

## PMI-RMP Dumps

### PMI Risk Management Professional

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**NEW QUESTION 1**

Ned is the project manager of the HNN project for your company. Ned has asked you to help him complete some probability distributions for his project. What portion of the project will you most likely use for probability distributions?

- A. Bias towards risk in new resources
- B. Risk probability and impact matrixes
- C. Risk identification
- D. Uncertainty in values such as duration of schedule activities

**Answer:** D

**NEW QUESTION 2**

Don is the project manager of the PFO project for his organization. Don is working with the project team members and two subject matter experts to assess the identified risk events in the project. Which of the following approaches is the best to assess the risk events in the project?

- A. Determination of the true cost of the risk event
- B. Probability and Impact Matrix
- C. Root cause analysis
- D. Interviews or meetings

**Answer:** D

**NEW QUESTION 3**

Adrian is the project manager of the NHP Project. In her project there are several work packages that deal with electrical wiring. Rather than to manage the risk internally she has decided to hire a vendor to complete all work packages that deal with the electrical wiring. By removing the risk internally to a licensed electrician Adrian feels more comfortable with project team being safe. What type of risk response has Adrian used in this example?

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

**Answer:** D

**NEW QUESTION 4**

Nancy is the project manager of a project with 78 stakeholders. This is a high-profile project and she needs to express to her project team and to the management the importance of communication in this project. She would like to show the number of stakeholder communication channels in the project. Based on this information how many communication channels exist within this project?

- A. 156
- B. 3,003
- C. 78
- D. 6,084

**Answer:** B

**NEW QUESTION 5**

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 6**

Tracy is the project manager of the NLT Project for her company. The NLT Project is scheduled to last 14 months and has a budget at completion of \$4,555,000. Tracy's organization will receive a bonus of \$80,000 per day that the project is completed early up to \$800,000. Tracy realizes that there are several opportunities within the project to save on time by crashing the project work. Crashing the project is what type of risk response?

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

**Answer:** D

**NEW QUESTION 7**

Jeff, a key stakeholder in your project, wants to know how the risk exposure for the risk events is calculated during quantitative risk analysis. He is worried about the risk exposure which is too low for the events surrounding his project requirements. How is the risk exposure calculated?

- A. The risk exposure of a risk event is determined by historical information.
- B. The probability of a risk event times the impact of a risk event determines the true risk exposure.

- C. The probability of a risk event plus the impact of a risk event determines the true risk exposure.
- D. The probability and impact of a risk event are gauged based on research and in-depth analysis.

**Answer:** B

#### NEW QUESTION 8

\_\_\_\_\_ analysis is a statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen.

- A. Expert judgment
- B. Expected monetary value
- C. Sensitivity
- D. Modeling and simulation

**Answer:** B

#### NEW QUESTION 9

You are the project manager for GHY Project and are working to create a risk response for a negative risk. You and the project team have identified the risk that the project may not complete on time, as required by the management, due to the creation of the user guide for the software you're creating. You have elected to hire an external writer in order to satisfy the requirements and to alleviate the risk event. What type of risk response have you elected to use in this instance?

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

**Answer:** C

#### NEW QUESTION 10

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 10

You are interviewing members of a project team to test their understanding of the assigned risk responses as risk owners. You and the project manager are working together to evaluate the risk responses to determine their effectiveness in the project. What project management technique are you performing with the project manager in this scenario?

- A. Risk audits
- B. Stakeholder analysis as the project team is a stakeholder
- C. Risk identification with the project team
- D. Risk analysis

**Answer:** A

#### NEW QUESTION 13

Diana is the project manager of the QPS project for her company. In this project Diana and the project team have identified a pure risk. Diana and the project team decided, along with the key stakeholders, to remove the pure risk from the project by changing the project plan altogether. What is a pure risk?

- A. It is a risk event that is generated due to errors or omission in the project work.
- B. It is a risk event that is created by a risk response.
- C. It is a risk event that only has a negative side, such as loss of life or limb.
- D. It is a risk event that cannot be avoided because of the order of the work.

**Answer:** C

#### NEW QUESTION 14

In what portion of a project are risk and opportunities greatest and require intense planning and anticipation of risk events?

- A. Closing
- B. Planning
- C. Initiating
- D. Executing

**Answer:** C

#### NEW QUESTION 17

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 18

You are the project manager for your organization and you are working with Thomas, a project team member. You and Thomas have been working on a specific risk response for a probable risk event in the project. Thomas is empowered with a risk response and will control all aspects of the identified risk response in which a particular risk event will happen within the project. What title, in regard to risk, is bestowed on Thomas?

- A. Risk expeditor
- B. Risk owner
- C. Risk team leader
- D. Risk coordinator

**Answer:** B

#### NEW QUESTION 21

Which of the following components ensures that risks are examined for all new proposed change requests in the change control system?

- A. Risk monitoring and control
- B. Scope change control
- C. Integrated change control
- D. Configuration management

**Answer:** C

#### NEW QUESTION 25

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 29

Management has asked you to perform a risk audit and report back on the results. Bonny, a project team member asks you what a risk audit is. What do you tell Bonny?

- A. A risk audit is a review of all the risks that have yet to occur and what their probability of happening are.
- B. A risk audit is a review of the effectiveness of the risk responses in dealing with identified risks and their root causes, as well as the effectiveness of the risk management process.
- C. A risk audit is a review of all the risk probability and impact for the risks, which are still present in the project but which have not yet occurred.
- D. A risk audit is an audit of all the risks that have occurred in the project and what their true impact on cost and time has been.

**Answer:** B

#### NEW QUESTION 34

You work as a project manager for BlueWell Inc. Your project is running late and you must respond to the risk. Which risk response can you choose that will also cause you to update the human resource management plan?

- A. Teaming agreements
- B. Transference
- C. Crashing the project
- D. Fast tracking the project

**Answer:** C

#### NEW QUESTION 38

Mark works as a project manager of the NNH project. In this project, he has created a contingency response that the cost performance index should be less than 0.91. The NNH project has a budget at completion of \$950,000 and is 43 percent complete - though the project should be 50 percent complete. The project has spent \$470,897 to reach the 43 percent complete milestone. What is the project's cost performance index?

- A. 0.95
- B. 0.80
- C. 0.87
- D. 0.91

**Answer: C**

**NEW QUESTION 40**

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 44**

Fill in the blank with an appropriate phrase.

\_\_\_\_\_ are activities that are dangerous to complete and manage such as construction, electrical work, or manufacturing.

- A. Pure risks

**Answer: A**

**NEW QUESTION 46**

Holly is the project manager of the NHQ project for her company. Her project sponsor, Tracy, has requested that Thomas, the department manager, from the Risk Management Department, will work with Holly to determine the effectiveness of the risk responses. Tracy and Thomas are concerned that some of the risks within Holly's project may not be addressed to depth they would like. In this scenario, who is responsible for ensuring that risk audits are performed at an appropriate frequency throughout the project?

- A. Thomas
- B. Tracy
- C. The project team
- D. Holly

**Answer: D**

**NEW QUESTION 47**

You are the project manager of the GHY Project for your company. You have completed the risk response planning with your project team. You now need to update the WBS. Why would the project manager need to update the WBS after the risk response planning process? Choose the best answer.

- A. Because of work that was omitted during the WBS creation
- B. Because of new work generated by the risk responses
- C. Because of risk responses that are now activities
- D. Because of risks associated with work packages

**Answer: B**

**NEW QUESTION 49**

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

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

**Answer: A**

**NEW QUESTION 54**

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 56**

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 61

You work as a project manager for SoftTech Inc. You have implemented the risk action plan and it was not effective. What type of plan should you as a project manager will create for implementation if a selected risk strategy fails to be fully effective?

- A. Mitigation management plan
- B. Mitigation plan
- C. Fallback plan
- D. Risk response plan

**Answer:** C

#### NEW QUESTION 62

Beth is the project manager of the BFG Project for her company. In this project Beth has decided to create a contingency response based on the performance of the project schedule. If the project schedule variance is greater than \$10,000 the contingency plan will be implemented. What is the formula for the schedule variance?

- A.  $SV=EV/PV$
- B.  $SV=PV-EV$
- C.  $SV=EV/AC$
- D.  $SV=EV-PV$

**Answer:** D

#### NEW QUESTION 67

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 71

You and your project team have identified the project risks and now are analyzing the probability and impact of the risks. What type of analysis of the risks provides a quick and high-level review of each identified risk event?

- A. A risk probability-impact matrix
- B. Quantitative risk analysis
- C. Seven risk responses
- D. Qualitative risk analysis

**Answer:** D

#### NEW QUESTION 76

You are project manager for ABD project. You, with your team, are working on the following activities:

Probabilistic analysis of a project.

Probability of achieving cost and time objectives. Trends in Qualitative Risk Analysis results.

On which of the following processes are you working on?

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

**Answer:** B

#### NEW QUESTION 80

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 83**

Rachel is the project manager of the KJH Project for her company. She needs a method to create a quick and simple approach to risk identification to communicate the project risk with the stakeholders. Which one of the following approaches to risk identification should Rachel choose to provide a quick and simple listing of the project risks?

- A. Delphi Technique
- B. Checklist analysis
- C. Assumptions analysis
- D. Brainstorming

**Answer: B**

**NEW QUESTION 84**

Lisa is the project manager of the SQL project for her company. She has completed the risk response planning with her project team and is now ready to update the risk register to reflect the risk response. Which of the following statements best describes the level of detail Lisa should include with the risk responses she has created?

- A. The level of detail is set by historical information.
- B. The level of detail should correspond with the priority ranking.
- C. The level of detail must define exactly the risk response for each identified risk.
- D. The level of detail is set of project risk governance.

**Answer: B**

**NEW QUESTION 85**

You work as a project manager for SoftTech Inc. You are working with the project stakeholders to begin the qualitative risk analysis process. You will need all of the following as inputs to the qualitative risk analysis process except for which one?

- A. Stakeholder register
- B. Project scope statement
- C. Risk management plan
- D. Risk register

**Answer: A**

**NEW QUESTION 89**

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 91**

You work as a project manager for BlueWell Inc. You are preparing for the risk identification process. You will need to involve several of the project's key stakeholders to help you identify and communicate the identified risk events. You will also need several documents to help you and the stakeholders identify the risk events. Which one of the following is NOT a document that will help you identify and communicate risks within the project?

- A. Risk register
- B. Activity cost estimates
- C. Stakeholder register
- D. Activity duration estimates

**Answer: A**

**NEW QUESTION 94**

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 97**

You are working with the project stakeholders to analyze and prioritize their requirements for the project. One of the project requirements is to achieve a high-level of customer satisfaction for the project deliverable. What is the danger in this project requirement?

- A. Achieving customer satisfaction is an assumption and should be documented in the project scope.
- B. Achieving customer satisfaction is a subjective requirement and entails a high level of risk of being successfully accomplished.
- C. Achieving customer satisfaction is a risk as the project manager cannot control how satisfied the customer will be with the project deliverables.
- D. Achieving customer satisfaction should always map to the quality requirements for the project.

**Answer: B**

**NEW QUESTION 100**

Which of the following processes involves choosing the alternative strategies, executing a contingency or fallback plan, taking corrective action, and modifying the project management plan?

- A. Monitor and Control risk
- B. Configuration Management
- C. Integrated Change control
- D. Scope Change control

**Answer: A**

**NEW QUESTION 101**

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 102**

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 106**

Gary has identified a project risk that could injure project team members. He does not want to accept any risk where someone could become injured on this project so he hires a professional vendor to complete this portion of the project work. This workaround to the risk event is known as what type of risk response?

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

**Answer: B**

**NEW QUESTION 109**

Shelly is the project manager of the BUF project for her company. In this project Shelly needs to establish some rules to reduce the influence of risk bias during the qualitative risk analysis process. What method can Shelly take to best reduce the influence of risk bias?

- A. Group stakeholders according to positive and negative stakeholders and then complete the risk analysis
- B. Determine the risk root cause rather than the person identifying the risk events
- C. Establish risk boundaries
- D. Establish definitions of the level of probability and impact of risk event

**Answer: D**

**NEW QUESTION 112**

You are the project manager of the HQQ Project for your company. You are working with your project stakeholders to discuss the risks in the project that can adversely affect the project objectives. You are discussing the possibilities of causes for an identified risk event in your project. Your stakeholder is confused on the difference between causes and risk events. Which of the following is NOT an example of a cause for a project risk?

- A. Limited team members to complete the project work
- B. Quality assurance programs within the company
- C. Work permit requirements
- D. Schedule constraints on the project

**Answer: B**

**NEW QUESTION 114**

Which of the following techniques examines the degree to which organizational strengths offset threats and opportunities that may serve to overcome weaknesses?

- A. SWOT Analysis
- B. Expert Judgment



- C. Delphi
- D. Brainstorming

**Answer:** A

#### NEW QUESTION 116

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 120

Your organization has named you the project manager of the JKN Project. This project has a BAC of \$1,500,000 and it is expected to last 18 months. Management has agreed that if the schedule baseline has a variance of more than five percent then you will need to crash the project. What happens when the project manager crashes a project?

- A. Project risks will increase.
- B. The project will take longer to complete, but risks will diminish.
- C. Project costs will increase.
- D. The amount of hours a resource can be used will diminish.

**Answer:** C

#### NEW QUESTION 123

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 128

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 130

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 133

Wendy is the project manager of the NNJ project for her company. As part of the variance and trend analysis tool and technique for risk governance she is using earned value management. In this approach, Wendy wants to track and compare the cost and schedule variances. What is the point of this tool and technique in regard to risk?

- A. Wendy can determine a true project completion date.
- B. Wendy can track the cost and schedule variances.
- C. Wendy can review quality performance on baselines.
- D. Wendy can forecast deviation of the project cost and schedule for completion targets.

**Answer:** D

**NEW QUESTION 134**

During which of the following processes, probability and impact matrix is prepared?

- A. Perform Qualitative Risk Analysis
- B. Monitoring and Control Risks
- C. Plan Risk Responses
- D. Perform Quantitative Risk Analysis

**Answer:** A

**NEW QUESTION 136**

A high-profile, high-priority project within your organization is being created. Management wants you to pay special attention to the project risks and do all that you can to ensure that all of the risks are identified early in the project. Management has to ensure that this project succeeds. Management's risk aversion in this project is associated with what term?

- A. Quantitative risk analysis
- B. Risk conscience
- C. Risk mitigation
- D. Utility function

**Answer:** D

**NEW QUESTION 139**

You work as a project manager for BlueWell Inc. You with your team are using a method or a (technical) process that conceives the risks even if all theoretically possible safety measures would be applied. One of your team member wants to know that what is a residual risk. What will you reply to your team member?

- A. It is a risk that can not be addressed by a risk response.
- B. It is a risk that will remain no matter what type of risk response is offered.
- C. It is a risk that remains because no risk response is taken.
- D. It is a risk that remains after planned risk responses are taken.

**Answer:** D

**NEW QUESTION 142**

You work as a project manager for BlueWell Inc. Your project is using a new material to construct a large warehouse in your city. This new material is cheaper than traditional building materials, but it takes some time to learn how to use the material properly. You have communicated to the project stakeholders that you will be able to save costs by using the new material, but you will need a few extra weeks to complete training to use the materials. This risk response of learning how to use the new materials can also be known as what term?

- A. Team development
- B. Benchmarking
- C. Cost of conformance to quality
- D. Cost-benefits analysis

**Answer:** C

**NEW QUESTION 145**

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 149**

You are the project manager of QSL project for your organization. You are working with your project team and several key stakeholders to create a diagram that shows how various elements of a system interrelate and the mechanism of causation within the system. What diagramming technique are you using as a part of the risk identification process?

- A. Predecessor and successor diagramming
- B. System or process flowcharts
- C. Cause and effect diagrams
- D. Influence diagrams

**Answer:** B

**NEW QUESTION 152**

Ben works as a project manager for the MJH Project. In this project, Ben is preparing to identify stakeholders so he can communicate project requirements, status, and risks. Ben has elected to use a salience model as part of his stakeholder identification process. Which of the following activities best describes a salience model?

- A. Influence/impact grid, grouping the stakeholders based on their active involvement ("influence") in the project and their ability to affect changes to the project's planning or execution ("impact").
- B. Grouping the stakeholders based on their level of authority ("power") and their active involvement ("influence") in the project.

- C. Grouping the stakeholders based on their level of authority ("power") and their level of concern ("interest") regarding the project outcomes.
- D. Describing classes of stakeholders based on their power (ability to impose their will), urgency (need for immediate attention), and legitimacy (their involvement is appropriate).

**Answer:** D

#### NEW QUESTION 157

Which of the following processes looks at the complex web of actors, rules, conventions, processes, and mechanisms concerned with how relevant risk information is collected, analyzed and communicated, and how management decisions are taken?

- A. Risk Communication
- B. IRGC
- C. Risk Response Planning
- D. Risk Governance

**Answer:** D

#### NEW QUESTION 158

Jenny is the project manager for the NBT projects. She is working with the project team and several subject matter experts to perform the quantitative risk analysis process. During this process she and the project team uncover several risks events that were not previously identified. What should Jenny do with these risk events?

- A. The events should be entered into qualitative risk analysis.
- B. The events should be determined if they need to be accepted or responded to.
- C. The events should be entered into the risk register.
- D. The events should continue on with quantitative risk analysis.

**Answer:** C

#### NEW QUESTION 160

You are the project manager of a large, high-profile project in your organization. You have realized that politics within your company may affect the true identification of risk events within the project. You decide that you'd like to use a method to identify risk events through an anonymous process. Which one of the following risk events will allow you to collect and distribute risk information without the stakeholders knowing what other stakeholders are communicating about the project risk events?

- A. Surveys
- B. Monte Carlo Technique
- C. Checklist analysis
- D. Delphi Technique

**Answer:** D

#### NEW QUESTION 164

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 169

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 172

You work as the project manager for Bluewell Inc. Your project has several risks that will affect several stakeholder requirements. Which project management plan will define who will be available to share information on the project risks?

- A. Risk Management Plan
- B. Stakeholder management strategy
- C. Resource Management Plan
- D. Communications Management Plan

**Answer:** D

**NEW QUESTION 176**

Nancy is the project manager of the NHH project. She and the project team have identified a significant risk in the project during the qualitative risk analysis process. Bob is familiar with the technology that the risk is affecting and proposes to Nancy a solution to the risk event. Nancy tells Bob that she has noted his response, but the risk really needs to pass through the quantitative risk analysis process before creating responses. Bob disagrees and ensures Nancy that his response is most appropriate for the identified risk. Who is correct in this scenario?

- A. Bob is correc
- B. Bob is familiar with the technology and the risk event so his responseshould be implemented.
- C. Bob is correc
- D. Not all risk events have to pass the quantitative risk analysis process to develop effective risk responses.
- E. Nancy is correc
- F. All risks of significant probability and impact should pass the quantitative risk analysis process before risk responses are created.
- G. Nancy is correc
- H. Because Nancy is the project manager she can determine the correct procedures for risk analysis and risk response
- I. In addition, she has noted the risk response that Bob recommends.

**Answer:** B

**NEW QUESTION 179**

Mary is the project manager of the HGH Project for her company. She and her project team have agreed that if the vendor is late by more than ten days they will cancel the order and hire the NBG Company to fulfill the order. The NBG Company can guarantee orders within three days, but the costs of their products are significantly more expensive than the current vendor. What type of a response strategy is this?

- A. Internal risk management strategy
- B. Contingent response strategy
- C. External risk response
- D. Expert judgment

**Answer:** B

**NEW QUESTION 184**

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 185**

Mary is a project manager in her organization. On her current project she is working with her project team and other key stakeholders to identify the risks within the project. She is currently aiming to create a comprehensive list of project risks so she is using a facilitator to help generate ideas about project risks. What risk identification method is Mary likely using?

- A. Brainstorming
- B. Delphi Techniques
- C. Checklist analysis
- D. Expert judgment

**Answer:** A

**NEW QUESTION 189**

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 192**

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 195**

Sensitivity analysis is a technique for systematically changing parameters in a model to determine the effects of such changes and is useful for computer modelers for a range of purposes. Which of the following purposes does the sensitivity analysis include? Each correct answer represents a complete solution. Choose all that apply.

- A. Estimating the average outcome
- B. Model development
- C. Decision making or the development of recommendations for decision makers
- D. Increased understanding or quantification of the system

**Answer:** BCD

**NEW QUESTION 197**

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 201**

Amy is the project manager for her company. In her current project the organization has a very low tolerance for risk events that will affect the project schedule. Management has asked Amy to consider the affect of all the risks on the project schedule. What approach can Amy take to create a bias against risks that will affect the schedule of the project?

- A. She can create an overall project rating scheme to reflect the bias towards risks that affect the project schedule.
- B. She can filter all risks based on their affect on schedule versus other project objectives.
- C. She can have the project team pad their time estimates to alleviate delays in the project schedule.
- D. She can shift risk-laden activities that affect the project schedule from the critical path as much as possible.

**Answer:** A

**NEW QUESTION 206**

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. \$1,666,667
- C. \$663,333
- D. -\$8,333

**Answer:** B

**NEW QUESTION 207**

There are five inputs to the quantitative risk analysis process. Which one of the following is NOT an input to the perform quantitative risk analysis process?

- A. Risk register
- B. Risk management plan
- C. Cost management plan
- D. Enterprise environmental factors

**Answer:** D

**NEW QUESTION 211**

Your organization, as part of its enterprise environmental factors, has established risk governance to be implemented in each project. Part of this governance is the reassessment of risks within each project. How much detail and repetition in approach for risks to be reassessed for probability and impact?

- A. Each risk reassessment should go into the same depth as the original risk assessment activity.
- B. The probability and impact of risk event should determine the level of reassessment throughout the project lifecycle.
- C. The amount of detail of repetition that is appropriate depends on how the project progresses relative to its objectives.
- D. The level of detail and reassessment should reflect the priority of the project.

**Answer:** C

**NEW QUESTION 212**

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 213

There are seven risk responses for any project. Which one of the following is a valid risk response for a negative risk event?

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

**Answer:** C

#### NEW QUESTION 216

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 218

Frank is the project manager of the NHL Project for his company and he is starting the risk identification process for the project. Frank needs to ensure that the correct stakeholders are interviewed as part of risk identification. What document will help Frank to communicate and solicit inputs of the project stakeholders during risk identification?

- A. Project charter
- B. Risk register
- C. Requirements management plan
- D. Stakeholder register

**Answer:** D

#### NEW QUESTION 220

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

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

**Answer:** A

#### NEW QUESTION 222

Bill is the project manager of the JKH Project. He and the project team have identified a risk event in the project with a high probability of occurrence and the risk event has a high cost impact on the project. Bill discusses the risk event with Virginia, the primary project customer, and she decides that the requirements surrounding the risk event should be removed from the project. The removal of the requirements does affect the project scope, but it can release the project from the high risk exposure. What risk response has been enacted in this project?

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

**Answer:** D

#### NEW QUESTION 227

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 228**

You work as a project manager for BlueWell Inc. You would like to utilize sensitivity analysis in your project, but the management does not understand how this will be displayed. What type of chart is usually used with sensitivity analysis to show the relative affect of risks on the project?

- A. Ishikawa chart
- B. Force field analysis chart
- C. GERT Chart
- D. Tornado diagram

**Answer:** D

**NEW QUESTION 233**

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

**Answer:** D

**NEW QUESTION 234**

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 239**

Todd is the project manager of the EST project for his company. His organization has established certain rules in the enterprise environmental factors which affect the approach that Todd takes in managing his project. One of the rules requires Todd to consider the risk attitude of the stakeholders participating in risk analysis. Why must risk attitude be considered as a part of risk analysis?

- A. Risk attitude can affect the measurement of probability and impact.
- B. Risk attitude can establish a stakeholder's influence over project decisions.
- C. Risk attitude identifies stakeholders that are hygiene seekers or motivation seekers.
- D. Risk attitude establishes stakeholders as positive or negative stakeholders.

**Answer:** A

**NEW QUESTION 243**

Wendy is the project manager of the FBL project for your company. She has identified several risks within her project and has created a risk contingency reserve of \$45,000 total. Her project is nearly complete and many of the risks have not happened in the project. What should Wendy do with the funds in the contingency reserve?

- A. The funds remain in the contingency reserve until all of the risks have passed.
- B. The funds for the risks that have passed and have not happened are transferred to the project budget.
- C. The funds for the risks that have passed and have not happened are released.
- D. The funds remain in the contingency reserve until the project is closed.

**Answer:** C

**NEW QUESTION 246**

You are the project manager of the GHQ project for your company. You are working with your project team to prepare for the qualitative risk analysis process. Mary, a project team member, does not understand why you need to complete qualitative risks analysis. You explain to Mary that qualitative risks analysis helps you determine which risks needs additional analysis. There are also some other benefits that qualitative risks analysis can do for the project. Which one of the following is NOT an accomplishment of the qualitative risk analysis process?

- A. Corresponding impact on project objectives
- B. Time frame for a risk response
- C. Prioritization of identified risk events based on probability and impact
- D. Cost of the risk impact if the risk event occurs

**Answer:** D

**NEW QUESTION 249**

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 254

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 256

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 260

Who is responsible for the stakeholder expectations management in a high-profile, high- risk project?

- A. Project risk assessment officer
- B. Project management office
- C. Project sponsor
- D. Project manager

**Answer:** D

#### NEW QUESTION 265

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 267

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

**Answer:** A

#### NEW QUESTION 268

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 273

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 276

You are the project manager of the NHQ project for your company. You are working with your project team to complete a risk audit. A recent issue that your project team responded to, and management approved, was to increase the project schedule because there was risk surrounding the installation time of a new material. Your logic was that with the expanded schedule there would be time to complete the installation without affecting downstream project activities. What type of risk response is being audited in this scenario?

- A. Parkinson's Law
- B. Mitigation
- C. Avoidance
- D. Lag Time

**Answer: C**

#### NEW QUESTION 278

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 283

What project management plan is most likely to direct the quantitative risk analysis process for a project in a matrix environment?

- A. Risk analysis plan
- B. Staffing management plan
- C. Human resource management plan
- D. Risk management plan

**Answer: D**

#### NEW QUESTION 285

A part of a project deals with the hardware work. As a project manager, you have decided to hire a company to deal with all hardware work on the project. Which type of risk response is this?

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

**Answer: C**

#### NEW QUESTION 288

Which risk response is acceptable for both positive and negative risk events?

- A. Transferring
- B. Acceptance
- C. Sharing
- D. Enhancing

**Answer: B**

#### NEW QUESTION 292

You are the project manager of the GGK project for your company. The GGK project has a budget of \$1,265,100 and is currently 40 percent complete. In this project, you elected to add labor to the project to increase the likelihood of completing the project early as the project was only scheduled to be 35 percent complete at this time. This positive risk response, while keeping the project ahead of schedule, has added significant costs to the project. You have already spent \$575,000 to reach this point in the project. Management would like to know what your cost performance index and the schedule performance index is for this project. What are these values?

- A. The CPI is -\$68,960 and the SPI is \$63,255.
- B. The CPI is .88 and the SPI is zero.
- C. The CPI is .88 and the SPI is 1.14.
- D. The CPI is 1.14 and the SPI is .88.

**Answer: C**

**NEW QUESTION 293**

You work as a project manager for BlueWell Inc. You are about to complete the quantitative risk analysis process for your project. You can use three available tools and techniques to complete this process. Which one of the following is NOT a tool or technique that is appropriate for the quantitative risk analysis process?

- A. Expert judgment
- B. Data gathering and representation techniques
- C. Organizational process assets
- D. Quantitative risk analysis and modeling techniques

**Answer: C**

**NEW QUESTION 298**

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