



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

Portfolio Management Professional

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**QUESTION 1**

Assume you work in new product development, and you believe you have identified a component that will be a breakthrough for the company. However, you performed a capacity analysis with the help of your EPMO to assess resource availability especially in certain skill sets. You learned that key computer scientists required by this component were in short supply, yet you still believe this component should be in the portfolio. To convince the Portfolio Review Board to consider it, you decide to use:

- A. Resource smoothing
- B. Business value analysis
- C. Market analysis
- D. Options analysis

Correct Answer: A

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**QUESTION 2**

Calculate the composite index for the following portfolio having CPI weight = 80% and SPI weight = 20%

- A. 0.9
- B. 1.5
- C. 1
- D. 1.1

Correct Answer: C

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**QUESTION 3**

Your team members were having a discussion about the contents of the Portfolio Charter and they came to you for advice because they could not agree on a common answer. What would be your advice to them?

- A. Portfolio structure, scenario analysis, capability and capacity analysis
- B. High-level scope and high-level timelines, critical success criteria and justification
- C. Scope and timelines, all success criteria and justification
- D. Scenario analysis, capability and capacity analysis

Correct Answer: B

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**QUESTION 4**



Your goal as a portfolio manager is to develop a strong communications management plan to keep interested stakeholders informed about your progress in portfolio management. Although you have reached out to numerous stakeholders, you know other portfolio processes also can help in this process such as:

- A. Strategy
- B. Finance
- C. Governance
- D. Performance

Correct Answer: D

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#### QUESTION 5

Along the course of the portfolio, you will be recommending the initiation, termination and update of components. The governance bodies will be approving or rejecting your recommendations as part of their role in the authorization of the portfolio. As a portfolio manager, which of the following, in your opinion, is the objective/purpose of the Authorize Portfolio Process?

- A. Make Governance Decisions
- B. Allocating resources to develop component proposals or execute portfolio components
- C. Create an up-to-date list of qualified portfolio component
- D. Balance the portfolio for performance and value delivery

Correct Answer: B

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