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### NEW QUESTION: 1

A project manager is leading a project review meeting with the risk manager and the other project stakeholders. Which of the following are typical risk-related agenda items for a project review meeting?

- A. Risks closed in the last period and the trigger conditions that have occurred
- B. Risks closed in the last period and the risk appetite of the organization
- C. Organizational process assets and the risk register
- D. Enterprise environmental factors and the risk register

Answer: A ([LEAVE A REPLY](#))

### NEW QUESTION: 2

Which of the following will ultimately determine risk thresholds?

- A. The project manager
- B. The absolute value of the consequence
- C. The practice standard for risk management
- D. The risk appetite of the key stakeholders

Answer: ([SHOW ANSWER](#))

### NEW QUESTION: 3

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

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 4**

You are the project manager of the NHH project for your company. You have completed the first round of risk management planning and have created four outputs of the risk response planning process. Which one of the following is NOT an output of the risk response planning?

- A. Organizational process assets updates
- B. Project document updates
- C. Risk register updates
- D. Risk-related contract decisions

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 5**

A project manager is working on a complex construction project. During the risk identification process, hundreds of risks were identified. The team seems to be confused regarding on which risks to focus. The project manager advises the team to go ahead and start assessing the likelihood and impact of each risk.

What process is this part of?

- A. Plan Risk Management
- B. Perform Qualitative Risk Analysis
- C. Perform Quantitative Risk Analysis
- D. Monitor and Control Risk

**Answer: ([SHOW ANSWER](#))**

Explanation

The process of assessing the likelihood and impact of each identified risk is part of the Perform Qualitative Risk Analysis process. This process helps prioritize risks based on their probability and impact, allowing the project team to focus on the most significant risks. By doing so, the project manager and team can allocate resources and effort to address the risks that pose the greatest threat or opportunity to the project.

The process of assessing the likelihood and impact of each risk is part of the Perform Qualitative Risk Analysis process, which is the process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics. This process helps the project manager and the team to focus on the high-priority risks that have the most influence on achieving the project objectives. The other processes are not relevant to the question scenario. Plan Risk Management is the process of defining how to conduct risk management activities for a project. Perform Quantitative Risk Analysis is the process of numerically analyzing the effect of identified risks on overall project objectives. Monitor and Control Risk is the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the

project. References: PMI Risk Management Professional (PMI-RMP) Examination Content Outline and Specifications, page 71. A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, pages 397-3982.

### **NEW QUESTION: 6**

Which of the following represents the best description of the role of project manager for project risk management?

- A.** Approving the risk management plan, participating in all aspects of the project risk management process, auditing the risk management processes in the project
- B.** Determining the acceptable levels of risk for the project in consultation with stakeholders, approving the project management plan, participating in all aspects of the project risk management process
- C.** Determining the acceptable levels of risk for the project in consultation with stakeholders, approving the risk management, assessing the impact of proposed scope changes
- D.** Determining the acceptable levels of risk for the project in consultation with stakeholders, approving the risk management plan, participating in all aspects of the project risk management process

**Answer: B (LEAVE A REPLY)**

### **NEW QUESTION: 7**

An external vendor needs to be contracted to provide additional capacity and expertise to a project team to reduce the probability of delays in a project. The contracts department is raising a concern about confidentiality risks not addressed in the proposed contract and missing from the risk register.

What should the risk manager do next?

- A.** Assess the identified secondary risk.
- B.** Implement the risk response plan.
- C.** Implement the risk contingency plan.
- D.** Communicate the identified residual risk.

**Answer: A (LEAVE A REPLY)**

Explanation

According to the PMI Risk Management Professional (PMI-RMP) Examination Content Outline<sup>1</sup>, a secondary risk is a risk that arises as a direct result of implementing a risk response to a specific risk. In this case, the risk response is to contract an external vendor to provide additional capacity and expertise to the project team. The secondary risk is the confidentiality risk that the contracts department has identified. The risk manager should assess the secondary risk to determine its probability, impact, and priority, and to plan appropriate responses. This is part of the Perform Qualitative Risk Analysis and Plan Risk Responses processes in the PMBOK Guide<sup>2</sup>. References: 1: PMI Risk Management

Professional (PMI-RMP) Examination Content Outline 2: A Guide to the Project Management Body of Knowledge (PMBOK Guide)  
- Sixth Edition

**NEW QUESTION: 8**

The project manager leading a company's digital signature initiative for engineering drawings has identified threats and opportunities using a strengths, weaknesses, opportunities, and threats (SWOT) analysis.

What are two potential threats or opportunities under the SWOT analysis? (Choose two.)

- A. The management team agreeing to include more resource for the digital signature initiative.
- B. The organization's professional engineers having reservations about possible information tampering.
- C. A growing number of competitors with digital signatures.
- D. An elimination of manual steps associated with recording wet signatures
- E. The growing adoption of mobile communications in the industry.

**Answer: B,C (LEAVE A REPLY)**

Explanation

SWOT analysis identifies strengths, weaknesses, opportunities, and threats. In this case, B and C are potential threats or opportunities. B is a threat as engineers' reservations may hinder the initiative, and C is an opportunity as growing competition may drive the company to improve its digital signature capabilities.

**NEW QUESTION: 9**

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 (LEAVE A REPLY)**

Explanation/Reference:

**NEW QUESTION: 10**

Della works as a project manager for SoftTech Inc. She is working with the project stakeholders to begin the quantitative risk analysis process. Which of the following inputs

will be needed for the quantitative risk analysis process in her project? Each correct answer represents a complete solution. Choose all that apply.

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

**Answer: A,B,D ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 11**

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. Uncertainty in values such as duration of schedule activities
- C. Risk identification
- D. Risk probability and impact matrixes

**Answer: ([SHOW ANSWER](#))**

#### **NEW QUESTION: 12**

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. Yes, change requests can ask for additional funds to pay for the risk impact.
- 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. No, change requests should not address risks, only risk response strategies should be issued.

**Answer: C ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 13**

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

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

**Answer: D ([LEAVE A REPLY](#))**

**NEW QUESTION: 14**

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

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 15**

You are the project manager of your organization. Your organization will receive a bonus if the project finishes by December 20. Management has communicated this bonus to you and your project team and has asked you to evaluate the project to see if it is possible to realize the reward. The bonus offered to your organization is \$750,000. You have examined the project and believe that you can crash the project for an additional \$275,000 and reach the December 20 date. Management is thrilled with your assessment and they approve the crash fee. What risk response is this?

- A. Crashing can be a type of the exploit risk response.
- B. Crashing can be considered transference because of the \$275,000 is actually paid from the bonus, which is paid by the project customer.
- C. Crashing can be a type of the enhancing risk response.
- D. Crashing is the addition of labor, not a risk response.

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 16**

Joan is the project manager of the BTT project for her company. She has worked with her project to create risk responses for both positive and negative risk events within the project. As a result of this process Joan needs to update the project document updates. She has updated the assumptions log as a result of the findings and risk responses, but what other documentation will need to be updated as an output of risk response planning?

- A. Scope statement
- B. Lessons learned
- C. Risk Breakdown Structure
- D. Technical documentation

**Answer: D ([LEAVE A REPLY](#))**

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#### **NEW QUESTION: 17**

The project sponsor asks the project manager about the accuracy of the project data. The project manager realizes that some risks have not been updated recently.

What should the project manager do regarding those risks?

- A. Review the assumptions analysts
- B. Conduct a checklist analysis on each risk
- C. Create a risk response plan for those risks
- D. Review the risk register to check for the new risks

**Answer: D (LEAVE A REPLY)**

Explanation

If the project manager realizes that some risks have not been updated recently, they should review the risk register to check for new risks and ensure that all risks are accurately documented and updated.

The risk register is a document that contains information about the identified risks, their analysis, and their response plans. It is updated throughout the project life cycle as new risks emerge, existing risks change, or risks are closed. The project manager should review the risk register regularly to ensure that the project data is accurate and reflects the current risk situation. Reviewing the risk register also helps the project manager to identify any new risks that may have occurred since the last update, and to plan appropriate responses for them. References: PMI, Project Risk Management, 2nd edition, 2019, p. 67-681

#### **NEW QUESTION: 18**

You are the project manager of the NJJ project. Your enterprise environmental factors require that you establish certain risk management rules regarding low risks within your project. What is the best policy for risks with low probability and low impact in the project management?

- A. These risks should be accepted.
- B. These risks should be placed on a watchlist for future monitoring.
- C. These risks should be identified, but dismissed.
- D. These risks should be placed in the risk register.

**Answer: B (LEAVE A REPLY)**

Explanation/Reference:

**NEW QUESTION: 19**

Eric is the project manager of the MTC project for his company. In this project a vendor has offered Eric a sizeable discount on all hardware if his order total for the project is more than \$125,000. Right now, Eric is likely to spend \$118,000 with vendor. If Eric spends \$7,000 his cost savings for the project will be \$12,500, but he cannot purchase hardware if he cannot implement the hardware immediately due to organizational policies.

Eric consults with Amy and Allen, other project managers in the organization, and asks if she needs any hardware for their projects. Both Amy and Allen need hardware and they agree to purchase the hardware through Eric's relationship with the vendor. What positive risk response has happened in this instance?

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

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 20**

You are the project manager of the BlueStar 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 qualitative risk analysis process. What will you need as inputs for the qualitative 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, outputs of qualitative risk analysis, and any relevant organizational process assets.
- C. Qualitative risk analysis does not happen through the project manager in a functional structure.
- D. You will need the risk register, risk management plan, project scope statement, and any relevant organizational process assets.

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 21**

You are the project manager of the NHQ Project for your company. You have completed qualitative and quantitative analysis of your identified project risks and you would now like to find an approach to increase project opportunities and to reduce threats within the project. What project management process would best help you?

- A. Create a risk governance approach
- B. Plan risk responses
- C. Monitor and control project risks
- D. Create the project risk register

**Answer: B ([LEAVE A REPLY](#))**

**NEW QUESTION: 22**

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

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

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 23**

Where can a project manager find risk-rating rules?

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

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 24**

Sammy is the project manager for her organization. She would like to rate each risk based on its probability and affect on time, cost, and scope. Harry, a project team member, has never done this before and thinks Sammy is wrong to attempt this approach. Harry says that an accumulative risk score should be created, not three separate risk scores. Who is correct in this scenario?

- A. Sammy is correct, because she is the project manager.
- B. Harry is correct, the risk probability and impact matrix is the only approach to risk assessment.
- C. Harry is correct, because the risk probability and impact considers all objectives of the project.
- D. Sammy is correct, because organizations can create risk scores for each objective of the project.

**Answer: D ([LEAVE A REPLY](#))**

**NEW QUESTION: 25**

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

Answer: [\(SHOW ANSWER\)](#)

**NEW QUESTION: 26**

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 \(LEAVE A REPLY\)](#)

**NEW QUESTION: 27**

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?

Risk	Probability	Impact
A	0.55	-10,000
B	0.4	-65,000
C	0.3	-90,000
D	0.6	-25,000
E	0.45	-30,000
F	0.7	-245,000

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

Answer: [\(SHOW ANSWER\)](#)

**NEW QUESTION: 28**

The sponsor hires a program manager as a consultant to evaluate a change program currently underway. The leading program manager tells the consultant that the program, currently in the execution phase, is in good standing, and detailed plans are available for review. The consultant reviews the project documentation and talks to the stakeholders, finding the opposite to be true. The project must be in recovery mode to get it back on track, and it's still in the planning phase. There is low morale among the team members, the meetings are poorly managed, the detailed schedule has gaps, the risk register has not been updated for months, communications and detailed resource plans do not exist, and contract negotiations with a key vendor are behind schedule for critical deliverables. What is the first course of action the program manager should take based on the current state?

- A. Cancel or put the project on hold, and hire a new program manager.
- B. Meet with the project sponsor to report current findings, review current risk management plan and develop a corrective course of action.
- C. Continue the project and create the project documentation that is missing.
- D. Assess the risk management plan and adjust it accordingly to accommodate the gaps.

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 29**

Which form of communication minimizes misunderstandings and reinforces teamwork?

- A. Face-to-face discussions
- B. Status reports
- C. Discussion threads
- D. Project archives

**Answer:** A ([LEAVE A REPLY](#))

#### **NEW QUESTION: 30**

A project is evaluating a new software to streamline the current purchase order process. The current process is labor-intensive and involves printing, ink signatures, scanning, and emailing. Several team members gathered cycle time data to gauge the current process and evaluate the new process.

What should the risk manager do next with the data set?

- A. Perform a probability and impact assessment
- B. Perform Monte Carlo simulations
- C. Perform a sensitivity analysis
- D. Perform a risk data quality assessment

**Answer:** ([SHOW ANSWER](#))

Explanation

After gathering cycle time data, the risk manager should perform a risk data quality assessment to ensure the data is accurate, reliable, and relevant for evaluating the current process and the new software.

### NEW QUESTION: 31

An organization with a large computer network identified a potential cyber security threat. Although certain measures were implemented to avoid the risk, the cyber security threat occurs. The measures were partially successful and a new unforeseen risk emerges. What should the risk owner do?

- A. Develop an efficient network protection solution quickly to mitigate the risk.
- B. Escalate the case to the risk manager and wait for their instructions.
- C. Conduct an analysis to determine the root cause of the failed response.
- D. Apply a work around to eliminate or mitigate the impact of the threat.

**Answer: C (LEAVE A REPLY)**

Explanation

The risk owner should conduct an analysis to determine the root cause of the failed response. Understanding the root cause will help in developing appropriate measures to address the new unforeseen risk and improve the effectiveness of risk responses in the future.

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### NEW QUESTION: 32

Yolanda is the project manager of a high-profile project for her organization. This project has 124 stakeholders from across the organization and many of the stakeholders have high demands and expectations for the project. Yolanda will need several pieces of project information as she begins to communicate and manage the stakeholder expectations. Which of the following inputs of the manage stakeholder expectations process directly addresses the risks that could affect the project and which must be communicated to the project stakeholders?

- A. Issue log
- B. Low-level riskswatchlist
- C. Change log
- D. Stakeholder register

**Answer: C (LEAVE A REPLY)**

### NEW QUESTION: 33

A risk manager is reviewing documentation for a project following a risk planning workshop with project stakeholders and team members. Several items have been identified on the risk log that would be detrimental to project success, but the associated triggers cannot be managed by the organization and are unlikely to occur.

Which response should the risk manager recommend for these risk items?

- A. Mitigate
- B. Accept
- C. Enhance
- D. Exploit

**Answer: (SHOW ANSWER)**

Explanation

According to the PMI Risk Management Professional (PMI-RMP) Examination Content Outline<sup>1</sup>, one of the tasks in the domain of Risk Response is to recommend risk response strategies based on the risk appetite and tolerance of the organization and stakeholders<sup>1</sup>. One of the strategies for negative risks or threats is risk acceptance, which involves acknowledging the existence of a threat and making a conscious decision to accept it without taking any action<sup>2</sup>. In this scenario, the risk manager should recommend risk acceptance for the risk items that would be detrimental to project success, but the associated triggers cannot be managed by the organization and are unlikely to occur. Risk acceptance is appropriate when the risk exposure is low, the cost of other responses is high, or the risk response is outside the scope or influence of the project<sup>3</sup>. The risk manager should not recommend risk mitigation, which involves reducing the probability and/or impact of a threat<sup>2</sup>. The risk manager should not recommend risk enhancement, which is a strategy for positive risks or opportunities, not negative risks or threats<sup>2</sup>. The risk manager should not recommend risk exploitation, which is also a strategy for positive risks or opportunities, not negative risks or threats<sup>2</sup>. References: 1: PMI Risk Management Professional (PMI-RMP Examination Content Outline, page 102: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 4363: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 437.

#### **NEW QUESTION: 34**

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

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 35**

Jeff works as a project manager for BlueWell Inc. He is determining which risks can affect the project. Which of the following are the inputs to the identify risks process that Jeff will use to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

- A. Activity cost estimates
- B. Risk register
- C. Scope baseline
- D. Risk management plan

**Answer: A,C,D ([LEAVE A REPLY](#))**

**NEW QUESTION: 36**

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

**Answer: B ([LEAVE A REPLY](#))**

**NEW QUESTION: 37**

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

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 38**

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: ([SHOW ANSWER](#))**

### **NEW QUESTION: 39**

Upon reviewing the risk analysis results, the project manager notices several risks that occur more frequently than others. What should the project manager do?

- A. Reduce the probabilities of those risks on the risk register
- B. Transfer ownership of those risks to the customer
- C. Implement the risk handling strategies for those risks
- D. Request additional management reserve for those risks

**Answer: ([SHOW ANSWER](#))**

Explanation

The project manager should implement the risk handling strategies for the risks that occur more frequently, as this will help reduce their impact on the project and improve overall project performance.

Exploit is a positive risk response strategy that aims to ensure that the opportunity is realized 1. It involves eliminating the uncertainty associated with a particular upside risk and making it happen 2. For example, if there is an opportunity to reduce the project cost by using a cheaper supplier, the project manager can exploit it by signing a contract with the supplier and securing the savings. Exploit is the opposite of avoid, which is a negative risk response strategy that seeks to eliminate the threat or protect the project from its impact 2.

The other options are not appropriate for taking full advantage of opportunities. Mitigate is a negative risk response strategy that reduces the probability and/or impact of a threat 2. It is the opposite of enhance, which is a positive risk response strategy that increases the probability and/or impact of an opportunity 1. Accept is a risk response strategy that involves acknowledging the risk and not taking any action unless the risk occurs 2.

It can be applied to both threats and opportunities, but it does not actively pursue them.

Transfer is a negative risk response strategy that shifts the impact of a threat to a third party, along with ownership of the response 2. It is the opposite of share, which is a positive risk response strategy that allocates ownership of an opportunity to a third party who is best able to capture it for the benefit of the project 1.

References: 1: How To Exploit and Enhance Project Opportunities - Project Risk Coach 2  
2: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 443-4451

### NEW QUESTION: 40

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

**Answer: D (LEAVE A REPLY)**

### NEW QUESTION: 41

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

How should the risk manager handle this situation?

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

**Answer: A (LEAVE A REPLY)**

Explanation

Involving a skilled facilitator can help resolve conflicts that arise during the risk reassessment workshop. A facilitator can ensure that the workshop remains focused and productive while managing conflicts and differences of opinion. (Reference: PMBOK Guide, 6th Edition, p. 512)

### NEW QUESTION: 42

You work as a project manager for TechSoft Inc. You, the project team, and the key project stakeholders have completed a round of quantitative risk analysis. You now need to update the risk register with your findings so that you can communicate the risk results to the project stakeholders - including management. You will need to update all of the following information except for which one?

- A. Trends in quantitative risk analysis
- B. Probability of achieving cost and time objectives
- C. Risk distributions within the project schedule
- D. Probabilistic analysis of the project

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 43**

Which of the following would a proactive risk manager do during the Monitoring and Controlling Process?

- A.** Review lessons learned document to identify risks, quantity risks, and lower impact ratings.
- B.** Update the lessons learned documents, develop risk responses, and create the risk management plan.
- C.** Review identified risks, stay alert for risk events, and remind team members to keep the risk manager informed about risk triggers.
- D.** Develop risk responses, create risk management plan, and stay alert for risk events.

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 44**

Jenny is the project manager of the NHJ Project for her company. She has identified several positive risk events within the project and she thinks these events can save the project time and money. You, a new team member wants to know that how many risk responses are available for a positive risk event. What will Jenny reply to you?

- A.** Seven
- B.** Three
- C.** Four
- D.** Acceptance is the only risk response for positive risk events.

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 45**

Which of the following are examples of relevant data gathering tools?

- A.** Risk response plan and interviews
- B.** Questionnaires and historical data
- C.** Work breakdown structure an historical data
- D.** Work breakdown structure and interviews

**Answer: B ([LEAVE A REPLY](#))**

Explanation/Reference:

**NEW QUESTION: 46**

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 probability and impact of a risk event are gauged based on research and in-depth analysis.
- B.** The risk exposure of a risk event is determined by historical information.

- C. The probability of a risk event plus the impact of a risk event determines the true risk exposure.
- D. The probability of a risk event times the impact of a risk event determines the true risk exposure.

**Answer: D (LEAVE A REPLY)**

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**NEW QUESTION: 47**

The only output of the perform qualitative risk analysis are risk register updates. When the project manager updates the risk register he will need to include several pieces of information including all of the following except for which one?

- A. Risk probability-impact matrix
- B. Trends in qualitative risk analysis
- C. Watchlist of low-priority risks
- D. Risks grouped by categories

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 48**

Some issues and unexpected results were found after completing the first phase of a project. The project team is planning the next phase and team members want to avoid the previous issues.

What should the risk manager do to avoid the previous issues?

- A. Use the information for a risk workshop.
- B. Improve monitoring and controlling of activities.
- C. Document the issues in the lessons learned.
- D. Create an issue log to share with the team.

**Answer: A (LEAVE A REPLY)**

Explanation

According to the PMI Risk Management Professional (PMI-RMP) Examination Content Outline<sup>1</sup>, one of the tasks in the domain of Risk Identification is to use the information from project documents, lessons learned, and other sources to facilitate the risk identification process<sup>1</sup>. A risk workshop is a tool and technique for risk identification that involves bringing together the project team, stakeholders, subject matter experts, and risk

management experts to identify and analyze the project risks in a structured and collaborative manner<sup>2</sup>. In this scenario, the risk manager should use the information from the issues and unexpected results found in the first phase of the project for a risk workshop, to avoid the previous issues in the next phase. The risk workshop will help the risk manager and the project team to identify the root causes of the issues, assess their probability and impact, and develop appropriate risk responses. The risk workshop will also enable the risk manager to update the risk register and the risk report with the new information and communicate the risk status to the relevant stakeholders. The risk manager should not improve monitoring and controlling of activities, because that is not a specific action to avoid the previous issues, but rather a general practice that should be done throughout the project life cycle<sup>3</sup>. The risk manager should not document the issues in the lessons learned, because that is not enough to avoid the previous issues, but rather a way to capture and share the knowledge gained from the project for future reference<sup>4</sup>. The risk manager should not create an issue log to share with the team, because that is not a proactive risk management technique, but rather a reactive way to track and resolve the issues that have already occurred<sup>5</sup>. References: 1: PMI Risk Management Professional (PMI-RMP) Examination Content Outline, page 82: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 4003: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 4564: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 1005: What Is an Issue Log? Templates & Tips<sup>6</sup>.

#### **NEW QUESTION: 49**

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

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 50**

The risk manager is prioritizing risks based on the potential impact to cost and schedule and identifies the following 4 risks:

Risk 1 has a US\$500,000 potential cost increase, and a 60 day potential schedule slippage, with a 25% probability of occurring Risk 2 has a US\$200,000 potential cost increase, and a 20 day potential schedule slippage, with a 60% probability of occurring Risk 3 has a US\$1,200,000 potential cost increase, and a 90 day potential schedule slippage, with a 10% probability of occurring Risk 4 has @ US\$600,000 potential cost increase, and a 70 day potential schedule slippage, with a 20% probability of occurring

Using expected monetary value calculation, which risk has the greatest potential impact to cost and schedule?

- A. Risk 2
- B. Risk 3
- C. Risk 1
- D. Risk 4

**Answer: C (LEAVE A REPLY)**

#### **NEW QUESTION: 51**

Fill in the blank with an appropriate phrase. The \_\_\_\_\_ is the risk or danger of an action or an event, a method or a (technical) process that still conceives these dangers even if all theoretically possible safety measures would be applied.

- A. residual risk

**Answer: A (LEAVE A REPLY)**

#### **NEW QUESTION: 52**

A project is at the final development stage. The test lead informs the risk manager that a key feature may not be testable due to changes in the environment. What should the risk manager do?

- A. Confirm the risk triggers are still valid.
- B. Ask the architect to develop acceptance criteria.
- C. Review the feature with the project team.
- D. Escalate the issue to the project board.

**Answer: C (LEAVE A REPLY)**

Explanation

When a key feature may not be testable due to changes in the environment, the risk manager should review the feature with the project team to understand the issue, assess its impact, and determine the appropriate risk response. This collaborative approach ensures that the team has a clear understanding of the situation and can work together to address the risk.

#### **NEW QUESTION: 53**

The risk manager also serves as a facilitator for a project and realizes the project team members have biases impacting how they perceive risks. What analysis is currently being used?

- A. Quantitative risk analysis
- B. Force field analysis
- C. Qualitative risk analysis
- D. Stakeholder analysis

**Answer: C (LEAVE A REPLY)**

Explanation

The analysis currently being used is qualitative risk analysis. Qualitative risk analysis involves assessing risks based on their likelihood of occurrence and their potential impact on the project. This type of analysis can help identify biases that may be impacting how team members perceive risks.

Qualitative risk analysis is the process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics. Qualitative risk analysis helps to identify the most significant risks that require attention and response planning. One of the tools and techniques used in qualitative risk analysis is risk data quality assessment, which evaluates the degree to which the data about individual project risks is useful for risk management. Risk data quality assessment considers various aspects of data quality, such as reliability, accuracy, integrity, precision, and bias. Bias is the tendency of human judgment to be influenced by personal or organizational preferences, assumptions, beliefs, or emotions, rather than by objective facts or evidence. Bias can affect how project team members perceive and assess risks, leading to inaccurate or incomplete risk analysis results. Therefore, the risk manager who realizes the project team members have biases impacting how they perceive risks is currently using qualitative risk analysis to prioritize the risks and assess the quality of risk data. References: PMI, Practice Standard for Project Risk Management, 2009, p. 37-38, 41-42.

#### **NEW QUESTION: 54**

A project manager has finished the project charter for a project and has now moved into the planning phase. In the first planning meeting, the project manager is trying to determine the risk tolerance and risk attitudes of the project's key stakeholders.

What is the first resource the project manager should reference?

- A. Benefits management plan
- B. Enterprise environmental factors (EEFs)
- C. Project charter
- D. Requirements management plan

**Answer: C (LEAVE A REPLY)**

Explanation

The project charter is the first resource the project manager should reference to determine the risk tolerance and risk attitudes of the project's key stakeholders, as it contains information such as the project purpose, objectives, success criteria, high-level risks, and key stakeholder list. The project charter is an output of the Develop Project Charter process, which is part of the Initiating process group. The project charter provides the project manager with the authority to apply organizational resources to project activities and establishes a partnership between the performing organization and the requesting organization. References: PMBOK Guide, 6th edition, page 81-82.

Enterprise environmental factors (EEFs) provide information about the organization's culture, risk tolerance, and risk attitudes, which can help the project manager determine the risk tolerance and risk attitudes of the project's key stakeholders. (Reference: PMBOK Guide, 6th Edition, p. 39)

**NEW QUESTION: 55**

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

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 56**

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

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 57**

A complex project that had hundreds of risks is almost done. The project manager is closing the risks as part of the closing process. One team member mentions that there are important documents to be updated.

Which document will need to be updated?

- A. Lessons learned
- B. Contingency register
- C. Risk register
- D. Issue log

**Answer: A (LEAVE A REPLY)**

Explanation

When closing risks as part of the closing process, it is important to update the lessons learned document. This document captures the knowledge and experience gained during the project and can be valuable for future projects.

**NEW QUESTION: 58**

After a number of risk workshops, risks have been identified. Which is the first element the risk owner should look for in the response plan to help mitigate the risks?

- A. Probability of a response triggering a secondary risk
- B. How the response will affect the quality of the components
- C. If the risk response is tied to an activity on the critical path
- D. Verify due dates for the actions have been identified

**Answer: (SHOW ANSWER)**

Explanation

The first element the risk owner should look for in the response plan is to verify that due dates for the actions have been identified. This ensures that risk mitigation actions are timely and can be effectively monitored.

After identifying the risks and assigning risk owners, the next step is to develop risk response plans that describe how to address each risk. The first element that the risk owner should look for in the response plan is the due date for the actions that are required to implement the response. The due date is important because it helps to prioritize the risk response activities, monitor the progress of the risk response, and ensure that the response is executed in a timely manner. The due date also helps to align the risk response with the project schedule and avoid any delays or conflicts. The other elements, such as the probability of a secondary risk, the impact on the quality of the components, and the relationship with the critical path, are also relevant for the risk response plan, but they are not the first element that the risk owner should look for. References: PMI, 2017. A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Newtown Square, PA: Project Management Institute, Inc., pp. 407-4081

**NEW QUESTION: 59**

A project's design has been completed and approved on time. The construction subcontractor should be mobilizing to start construction but does not have the necessary materials in place, causing a delaying in the project. The risk register only contains risks for the design phase of the project.

What should the project manager have done differently?

- A. Executed the Monte Carlo sensitivity analysis prior to mobilization
- B. Added generic construction risks to the risk register before construction began
- C. Reviewed the assumptions/exclusions register in the project charter
- D. Performed risk identification exercises for the full lifecycle of the project

**Answer: D (LEAVE A REPLY)**

Explanation

The project manager should have performed risk identification exercises for the full lifecycle of the project, including the construction phase, to ensure that all potential risks were identified and addressed in the risk register.

**NEW QUESTION: 60**

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

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 61**

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 project constraints are still valid
- D. Determines if the risk contingency reserves should be modified to be in alignment with the current risk assessment

**Answer: C (LEAVE A REPLY)**

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**NEW QUESTION: 62**

You are the project manager of the NHQ Project for your company. You are discussing some of the project issues that need to be resolved in the project. You and the project stakeholders come to an agreement about the risk issues and how they will be resolved. Where should you document this information for issue resolution?

- A. Risk response plan
- B. Issue log
- C. Lessons learned documentation

D. Project management plan for execution

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 63**

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

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 64**

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

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 65**

You are the project manager for your company and a new change request has been approved for your project. This change request, however, has introduced several new risks to the project. You have communicated these risk events and the project stakeholders understand the possible effects these risks could have on your project. You elect to create a mitigation response for the identified risk events. Where will you record the mitigation response?

- A. Project management plan
- B. Risk register
- C. Risk management plan
- D. Risk log

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 66**

You are the project manager of the GHY project for your organization. You are about to start the qualitative risk analysis process for the project and you need to determine the roles and responsibilities for conducting risk management. Where can you find this information?

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

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 67**

Three months into a program, multiple workstreams are showing issues. At this point, the program manager requires that a risk impact assessment be conducted.

What will help calculate the impact?

- A. Risk analysis
- B. Risk identification
- C. Risk treatment
- D. Risk evaluation

**Answer: ([SHOW ANSWER](#))**

Explanation

Risk impact assessment involves calculating the impact of identified risks. Risk analysis is the process of examining, estimating, and evaluating the impact of risks, which helps in calculating the impact (Reference:

PMBOK Guide, 6th Edition, p. 417)

Risk analysis is the process of assessing the likelihood and impact of the identified risks on the program objectives. It helps to calculate the impact of the risks by using qualitative or quantitative methods. Risk analysis can provide useful information for risk prioritization, risk response planning, and risk reporting.

References: PMI, The Standard for Risk Management in Portfolios, Programs, and Projects, 2019, p. 67; PMI, The Standard for Program Management, Fourth Edition, 2017, p. 113.

**NEW QUESTION: 68**

Rob is the project manager of the IDLK Project for his company. This project has a budget of \$5,600,000 and is expected to last 18 months. Rob has learned that a new law may affect how the project is allowed to proceed - even though the organization has already invested over \$750,000 in the project. What risk response is the most appropriate for this instance?

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

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 69**

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

**Answer: (SHOW ANSWER)**

#### **NEW QUESTION: 70**

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

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 71**

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. 78
- C. 6,084
- D. 3,003

**Answer: (SHOW ANSWER)**

#### **NEW QUESTION: 72**

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

**Answer: A (LEAVE A REPLY)**

#### **NEW QUESTION: 73**

You are the project manager for your organization. You have identified a risk event you're your organization could manage internally or externally. If you manage the event internally it will cost your project \$578,000 and an additional \$12,000 per month the solution is in use. A vendor can manage the risk event for you. The vendor will charge \$550,000 and \$14,500 per month that the solution is in use. How many months will you need to use the solution to pay for the internal solution in comparison to the vendor's solution?

- A. Approximately 15 months
- B. Approximately 8 months
- C. Approximately 11 months
- D. Approximately 13 months

**Answer: C (LEAVE A REPLY)**

#### **NEW QUESTION: 74**

Critical deliverables are delayed, because a key subject matter expert (SME) does not have enough time to allocate to the tasks. How could the situation be improved for the future?

- A. Replace the SME with resources, who are responsible for receiving output from the SME on their deliverables.
- B. Extend the project schedule timeline to accommodate availability of the SME.
- C. Introduce scope reductions to limit the reliance on SMEs.
- D. Cross train others to reduce the SME workload.

**Answer: C (LEAVE A REPLY)**

#### **NEW QUESTION: 75**

After years of experience, a project manager becomes the lead manager for a company. This new lead manager asks all project managers to use a specific technique when they perform qualitative risk analysis on their projects. This technique consists of achieving the relative weighting of the project's objectives in terms of priority to the stakeholders.

What is the name of this technique?

- A. Quantitative Weighted Analysis (QWA)
- B. Relative Weighting of the objectives of Stakeholders (RWS)
- C. Analytic Hierarchy Process (AHP)

D. Objectives Stakeholders Weighting (OSW)

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 76**

A home solar panel project has many internal and external stakeholders including households, businesses, community groups, electric utility companies, local government officials, landlords, and investors. What should the project manager do when engaging stakeholders?

- A. Include all stakeholders in the project's governance.
- B. Communicate response strategies to all stakeholders.
- C. Ignore any risks beyond stakeholders' tolerance.
- D. Consider stakeholders' positions and opinions regarding the project's output.

Answer: ([SHOW ANSWER](#))

Explanation

The project manager should consider stakeholders' positions and opinions regarding the project's output when engaging stakeholders. This approach helps to address stakeholders' concerns, expectations, and potential objections, and it can lead to better decision-making and more successful project outcomes. It is important for the project manager to maintain open communication with stakeholders and to be responsive to their needs and perspectives.

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**NEW QUESTION: 77**

You are the project manager of a large project that will last four years. In this project, you would like to model the risk based on its distribution, impact, and other factors. There are three modeling techniques that a project manager can use to include both event-oriented and project-oriented analysis. Which modeling technique does NOT provide event-oriented and project-oriented analysis for identified risks?

- A. Modeling and simulation
- B. Sensitivity analysis
- C. Jo-Hari Window
- D. Expected monetary value

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 78**

The Project Risk Management knowledge area focuses on which of the following processes? Each correct answer represents a complete solution. Choose all that apply.

- A. Risk Management Planning
- B. Risk Monitoring and Control
- C. Potential Risk Monitoring
- D. Quantitative Risk Analysis

**Answer: A,B,D (LEAVE A REPLY)**

**NEW QUESTION: 79**

During project execution, the project team realizes that the power outlet for imported equipment is not compatible with the current customers electrical infrastructure. This event was not originally identified as a risk.

To maintain the project schedule, the project manager decides to purchase a new power adapter.

What type of response best describes this course of action?

- A. Management plan
- B. Fallback plan
- C. Contingency plan
- D. Workaround

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 80**

A project has a 60% chance of a US\$100,000 profit and a 40% chance of a US\$100,000 loss. What is the expected monetary value for this project?

- A. US\$20,000 loss
- B. US\$20,000 profit
- C. US\$40,000 loss
- D. US\$100,000 profit

**Answer: B (LEAVE A REPLY)**

Explanation

The expected monetary value (EMV) for this project can be calculated as follows:  $(0.6 \times \text{US\$100,000}) - (0.4 \times \text{US\$100,000}) = \text{US\$60,000} - \text{US\$40,000} = \text{US\$20,000}$  profit.

**NEW QUESTION: 81**

You are the project manager for TTP project. You are in the Identify Risks process. You have to create the risk register. Which of the following are included in the risk register? Each correct answer represents a complete solution. Choose two.

- A. List of identified risks
- B. List of mitigation techniques

C. List of potential responses

D. List of key stakeholders

**Answer: A,C ([LEAVE A REPLY](#))**

### **NEW QUESTION: 82**

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. Mitigation

B. Acceptance

C. Sharing

D. Exploiting

**Answer: ([SHOW ANSWER](#))**

### **NEW QUESTION: 83**

The project manager of a project in trouble actively participates in a project risk assessment. After the assessment is complete, the project manager receives the final results.

What is the best recommended action to be taken from this point onward?

A. Schedule a meeting and present the assessment results.

B. Use the assessment results in the day-to-day management of project risks.

C. Schedule a meeting with the project sponsor and discuss the assessment results.

D. Use the assessment results to review the project hand over plan to operations.

**Answer: ([SHOW ANSWER](#))**

Explanation

### **NEW QUESTION: 84**

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. Work permit requirements

B. Limited team members to complete the project work

C. Schedule constraints on the project

D. Quality assurance programs within the company

**Answer: D ([LEAVE A REPLY](#))**

### **NEW QUESTION: 85**

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. Communication
- C. Costs
- D. Risks

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 86**

A project manager has a two-month project with three project team members. The project sponsor does not agree with the project manager that a risk planning process is necessary, since the project is very small.

Would it be appropriate for the project manager to implement some level of risk management?

- A. No, small projects do not usually require risk planning.
- B. Yes, the risk planning process implementation is ultimately the project manager's decision.
- C. No, risk planning should be initiated with the sponsor's consent.
- D. Yes, even small projects may require risk planning.

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 87**

A risk manager has been assigned to a project constructing a chemical laboratory. Unfamiliar with chemical laboratories, the risk manager is unsure of where to start objectively identifying risks.

What should the risk manager do?

- A. Import a risk register from other industry chemical laboratories.
- B. Define chemical laboratory safety risk thresholds.
- C. Review published operational experience reports.
- D. Draft threat and opportunity risks that come to mind.

**Answer: C (LEAVE A REPLY)**

Explanation

Reviewing published operational experience reports from similar projects or industries can help the risk manager objectively identify risks for the chemical laboratory project. These reports provide valuable insights into potential risks and lessons learned from other projects.

#### **NEW QUESTION: 88**

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

**Answer:** ([SHOW ANSWER](#))

### **NEW QUESTION: 89**

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

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

**Answer:** ([SHOW ANSWER](#))

Explanation

The work breakdown structure (WBS) will help the risk manager in understanding the project's scope and identifying potential risks at different levels of the project. Monte Carlo analysis is a quantitative risk analysis technique that can be used to assess the impact of identified risks on the project's schedule and cost.

### **NEW QUESTION: 90**

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

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 91**

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

**Answer: B (LEAVE A REPLY)**

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**NEW QUESTION: 92**

The risk manager and the project team conduct a risk brainstorming session for a new project. The risk manager wants to involve the entire project team in a group risk prioritization exercise for the identified risks.

The project manager refuses the involvement of the entire project team due to resource concerns.

What should the risk manager do?

- A. Inform the sponsor about the project manager's decision and the disagreement between parties.
- B. Continue to involve the project team in the risk prioritization process and then discuss lessons learned with the project manager.
- C. Follow the project manager's instruction, as the project manager is the responsible party.
- D. Convince the project manager of the importance of the whole project team's involvement in the full risk process.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 93**

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 NHH 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 (LEAVE A REPLY)**

**NEW QUESTION: 94**

Beth is a project team member on the JHG Project. Beth has added extra features to the project and this has introduced new risks to the project work. The project manager of the JHG project elects to remove the features Beth has added. The process of removing the extra features to remove the risks is called what?

- A. Scope creep
- B. Corrective action
- C. Defect repair
- D. Preventive action

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 95**

The project manager wants to use an objective method to evaluate the key project risks and develop response plans.

What action should the risk manager propose?

- A. Ask the team to perform an earned value analysis.
- B. Review the lessons learned from other projects.
- C. Ask the team to prepare a Monte Carlo analysis.
- D. Ask the risk expert to perform a PESTLE evaluation.

**Answer: C (LEAVE A REPLY)**

Explanation

The action that the risk manager should propose is to ask the team to prepare a Monte Carlo analysis. This is a statistical technique that can be used to model the probability of different outcomes in a project. By performing a Monte Carlo analysis, the project manager can objectively evaluate key project risks and develop response plans based on this analysis.

**NEW QUESTION: 96**

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. Lessons learned documentation
- C. Risk register
- D. Risk management plan

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 97**

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. Seven risk responses
- C. Quantitative risk analysis
- D. Qualitative risk analysis

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 98**

A new risk manager has been assigned to a delayed strategic project. The risk manager presented a new plan to get the project back on track using lessons learned and applying risk response strategies. Senior management wants to remove contingency reserves because they want to finish the project earlier.

What should the risk manager do in this scenario?

- A. Review project schedule estimates.
- B. Change the response strategies.
- C. Reduce the contingency reserves.
- D. Conduct a risk planning workshop.

**Answer: ([SHOW ANSWER](#))**

Explanation

The risk manager should conduct a risk planning workshop with senior management and other key stakeholders to review the risk management plan, the risk register, and the contingency reserves. The risk manager should explain the purpose and benefits of contingency reserves, and how they are calculated and allocated based on the risk exposure of the project. The risk manager should also discuss the potential impact of removing or reducing the contingency reserves on the project objectives, scope, schedule, cost, and quality.

The risk manager should facilitate a collaborative decision-making process to reach a consensus on the best course of action for the project. References: PMI, The Standard for Risk Management in Portfolios, Programs, and Projects, 2019, p. 77-78, 92-93.

**NEW QUESTION: 99**

You are the project manager of the NNN project for your company. You and the project team are working together to plan the risk responses for the project. You feel that the team has successfully completed the risk response planning and now you must initiate what risk process it is. Which of the following risk processes is repeated after the plan risk responses to determine if the overall project risk has been satisfactorily decreased?

- A. Quantitative risk analysis
- B. Risk response implementation
- C. Risk identification
- D. Qualitative risk analysis

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 100**

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

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 101**

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

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 102**

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

**Answer: C (LEAVE A REPLY)**

#### **NEW QUESTION: 103**

A heavy industrial design firm has over US\$3 billion in current contract value. As a result of quantitative risk analysis of a geographically separated project, opportunities have been identified and assessed as high priorities for the project.

What is the most effective method to capture these opportunities?

- A. Establish a contingency reserve.
- B. Formally notify the project manager.
- C. Integrate them into the RBS.
- D. Schedule a project team meeting.

**Answer: C (LEAVE A REPLY)**

#### **NEW QUESTION: 104**

You are the project manager of the NKQ project for your organization. You have completed the quantitative risk analysis process for this portion of the project. What is the only output of the quantitative risk analysis process?

- A. Risk response
- B. Probability of reaching project objectives
- C. Risk register updates
- D. Risk contingency reserve

**Answer: C (LEAVE A REPLY)**

#### **NEW QUESTION: 105**

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 ([LEAVE A REPLY](#))**

Explanation/Reference:

**NEW QUESTION: 106**

Who is the most appropriate person to conduct a risk identification brainstorming session?

- A. Project sponsor
- B. Facilitator
- C. Subject matter expert
- D. Project manager

**Answer: B ([LEAVE A REPLY](#))**

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**NEW QUESTION: 107**

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

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 108**

A risk manager assessed all project risks, and the team is now identifying common groupings of risks. What tool or technique is used to perform this risk assessment?

- A. Risk identification checklist
- B. Risk breakdown structure (RBS)
- C. Risk probability and impact assessment
- D. Risk register

**Answer: B ([LEAVE A REPLY](#))**

**NEW QUESTION: 109**

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

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 110**

An organization with a large computer network identified a potential cyber security threat. Although certain measures were implemented to avoid the risk, the cyber security threat occurs. The measures were partially successful and a new unforeseen risk emerges. What should the risk owner do?

- A. Develop an efficient network protection solution quickly to mitigate the risk.
- B. Escalate the case to the risk manager and wait for their instructions.
- C. Conduct an analysis to determine the root cause of the failed response.
- D. Apply a work around to eliminate or mitigate the impact of the threat.

**Answer:** ([SHOW ANSWER](#))

Explanation

According to the PMBOK Guide, one of the tools and techniques for the implement risk responses process is root cause analysis. Root cause analysis is a technique that focuses on identifying the fundamental reason for the occurrence of a problem or a risk. By conducting a root cause analysis, the risk owner can determine why the implemented measures were only partially successful and what caused the new unforeseen risk to emerge. This can help the risk owner to identify and implement more effective risk responses, as well as to update the risk register and the risk report with the new information<sup>1</sup>. References: PMBOK Guide, 6th edition, pages 452-453, 474-4751; PMI-RMP Exam Content Outline, 2015, page 8.

**NEW QUESTION: 111**

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 probability and impact of a risk event are gauged based on research and in-depth analysis.
- 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 risk exposure of a risk event is determined by historical information.

**Answer: B (LEAVE A REPLY)**

#### **NEW QUESTION: 112**

Mary is the project manager of PKT project. In Mary's project there are certain enterprise environmental factors that require Mary to use modeling and simulation techniques to predict the likelihood of achieving cost and schedule objectives in the project. Mary is using a technique for which the cost estimates are chosen at random for each iteration of the analysis, such as pessimistic, most likely, and worst-case scenarios. What type of analysis is Mary using in this project?

A. Quantitative analysis

B. Risk distribution

C. Qualitative analysis

D. Monte Carlo Analysis

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 113**

Yolanda is the project manager of a high-profile project for her organization. This project has 124 stakeholders from across the organization and many of the stakeholders have high demands and expectations for the project. Yolanda will need several pieces of project information as she begins to communicate and manage the stakeholder expectations. Which of the following inputs of the manage stakeholder expectations process directly addresses the risks that could affect the project and which must be communicated to the project stakeholders?

A. Low-level risks watchlist

B. Change log

C. Stakeholder register

D. Issue log

**Answer: B (LEAVE A REPLY)**

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