



# PFMP<sup>Q&As</sup>

Portfolio Management Professional

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**QUESTION 1**

Your company got recently acquired by another company and the strategic directions which your portfolio is based on have been changed. Which document do you, as a portfolio manager, update to reflect how the new strategy will be implemented?

- A. Portfolio Strategic Plan
- B. Portfolio Management Plan
- C. Portfolio Roadmap
- D. Communication Management Plan

Correct Answer: B

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**QUESTION 2**

When you are a portfolio manager, you need to do and re-do multiple processes in order to maintain the portfolio alignment to the changing strategies. Which of the following are considered outputs to the Develop Charter process?

- A. Portfolio Strategic Plan updates, Portfolio Charter, Portfolio Roadmap Updates
- B. Portfolio Strategic Plan updates, Portfolio Charter, Portfolio Process Assets updates
- C. Portfolio Strategic Plan updates, Portfolio Charter, Portfolio Management Plan Updates
- D. Portfolio Strategic Plan updates, Portfolio Charter, Portfolio Reports

Correct Answer: B

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**QUESTION 3**

You have been newly appointed as a portfolio manager and found out that your predecessor did not develop a Portfolio Risk Management plan as he thought that it is not necessary in the case where he has a risk register. One of your first activities was to develop the missing plan. To do this, you needed to consult with stakeholders in order to fetch risk information in order to identify risks and plan risk management. Which of the following inputs to this process will help you in identifying which stakeholders to analyze?

- A. Portfolio Process Assets
- B. Portfolio Communication Management Plan
- C. Portfolio Risk Management Plan
- D. Elicitation technique

Correct Answer: B

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**QUESTION 4**

only, which has diversified its product line significantly in the last two years to keep up with its leading competitor located in a different state. Your executive management team learned the other cereal company had implemented portfolio management from a contractor and believes it is essential since the economy is struggling, and resources are constrained. Your first step has been to identify the existing operational work, projects, and programs as well as to learn about proposed components of the portfolio. This list:

- A. Was easy to obtain as you used what was available from the Enterprise Program Management Office
- B. Is part of the portfolio strategic plan
- C. Was gathered through interviews with people from each business unit
- D. Was prepared through questionnaires and the use of cross-functional focus groups

Correct Answer: B

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**QUESTION 5**

You are managing a portfolio for your company and are trying to balance the tasks that will be done internally based on the availability and the ones that will be outsourced. Managing supply and demand is a recurring activity in the portfolio life cycle and results in changes in resource utilization and resource efficiency. Which of the following techniques uses historical data to determine if resource requirements have been consistently underestimated?

- A. Lessons Learned Analysis
- B. Requirements Analysis
- C. Trend Analysis
- D. Value Scoring and Measurement

Correct Answer: C

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