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**QUESTION 1**

You are managing a large construction portfolio. Recently, and due to budget cuts, you have been having resources issues on multiple initiatives and has been struggling with maintaining a healthy resource allocations. You are currently analyzing the capability and capacity for scarce machinery resources shared across three major programs in the portfolio. What are you currently applying?

- A. Finite Capacity planning
- B. Resource Schedules
- C. Resource Management Tools
- D. Resource Smoothing

Correct Answer: A

QUESTION 2

You are the manager of a major portfolio with a critical strategic objective. You have just finalized the roadmap development and wanted to have a quick discussion on it with the team. One of your team members asks you your opinion on the relation between Portfolio roadmap and Strategic Objectives. What would your answer be?

- A. The roadmap shows alignment from the components to the strategic objectives or highlights the gaps between the components and the strategic objectives that need to be analyzed
- B. The roadmap highlights the gaps between the components and the strategic objectives that need to be analyzed
- C. None of the options
- D. The roadmap shows alignment from the components to the strategic objectives

Correct Answer: A

QUESTION 3

Ideally, the organization practices a policy of open communications on risks and encourages people to point any out at all levels, even if the risk does not affect one's own work and especially if it affects the portfolio. Different people, though, have different perspectives of the various portfolio risks based on their position in the organization. Assume a risk has been identified concerning the organization's operating model. This risk was identified by:

- A. A functional manager
- B. A PMO Director
- C. An executive
- D. The portfolio manager

Correct Answer: C

**QUESTION 4**

Assume you are responsible for portfolio management in your organization. You are responsible for managing the value of the portfolio and for recommending changes to your Portfolio Review Board to enhance its value. To do so, you monitor benefits, interdependencies between components, changes, and responsibilities and accountabilities as stated in the:

- A. Portfolio charter
- B. Portfolio management plan
- C. Portfolio performance plan
- D. Portfolio strategic plan

Correct Answer: B

QUESTION 5

As part of developing the Communication Management Plan, a portfolio manager executes the Communication Requirements Analysis, in addition to Stakeholders Analysis. Which of the following options in your opinion is a result of the Communication Requirements Analysis?

- A. Stakeholder matrix
- B. Communication Matrix
- C. All of the options
- D. Communication Strategy matrix

Correct Answer: B

QUESTION 6

Assume as the portfolio manager you have conducted a stakeholder analysis, gap analysis, and a readiness analysis as your cereal company is now entering the ice cream market. A team was formed and located off site to determine whether this market was one in which your company could compete, and its recommendation to do so was accepted by the Portfolio Review Board. Now you need to:

- A. Acquire resources to support the new line of ice cream products
- B. Change the prioritization model
- C. Develop a communications strategy for use internally and also externally
- D. Set completely new performance metrics for all products

Correct Answer: B

**QUESTION 7**

All measurements in a Portfolio are done in correspondence to Key Performance Indicators (KPIs), and defining those KPIs is essential and should be done by highly capable personnel. Which of the following is true regarding who prepares KPIs and which party approves them?

- A. Portfolio Management team and Portfolio Manager
- B. Portfolio Manager and Steering Committee
- C. Governance team and Executives
- D. Portfolio Management Team does both

Correct Answer: C

QUESTION 8

Assume you are a member of your company's Portfolio Review Board. Your Board meets quarterly to determine which new components to undertake and selects them even if it means the portfolio then will require rebalancing. As you consider the proposed business case for a component and assess the suggestions of the other Board members, a key factor is:

- A. The depth of the proposal in terms of identification of key benefits
- B. Total available resources
- C. Overall stakeholder interest
- D. Component feasibility studies

Correct Answer: B

QUESTION 9

Due to multiple occurrences of risk realization, the CEO has asked you to re-assess the portfolio risks once again. Up to what level in the organization do you go when you need to assess risks?

- A. Operational
- B. All Organizational Levels
- C. Functional
- D. Internal to the portfolio

Correct Answer: B

QUESTION 10

When it comes to managing a portfolio, you have a variety of assets, plans and tools and techniques used.



It requires a good experience to handle all of these artifacts. One of your portfolio team members came to you asking about the relation between the portfolio performance management plan, the portfolio management plan and portfolio strategic plan.

What should your answer be?

- A. The portfolio strategic plan is a subsidiary plan or a component of the portfolio management plan. The portfolio performance management plan is a separate plan
- B. The portfolio performance management plan is a subsidiary plan or a component of the portfolio management plan. The portfolio strategic plan is a separate plan
- C. The portfolio performance management plan is a subsidiary plan or a component of the portfolio strategic plan. The portfolio strategic plan is also incorporated within the portfolio management plan as a part of it
- D. The portfolio performance management plan and the portfolio strategic plan are both subsidiaries of the portfolio management plan

Correct Answer: B

QUESTION 11

You are the manager for a governmental portfolio aiming to restructure the roads in your country. Having a tight schedule, a large number of stakeholders including the public, in addition to a strict budgeting framework, you know that you will be managing the performance closely and that the governance board and the stakeholders would want to check on the progress and performance frequently. For this you have developed a robust performance management plan. What is expected to be found in this plan?

- A. Identified stakeholder expectations
- B. Resources required by type and quantity
- C. Resource optimization and Benefits Realization
- D. Portfolio Vision and measurable goals and guidance

Correct Answer: C

QUESTION 12

Assume you are the portfolio manager for the Federal Railroad Administration. Funding is provided annually according to the Government's budget process. Any monies that are not spent at the end of a fiscal year are lost, and there are some restrictions in place concerning whether funds can be transferred to different programs, projects, or operations work in the agency. Therefore, to maximize the use of funding you require:

- A. Regular reports on funds for authorized components
- B. Projections on a quarterly basis as to the funds components require



- C. Mechanisms for internal audits to ensure funds are allocated effectively
- D. Accurate estimates of the funds needed when the component is proposed for consideration

Correct Answer: A

QUESTION 13

Portfolios include a lot of work and as a portfolio manager you need to keep an eye on the value realization while maintaining the strategic alignment. You are currently aggregating value delivered by the portfolio components. What outputs do you expect to get out of this?

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

Correct Answer: D

QUESTION 14

It is rare for organizational leaders to have an in-depth knowledge of all the work under way in the portfolio, but it is needed for portfolio decision making. If you were asked to prepare such an inventory, it would:

- A. Require one-on-one interviews to ensure all work being done was revealed
- B. Be helpful to have a statement in writing from the CEO to describe why the inventory is important
- C. Serve as the starting point for the portfolio
- D. Require assistance and support from the EPMO

Correct Answer: C

QUESTION 15

Assume you are new to your organization and you were hired specifically to help implement portfolio management in your new manufacturing company. Having worked in portfolio management for the past five years, you know it is a major culture change. It is definitely a challenge at your new company because:

- A. The organization basically has many operational activities, and only a few projects are under way
- B. The organization lacks a defined strategy
- C. The few projects that are under way are not interdependent



D. Operational activities have continued without any major changes for years

Correct Answer: B

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