

➤ **Vendor: PMI**

➤ **Exam Code: PMI-RMP**

➤ **Exam Name: PMI Risk Management Professional (PMI-RMP)**

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QUESTION 318

A project in the execution phase at the customer's site has an issue concerning new parts that do not fit properly into a machine. The site project manager cannot find this high probability risk in the risk register. What action should the site project manager take?

- A. Variance analysis
- B. Workaround
- C. Risk assessment
- D. Risk audit

Answer: D

QUESTION 319

When performing integrated cost-schedule risk analysis, a risk manager must correlate the project costs and activities with the risk baseline. Why is determining correlation critical in performing this analysis?

- A. Correlation strength is determined by the strength of multiple risks affecting one cost or activity.
- B. Correlation is always negative in projects with high costs.
- C. Correlation implies causality between project costs and activities.
- D. Correlation identifies how each project risk affects project costs or activities.

Answer: D

QUESTION 320

During the initial risk planning process, the risk manager and project manager discuss ways to handle known risks. Which project reserve should the project manager use to budget for known risks?

- A. Budget reserve
- B. Contingency reserve
- C. Change management reserve
- D. Risk reserve

Answer: B

QUESTION 321

The project manager is unable to obtain a global consensus of competing subject matter experts and stakeholders on the project scope. This has caused a one-month delay. What should the project manager do next to reduce further delay?

- A. Initiate a scope change request.

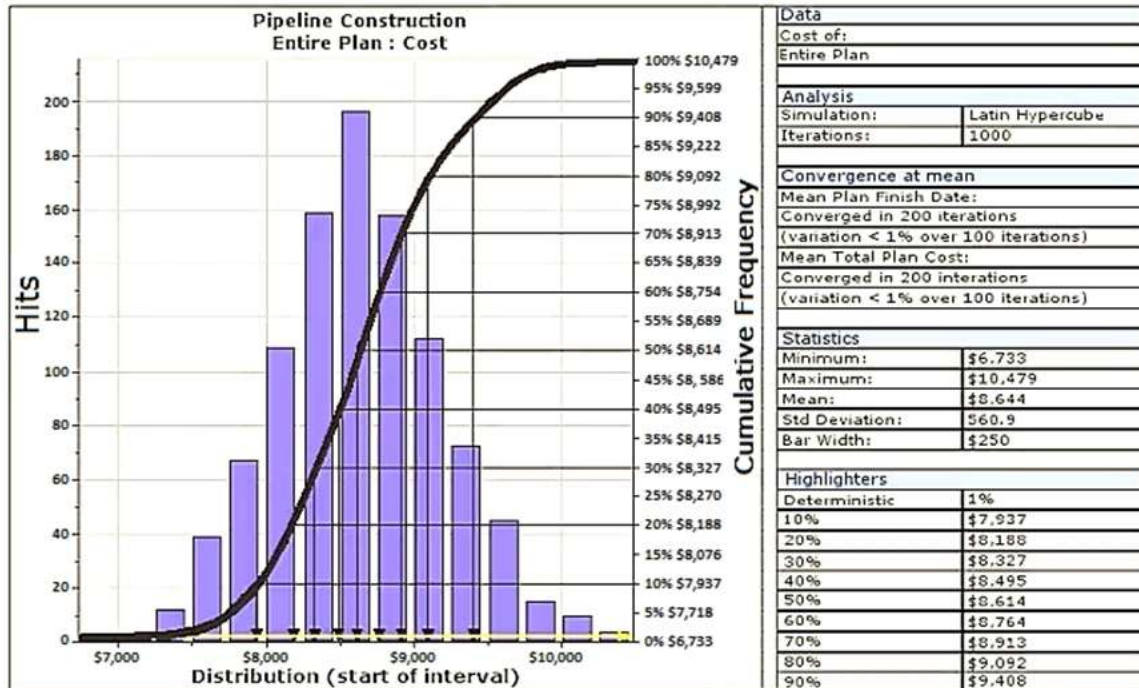
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- B. Schedule a project kick-off meeting.
- C. Schedule a stakeholder meeting.
- D. Engage the project sponsor/portfolio manager.

Answer: D

QUESTION 322



The project sponsor has asked the project manager how much more a P90 will cost. The sponsor has budgeted for a P40. The project values are in thousands.

How much additional funding would the sponsor need to budget for a P90?

- A. US\$9,408,000
- B. US\$8,495,000
- C. US\$913,000
- D. US\$794,000

Answer: C

QUESTION 323

The risk manager for a construction project graphically groups project risks by the subsets of economic risk, social risk, and technical risk. Where has this information been captured?

- A. Risk breakdown structure
- B. Risk management plan
- C. Risk register
- D. Risk control plan

Answer: A

QUESTION 324

At the completion of a small project, the risk manager performs a risk audit and finds that several identified risks had occurred, and the impact was significantly larger than expected. While the project remained on schedule, the project budget increased by 50%. The project met all risk response milestones and no additional, previously unidentified risks, occurred on the project.

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Based on this information, what risk management process improvement should the risk manager recommend for future similar projects?

- A. Increase frequency of risk management meetings with the project manager.
- B. Revise the level of accuracy of probability and impact scores.
- C. Document the risk audit report and capture it in the lessons learned database.
- D. Expand the use of risk identification techniques.

Answer: C

QUESTION 325

During a project review meeting, an executive scrutinizes the risk section, including risks on the watch list, and demands action to close them out. What is the executive's risk attitude?

- A. Averse
- B. Seeking
- C. Neutral
- D. Tolerant

Answer: A

QUESTION 326

A risk manager schedules a project overview meeting with the project sponsor to provide an update on risk management progress. Each functional lead is identifying the most critical information to be presented at an executive level. The information must balance communicating essential information with actions and recommendations. What risk information should be communicated to the project sponsor?

- A. Significant risks and issues and their planned responses
- B. Risk matrix showing the distribution of high, medium, and low risks
- C. Results of the last project risk brainstorming session
- D. Summary feedback from the previous risk audit

Answer: A

QUESTION 327

A project manager is developing the risk management process and schedules a risk planning workshop at the start of the project. Upon receiving the invitation, a senior stakeholder emails the project manager stating that a risk management plan is not needed since this is small project, and lack of a plan will reduce costs. Which of the following should the project manager do?

- A. Advise the stakeholder that risk management is a valuable undertaking and must be applied to all projects to some degree.
- B. Cancel the workshop as the stakeholder is senior and risk management is an optional process, especially on smaller projects.
- C. Continue with the workshop, but remove the stakeholder from the list of attendees.
- D. Review the scope in an attempt to save money in other areas of the project to provide funding for the risk management activities

Answer: A

QUESTION 328

When monitoring the execution quality of risk-related plans and processes, which of the following would be a useful metric to track and record?

- A. The number of risks in the project register

- B. The degree of variation from the baseline
- C. The number of levels in the risk breakdown structure
- D. The degree of variation from the risk response strategy

Answer: D

QUESTION 329

What is defined as "an uncertainty that could have a positive or negative effect on the project objectives", and second, what is a "chosen state of mind, mental view or disposition with regard to a fact or state"?

- A. Risk/Response
- B. Risk/Attitude
- C. Opportunity/Response
- D. Opportunity/Attitude

Answer: B

QUESTION 330

Within the organizational process assets, where would the project manager find risk response effectiveness from past projects?

- A. Change management plan and lessons learned
- B. Stakeholder register and lessons learned
- C. Risk audit and lessons learned
- D. Risk audit and risk matrix

Answer: A

QUESTION 331

Which input could be utilized to perform quantitative risk analysis to reduce uncertainty?

- A. Risk categorization
- B. Organizational process assets
- C. Stakeholder register
- D. Expert judgment

Answer: B

QUESTION 332

The risk management process can be defined as which of the following?

- A. Iterative through the planning phase
- B. Baseline at the beginning of execution
- C. Iterative throughout the entire project
- D. Updated in the execution phase

Answer: C

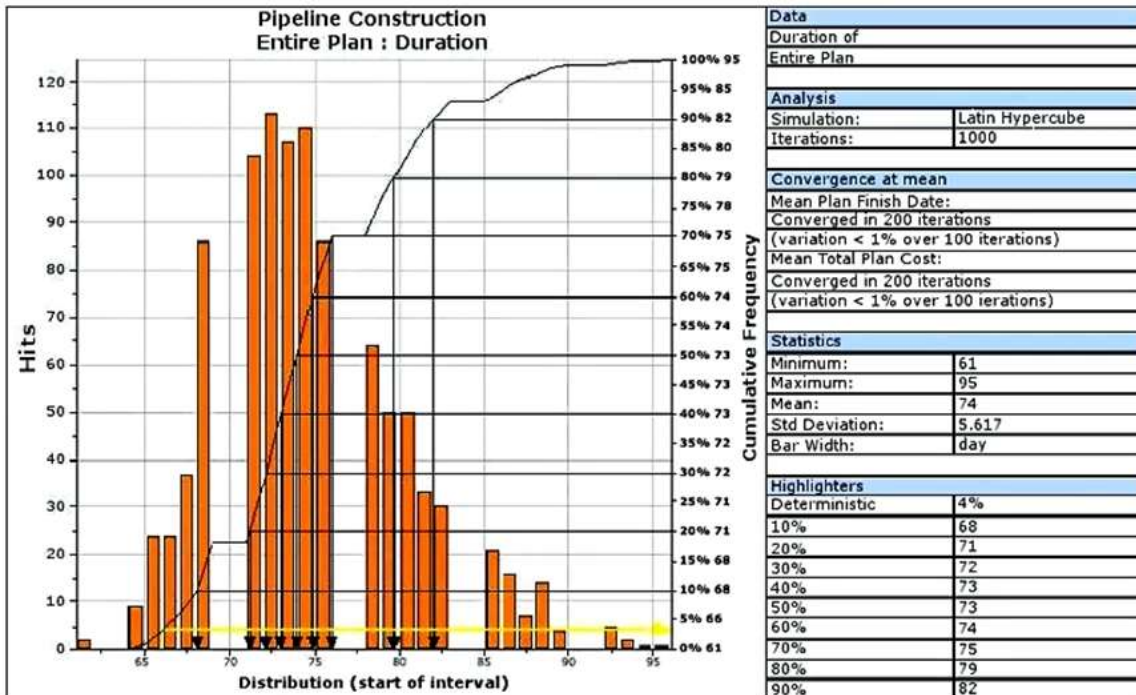
QUESTION 333

The feasibility of the risk management planning is dependent upon which of the following aspects of the organization?

- A. Competitive market share
- B. Level of risk management maturity
- C. Alignment with industry standard requirements
- D. Culture, people and infrastructure capabilities

Answer: D

QUESTION 334



The project manager has asked for the P50 estimate for the project schedule. What is the P50 estimate?

- A. 75 days
- B. 73.5 days
- C. 73 days
- D. 72.5 days

Answer: C