that his organization create a partnership with a competitor so that together they could bid on the construction project and qualify for the customer's requirements. What risk response is David proposing to management?

- A. Exploiting
- B. Teaming agreement
- C. Transference
- D. Sharing

**Answer:** D

#### NEW QUESTION 29

The Identify Risk process determines the risks that affect the project and document their characteristics. Why should the project team members be involved in the Identify Risk process?

- A. They are the individuals that will need a sense of ownership and responsibility for the risk events.
- B. They are the individuals that will have the best responses for identified risks events within the project.
- C. They are the individuals that are most affected by the risk events.
- D. They are the individuals that will most likely cause and respond to the risk events.

**Answer:** A

#### NEW QUESTION 33

Which of the following statements describe the purpose of an Issue Log? Each correct answer represents a complete solution. Choose all that apply.

- A. It analyzes the impact that the issue is having on the project.
- B. It tracks the actions taken to resolve the issue.
- C. It tracks the outcome of the actions taken.
- D. It addresses the risks that could affect the project.

**Answer:** ABC

#### NEW QUESTION 34

Joan is a project management consultant and she has been hired by a firm to help them identify risk events within the project. Joan would first like to examine the project documents including the plans, assumptions lists, project files, and contracts. What key thing will help Joan to discover risks within the review of the project documents?

- A. The project documents will help the project manager, or Joan, to identify what risk identification approach is best to pursue.

- B. Lack of consistency between the plans and the project requirements and assumptions can be the indicators of risk in the project.
- C. Poorly written requirements will reveal inconsistencies in the project plans and documents.
- D. Plans that have loose definitions of terms and disconnected approaches will reveal risks.

**Answer:** B

#### NEW QUESTION 37

In addition to monitoring and controlling the project risks for their status and information the risk monitoring and controlling process accomplishes four key things for a project. Which one of the following is NOT a determination that is made by the risk monitoring and controlling process?

- A. Determines if the project assumptions are still valid
- B. Determines if the risk management policies and procedures are being followed
- C. Determines if the risk contingency reserves should be modified to be in alignment with the current risk assessment
- D. Determines if the project constraints are still valid

**Answer:** D

#### NEW QUESTION 39

Lamont is the project manager of a project that has recently finished the final project deliverables. The project customer has signed off on the project deliverable and Lamont has a few administrative closure activities to complete. In the project, there were several large risks that could have wrecked the project but Lamont and his project team found some creative methods to resolve the risks without affecting the project costs or project end date. What should Lamont do with the risk responses he identified during the project's monitoring and controlling process?

- A. Include the risk response in the project risk management plan.
- B. Include the responses in the project management plan.
- C. Nothin
- D. The risk responses are included in the project's risk register already.
- E. Include the risk responses in the organization's lessons learned database.

**Answer:** D

#### NEW QUESTION 40

Fred is the project manager of a large project in his organization. Fred needs to begin planning the risk management plan with the project team and key stakeholders. Which plan risk management process tool and technique should Fred use to plan risk management?

- A. Variance and trend analysis
- B. Information gathering techniques
- C. Planning meetings and analysis
- D. Data gathering and representation techniques

**Answer:** C

#### NEW QUESTION 44

There are seven risk responses, a project manager can use to address risk events. Which one of the following is a risk response that is appropriate for positive or negative risk events depending on the scenario in the project?

- A. Avoidance
- B. Acceptance
- C. Sharing
- D. Transference

**Answer:** B

#### NEW QUESTION 49

Rex is the project manager of the BDF Project. This project will last for two years and has a budget of \$2,345,000. Management has instructed Rex that the project must not go over budget as funds are very tight in the organization. During the project planning Rex and the project team discover a positive risk event to save \$75,000. Rex wants to make certain that this risk event happens so which risk response method is most appropriate?

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

**Answer:** C

#### NEW QUESTION 53

Which types of project tends to have more well-understood risks?

- A. Operational work projects
- B. First-of-its kind technology projects
- C. Recurrent projects
- D. State-of-art technology projects

**Answer:** C

#### NEW QUESTION 57

You are working as a project manager in your organization. You are nearing the final stages of project execution and looking towards the final risk monitoring and controlling activities. For your project archives, which one of the following is an output of risk monitoring and control?

- A. Quantitative risk analysis
- B. Risk audits
- C. Requested changes
- D. Qualitative risk analysis

**Answer:** C

#### NEW QUESTION 62

You are the project manager of the HJK Project for your organization. You and the project team have created risk responses for many of the risk events in the project. Where should you document the proposed responses and the current status of all identified risks?

- A. Stakeholder management strategy
- B. Risk management plan
- C. Risk register
- D. Lessons learned documentation

**Answer:** C

#### NEW QUESTION 64

Della works as a project manager for Tech Perfect Inc. She is studying the documentation of planning of a project. The documentation states that there are twenty-eight stakeholders with the project. What will be the number of communication channels for the project?

- A. 378
- B. 300
- C. 28
- D. 250

**Answer:** A

#### NEW QUESTION 68

You are the project manager of the GGG project. You have completed the risk identification process for the initial phases of your project. As you begin to document the risk events in the risk register what additional information can you associate with the identified risk events?

- A. Risk potential responses
- B. Risk schedule
- C. Risk owner
- D. Risk cost

**Answer:** A

#### NEW QUESTION 70

Thomas is a key stakeholder in your project. Thomas has requested several changes to the project scope for the project you are managing. Upon review of the proposed changes, you have discovered that these new requirements are laden with risks and you recommend to the change control board that the changes be excluded from the project scope. The change control board agrees with you. What component of the change control system communicates the approval or denial of a proposed change request?

- A. Configuration management system
- B. Scope change control system
- C. Integrated change control
- D. Change log

**Answer:** C

#### NEW QUESTION 74

What risk identification technique allows participants to identify the project risks and to remain anonymous?

- A. Influence diagrams
- B. Assumptions analysis
- C. Surveys
- D. Delphi technique

**Answer:** D

#### NEW QUESTION 79

When does the Identify Risks process take place in a project?

- A. At the Planning stage.
- B. Throughout the project life-cycle.
- C. At the Initiating stage.
- D. At the Executing stage.

**Answer:** B



#### NEW QUESTION 82

You work as a project manager for TechSoft Inc. You are preparing to plan risk responses for your project with your project team. How many risk responses are available for a positive risk event in the project?

- A. Three
- B. Four
- C. Seven
- D. One

**Answer:** B

#### NEW QUESTION 83

You are the project manager of a new project in your organization. You and the project team have identified the project risks, completed risk analysis, and are planning the most appropriate risk responses. Which of the following tools is most effective to choose the most appropriate risk response?

- A. Cause-and-effect diagrams
- B. Project network diagrams
- C. Delphi Technique
- D. Decision tree analysis

**Answer:** D

#### NEW QUESTION 87

Gary is the project manager of the MMQ project for his company. He is working with his project team to plan the risk responses for his project. Sarah, a project team member, does not understand the process that Gary is using to plan the risk responses. Which approach is the preferred method to address project risks and the risk responses?

- A. Risks in the project should be addressed by their probability for creating risk responses.
- B. Risks in the project should be addressed by the organization's risk tolerance for creating risk responses.
- C. Risks in the project should be addressed by their impact for creating risk responses.
- D. Risks in the project should be addressed by their priority for creating risk responses.

**Answer:** D

#### NEW QUESTION 91

Which of the following risk responses delineates that the project plan will not be changed to deal with the risk?

- A. Exploitation
- B. Transference
- C. Acceptance
- D. Mitigation

**Answer:** C

#### NEW QUESTION 93

Ruth is the project manager of ISFH project for her company. This project is forty percent complete and it appears that some risk events are going to happen in the project that will have an adverse affect on the project. Ruth creates a change request regarding the risks. Is this a valid response?

- A. No, change requests should not address risks, only risk response strategies should be issued.
- B. No, change requests should not address pending risks, but only scope changes.
- C. Yes, change requests can be recommended for corrective actions for contingency plans.
- D. Yes, change requests can ask for additional funds to pay for the risk impact.

**Answer:** C

#### NEW QUESTION 94

Examine the figure given below.

What will be the expected monetary value of Risk C?

- A. -\$113,750
- B. \$175,000 if the risk event actually happens
- C. -\$175,000
- D. -\$27,000

**Answer:** D

#### NEW QUESTION 97

Your project spans the entire organization. You would like to assess the risk of the project but are worried that some of the managers involved in the project could affect the outcome of any risk identification meeting. Your worry is based on the fact that some employees would not want to publicly identify risk events that could make their supervisors look bad. You would like a method that would allow participants to anonymously identify risk events. What risk identification method could you use?

- A. Delphi technique
- B. Isolated pilot groups
- C. SWOT analysis
- D. Root cause analysis

**Answer:** A

#### NEW QUESTION 101

You are the project manager of the HJU project for your company. This project will last for 18 months and has a project budget of \$567,000. Robert, one of your stakeholders, has introduced a scope change request that will likely have an impact on the project costs and schedule. Robert assures you that he will pay for the extra time and costs associated with the risk event. You tell Robert that the change request may affect more areas of the project than just time and cost and that you are worried about the additional risks the change request will bring. What project management component is responsible for evaluating a change request and its impact on all of the project management knowledge areas?

- A. Project change control system
- B. Integrated change control
- C. Risk analysis
- D. Configuration management

**Answer:** B

#### NEW QUESTION 106

Harry works as a project manager for BlueWell Inc. He is determining how to conduct the risk management activities for a project. According to the PMBOK, there are six inputs to the plan risk management process. Which one of the following is NOT an input to this process?

- A. Project scope statement
- B. Risk management plan
- C. Schedule management plan
- D. Cost management plan

**Answer:** B

#### NEW QUESTION 111

You are the program manager for your organization. Management is considering a new program but they are worried about the program risks that may affect the program success. You know that there are three positive risks responses and three negative risk responses that each risk can have. Management asks you which risk response would be most appropriate for a large risk event if they wanted to hire a third-party to own the risk event for the program. What risk event is most appropriate?

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

**Answer:** C

#### NEW QUESTION 116

You are the project manager of the HJH project for your company. In your project, you have created the probability-impact risk matrix as shown in the following figure:

If Risk D happens in this project, how much will be left in the contingency reserve?

- A. \$440,000
- B. \$233,500
- C. \$258,500
- D. \$243,500

**Answer:** B

#### NEW QUESTION 120

Which one of the following is the only output for the qualitative risk analysis process?

- A. Enterprise environmental factors
- B. Project management plan
- C. Risk register updates
- D. Organizational process assets

**Answer:** C

#### NEW QUESTION 122

Thomas is the project manager of the NHJ Project for his company. He has identified several positive risk events within his project and he thinks these events can save the project time and money. Positive risk events, such as these within the NHJ Project are also known as what?

- A. Benefits
- B. Opportunities
- C. Ancillary constituent components
- D. Contingency risks

**Answer:** B

#### NEW QUESTION 125

There are four inputs to the Monitoring and Controlling Project Risks process. Which one of the following will NOT help you, the project manager, to prepare for



risk monitoring and controlling?

- A. Work Performance Information
- B. Project management plan
- C. Risk register
- D. Change requests

**Answer:** D

#### NEW QUESTION 129

Which of the following diagrams displays sensitivity analysis data?

- A. Fishbone
- B. Influence
- C. Tornado
- D. Cause and effect

**Answer:** C

#### NEW QUESTION 133

You are the project manager of the GHY project for your company. This project has a budget of \$543,000 and is expected to last 18 months. In this project, you have identified several risk events and created risk response plans. In what project management process group will you implement risk response plans?

- A. Executing
- B. Planning
- C. Monitoring and Controlling
- D. In any process group where the risk event resides

**Answer:** C

#### NEW QUESTION 134

You work as a project manager for BlueWell Inc. There has been a delay in your project work that is adversely affecting the project schedule. You decided, with your stakeholders' approval, to fast track the project work to get the project done faster. When you fast track the project which of the following are likely to increase?

- A. Costs
- B. Quality control concerns
- C. Human resource needs
- D. Risks

**Answer:** D

#### NEW QUESTION 135

Don has hired Jerry, a contractor, to complete a portion of his project work. The contract used was a cost-plus contract. If Don were to perform a risk audit, who would carry the risk in this scenario?

- A. Don would because he is the project manager.
- B. Jerry would because of the contract type.
- C. Don would because of the contract type.
- D. Jerry would because he is the hired contractor.

**Answer:** C

#### NEW QUESTION 139

Frank is the project manager of the NHH Project. He is working with the project team to create a plan to document the procedures to manage risks throughout the project. This document will define how risks will be identified and quantified. It will also define how contingency plans will be implemented by the project team. What document is Frank and the NHH Project team creating in this scenario?

- A. Resource management plan
- B. Project plan
- C. Project management plan
- D. Risk management plan

**Answer:** D

#### NEW QUESTION 143

You work as a project manager for BlueWell Inc. You want to create a visual diagram, which can depict the resources that will be used within the project. Which of the following diagrams will you create to accomplish the task?

- A. Roles and responsibility matrix
- B. Work breakdown structure
- C. Resource breakdown structure
- D. RACI chart

**Answer:** C

#### NEW QUESTION 145

Frances is the project manager of a project in her organization. This project has a budget of \$567,000 and is schedule 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. Expected monetary value
- B. Sensitivity analysis
- C. Quantitative risk analysis
- D. Modeling and simulation

**Answer: B**

#### NEW QUESTION 146

John works as a project manager for ABD project. He and his team, are working on the following activities:

Relative ranking or priority list of project risks Watchlists of low priority risk

Trends in Qualitative Risk Analysis results

On which of the following processes is John working on?

- A. Perform Qualitative Risk Analysis
- B. Plan Risk Management
- C. Plan Risk Responses
- D. Perform Quantitative Risk Analysis

**Answer: A**

#### NEW QUESTION 150

You are the project manager of the NHK Project. Management wants to know how often your risk identification process will occur during the project. Considering that your project is scheduled to last one year and involves five distinct phases, how often should risk identification take place?

- A. Monthly
- B. Once per project life cycle phase
- C. Quarterly
- D. Vary depending on the situations within the project

**Answer: D**

#### NEW QUESTION 155

Which of the following processes must be repeated after Plan Risk Responses, as well as part of the Monitor and Control Risks, to determine if the overall project risk has been satisfactorily decreased?

- A. Risk Limitation
- B. Perform Qualitative Risk Analysis
- C. Identify Risk
- D. Perform Quantitative Risk Analysis

**Answer: D**

#### NEW QUESTION 156

You are the project manager of the NGQQ Project for your company. To help you communicate project status to your stakeholders, you are going to create a stakeholder register. All of the following information should be included in the stakeholder register except for which one?

- A. Assessment information of the stakeholders' major requirements, expectations, and potential influence
- B. Stakeholder classification of their role in the project
- C. Identification information for each stakeholder
- D. Stakeholder management strategy

**Answer: D**

#### NEW QUESTION 161

You are the project manager of the GGH Project in your company. Your company is structured as a functional organization and you report to the functional manager that you are ready to move onto the quantitative risk analysis process. What things will you need as inputs for the quantitative risk analysis of the project in this scenario?

- A. You will need the risk register, risk management plan, permission from the functional manager, and any relevant organizational process assets.
- B. You will need the risk register, risk management plan, cost management plan, schedule management plan, and any relevant organizational process assets.
- C. You will need the risk register, risk management plan, outputs of qualitative risk analysis, and any relevant organizational process assets.
- D. Quantitative risk analysis does not happen through the project manager in a functional structure.

**Answer: B**

#### NEW QUESTION 165

You are the project manager of the AMD project for your organization. In this project, you are currently performing quantitative risk analysis. The tool and technique you are using is simulation where the project model is computed many times with the input values chosen at random for each iteration. The goal is to create a probability distribution from the iterations for the project schedule. What technique will you use with this simulation?

- A. Pareto modeling
- B. Expected Monetary Value

- C. Analogous modeling
- D. Monte Carlo Technique

**Answer:** D

#### NEW QUESTION 167

You are the project manager of the GYH project for your organization. Management has asked you to begin identifying risks and to use an information gathering technique. Which one of the following risk identification approaches is an information gathering technique?

- A. Root cause analysis
- B. Assumptions analysis
- C. SWOT analysis
- D. Documentation reviews

**Answer:** A

#### NEW QUESTION 169

You are the project manager of a large construction project. This project will last for 18 months and will cost \$750,000 to complete. You are working with your project team, experts, and stakeholders to identify risks within the project before the project work begins.

Management wants to know why you have scheduled so many risk identification meetings throughout the project rather than just initially during the project planning. What is the best reason for the duplicate risk identification sessions?

- A. The iterative meetings allow the project manager and the risk identification participants to identify newly discovered risk events throughout the project.
- B. The iterative meetings allow all stakeholders to participate in the risk identification processes throughout the project phases.
- C. The iterative meetings allow the project manager to discuss the risk events which have passed the project and which did not happen.
- D. The iterative meetings allow the project manager to communicate pending risks events during project execution.

**Answer:** A

#### NEW QUESTION 170

Ted is the project manager of the HRR project for his company. Management has asked that Ted periodically reviews the contingency reserve as risk events happen, pass, or are still pending. What is the purpose of reviewing the contingency reserve?

- A. It helps to evaluate if the remaining reserve is adequate for the risk exposure.
- B. It helps to determine how much more funds will need to be invested in the project.
- C. It helps to evaluate secondary and residual risks related to the risk responses and their costs.
- D. It helps to determine the probability and impact of project risks.

**Answer:** A

#### NEW QUESTION 174

You are the project manager of a large construction project. You are evaluating the strengths, weaknesses, opportunities, and threats involved in a project. In which of the following processes are you on?

- A. Define Scope
- B. Plan Risk Responses
- C. Plan Risk Management
- D. Identify Risks

**Answer:** D

#### NEW QUESTION 179

As a part of monitoring and controlling the project, the project manager should update the risk register. The project manager should update the risk register with information on risk reassessment, risk audits, and periodic risk reviews. What other information should the project manager update the risk register with?

- A. Actual costs and schedule delays of risk events.
- B. Actual outcomes of risk management duties by the project team.
- C. Actual cost of risk events.
- D. Actual outcomes of the project's risks and of the risk responses.

**Answer:** D

#### NEW QUESTION 180

Marsha is the project manager of the NHQ Project. There's a risk that her project team has identified, which could cause the project to be late by more than a month. Marsha does not want this risk event to happen so she devises extra project activities to ensure that the risk event will not happen. The extra steps, however, will cost the project an additional \$10,000. What type of risk response is this approach?

- A. Enhancing
- B. Exploiting
- C. Mitigation
- D. Transference

**Answer:** C

#### NEW QUESTION 184

Frank is a project team member in your project. Frank has been adding changes to the software interface for the software that your project is creating. Because Frank has been adding these features new risks have entered into the project. You elect that these additions should be removed from the project even if it takes extra time and money to remove the features. What are these riskladen features called?

- A. Gold plating
- B. Scope creep
- C. Negative risks
- D. Corrective actions

**Answer: B**

#### NEW QUESTION 187

Bill is the project manager for a project that will last six months and has a budget of \$580,000. In this project a high-risk has been identified with the new materials the project will be using. Bill would like to assign one person, Beth, to be responsible to monitor this risk. Bill assigns Beth the authority to respond to the risk event if it appears in the risk events that is likely to happen. In addition, Bill hires a consultant to work with Beth on this area of the project. In this instance, who is the risk response owner?

- A. Bill, because he is the project manager
- B. Beth, because she has the authority to respond to the risk event
- C. Beth and the consultant are the risk owners
- D. The consultant working with Beth, because this is transference

**Answer: B**

#### NEW QUESTION 189

Holly is the project manager of the GHH Project. During risk identification and the subsequent risk analysis process she has identified a risk with a high probability and high impact for her project. She and the stakeholder agree that the project management plan should be changed to eliminate the risk threat entirely. What risk response has Holly used in this instance?

- A. This is the risk mitigation response.
- B. This is the avoidance risk response.
- C. This is the transference risk response.
- D. This is a scope change and not a risk response.

**Answer: B**

#### NEW QUESTION 194

Kelly is the project manager of the NNQ Project for her company. This project will last for one year and has a budget of \$350,000. Kelly is working with her project team and subject matter experts to begin the risk response planning process. When the project manager begins the plan risk response process, what two inputs will she need?

- A. Risk register and the risk response plan
- B. Risk register and power to assign risk responses
- C. Risk register and the risk management plan
- D. Risk register and the results of risk analysis

**Answer: C**

#### NEW QUESTION 199

Adrian is a project manager for a new project using a technology that has recently been released and there's relatively little information about the technology. Initial testing of the technology makes the use of it look promising, but there's still uncertainty as to the longevity and reliability of the technology. Adrian wants to consider the technology factors a risk for her project. Where should she document the risks associated with this technology so she can track the risk status and responses?

- A. Risk register
- B. Risk low-level watch list
- C. Project scope statement
- D. Project charter

**Answer: A**

#### NEW QUESTION 201

Your project uses a piece of equipment that if the temperature of the machine goes above 450 degree Fahrenheit the machine will overheat and have to be shut down for 48 hours. Should this machine overheat even once it will delay the project's end date. You work with your project to create a response that should the temperature of the machine reach 430, the machine will be paused for at least an hour to cool it down. The temperature of 430 is called what?

- A. Risk response
- B. Risk event
- C. Risk trigger
- D. Risk identification

**Answer: C**

#### NEW QUESTION 204

You are the project manager of the NKJ Project for your company. The project's success or failure will have a significant impact on your organization's profitability for the coming year. Management has asked you to identify the risk events and communicate the event's probability and impact as early as possible in the project. Management wants to avoid risk events and needs to analyze the cost-benefits

of each risk event in this project. What term is assigned to the low-level of stakeholder tolerance in this project?

- A. Mitigation-ready project management
- B. Risk utility function
- C. Risk avoidance
- D. Risk-reward mentality

**Answer: B**

#### NEW QUESTION 205

You are the project manager for BlueWell Inc. Your current project is a high priority and high profile project within your organization. You want to identify the project stakeholders that will have the most power in relation to their interest on your project. This will help you plan for project risks, stakeholder management, and ongoing communication with the key stakeholders in your project. In this process of stakeholder analysis, what type of a grid or model should you create based on these conditions?

- A. Stakeholder power/interest grid
- B. Influence/impact grid
- C. Saliency model
- D. Stakeholder register

**Answer: A**

#### NEW QUESTION 207

Billy is the project manager of the HAR Project and is in month six of the project. The project is scheduled to last for 18 months. Management asks Billy how often the project team is participating in risk reassessment in this project. What should Billy tell management if he's following the best practices for risk management?

- A. Project risk management is scheduled for every month in the 18-month project.
- B. Project risk management has been concluded with the project planning.
- C. At every status meeting the project team project risk management is an agenda item.
- D. Project risk management happens at every milestone.

**Answer: C**

#### NEW QUESTION 209

Jane is the project manager of the GBB project for her company. In the current project a vendor has offered the project a ten percent discount based if they will order 100 units for the project. It is possible that the GBB Project may need the 100 units, but the cost of the units is not a top priority for the project. Jane documents the offer and tells the vendor that they will keep the offer in mind and continue with the project as planned. What risk response has been given in this project?

- A. Acceptance
- B. Enhance
- C. Exploiting
- D. Sharing

**Answer: A**

#### NEW QUESTION 211

You are the project manager of the AFD project for your company. You are working with the project team to reassess existing risk events and to identify risk events that have not happened and whose relevancy to the project has passed. What should you do with these events that have not happened and would not happen now in the project?

- A. Add the risks to the risk register
- B. Add the risks to a low-priority watchlist
- C. Close the outdated risks
- D. Add the risk to the issues log

**Answer: C**

#### NEW QUESTION 213

You are the project manager for BlueWell Inc. You are reviewing the risk register for your project. The risk register provides much information to you, the project manager and to the project team during the risk response planning. All of the following are included in the risk register except for which item?

- A. Network diagram analysis of critical path activities
- B. Symptoms and warning signs of risks
- C. List of potential risk responses
- D. Trends in qualitative risk analysis results

**Answer: A**

#### NEW QUESTION 216

You are the project manager of the NHH project for your company. You and the project team have completed the quantitative risk analysis for your project. During this process you create a contingency reserve based on the risk probability-impact matrix as seen in the figure below. Based on the information in the figure above, what amount would you need to include in your risk contingency fund?

- A. -\$465,000
- B. \$171,500
- C. -\$258,500



D. \$258,500

**Answer:** D

#### NEW QUESTION 218

A project team member has just identified a new project risk. The risk event is determined to have significant impact but a low probability in the project. Should the risk event happen it'll cause the project to be delayed by three weeks, which will cause new risk in the project. What should the project manager do with the risk event?

- A. Add the identified risk to a quality control management control chart.
- B. Add the identified risk to the issues log.
- C. Add the identified risk to the risk register.
- D. Add the identified risk to the low-level risk watchlist.

**Answer:** C

#### NEW QUESTION 219

Which of the following is a risk response planning technique associated with threats that seeks to reduce the probability of occurrence or impact of a risk to below an acceptable threshold?

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

**Answer:** D

#### NEW QUESTION 221

Kelly is the project manager of the BHH project for her organization. She is completing the risk identification process for this portion of her project. Which one of the following is the only thing that the risk identification process will create for Kelly?

- A. Risk register
- B. Risk register updates
- C. Change requests
- D. Project document updates

**Answer:** A

#### NEW QUESTION 224

Henry is the project manager of the QBG Project for his company. This project has a budget of \$4,576,900 and is expected to last 18 months to complete. The CIO, a stakeholder in the project, has introduced a scope change request for additional deliverables as part of the project work. What component of the change control system would review the proposed changes' impact on the features and functions of the project's product?

- A. Scope change control system
- B. Cost change control system
- C. Configuration management system
- D. Integrated change control

**Answer:** C

#### NEW QUESTION 225

You work as a project manager for BlueWell Inc. You are working on a project and the management wants a rapid and cost-effective means for establishing priorities for planning risk responses in your project. Which risk management process can satisfy management's objective for your project?

- A. Historical information
- B. Qualitative risk analysis
- C. Quantitative analysis
- D. Rolling wave planning

**Answer:** B

#### NEW QUESTION 227

You work as a project manager for BlueWell Inc. You are working with your team members on the risk responses in the project. Which risk response will likely cause a project to use the procurement processes?

- A. Exploiting
- B. Mitigation
- C. Sharing
- D. Acceptance

**Answer:** C

#### NEW QUESTION 228

You are the project manager of the GHY project for your organization. You are working with your project team to begin identifying risks for the project. As part of your preparation for



identifying the risks within the project you will need eleven inputs for the process. Which one of the following is NOT an input to the risk identification process?

- A. Quality management plan
- B. Cost management plan
- C. Stakeholder register
- D. Procurement management plan

**Answer:** D

#### NEW QUESTION 229

Mary is the project manager for the BLB project. She has instructed the project team to assemble, to review the risks. She has included the schedule management plan as an input for the quantitative risk analysis process. Why is the schedule management plan needed for quantitative risk analysis?

- A. Mary will schedule when the identified risks are likely to happen and affect the project schedule.
- B. Mary will utilize the schedule controls and the nature of the schedule for the quantitative analysis of the schedule.
- C. Mary will use the schedule management plan to schedule the risk identification meetings throughout the remaining project.
- D. Mary will utilize the schedule controls to determine how risks may be allowed to change the project schedule.

**Answer:** B

#### NEW QUESTION 231

John works as a project manager for BlueWell Inc. He is determining which risks can affect the project. Which of the following inputs of the identify risks process is useful in identifying risks associated to the time allowances for the activities or projects as a whole, with a width of the range indicating the degrees of risk?

- A. Activity duration estimates
- B. Schedule management plan
- C. Risk management plan
- D. Activity cost estimates

**Answer:** A

#### NEW QUESTION 234

Sam is the project manager of a construction project in south Florida. This area of the United States is prone to hurricanes during certain parts of the year. As part of the project plan Sam and the project team acknowledge the possibility of hurricanes and the damage the hurricane could have on the project's deliverables, the schedule of the project, and the overall cost of the project. Once Sam and the project stakeholders acknowledge the risk of the hurricane they go on planning the project as if the risk is not likely to happen. What type of risk response is Sam using?

- A. Active acceptance
- B. Passive acceptance
- C. Avoidance
- D. Mitigation

**Answer:** B

#### NEW QUESTION 238

You are preparing to start the qualitative risk analysis process for your project. You will be relying on some organizational process assets to influence the process. Which one of the following is NOT a probable reason for relying on organizational process assets as an input for qualitative risk analysis?

- A. Studies of similar projects by risk specialists
- B. Risk databases that may be available from industry sources
- C. Review of vendor contracts to examine risks in past projects
- D. Information on prior, similar projects

**Answer:** C

#### NEW QUESTION 243

A project manager must have certain interpersonal skills to communicate with stakeholders and manage their expectations of the project work. Which of the following interpersonal skills has been identified as one of the biggest reasons for project success or failure?

- A. Motivation
- B. Communication
- C. Influencing
- D. Political and cultural awareness

**Answer:** B

#### NEW QUESTION 247

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

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

**Answer:** C

NEW QUESTION 251

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