



**Vendor:** PMI

**Exam Code:** PfMP

**Exam Name:** Portfolio Management Professional

**Version:** DEMO

**QUESTION 1**

The CEO asks you to propose a structure of a steering committee for the company portfolio. Where should you document your proposal?

- A. Portfolio Management Plan
- B. Portfolio Charter
- C. Organizational Process Assets
- D. Portfolio Strategic Plan

**Answer: A**

**QUESTION 2**

A senior manager asks you about resource information of a portfolio. Where can you find the information for him?

- A. Portfolio management plan
- B. Portfolio reports
- C. Portfolio component reports
- D. Resource calendar

**Answer: B**

**QUESTION 3**

Which of the following is not an investment choice tool?

- A. Trade-off analysis determines the effect of changing one or more factors of the portfolio
- B. The use of spreadsheets or other tools to examine factors of interest
- C. Budget variability determines the effect of changing the portfolio
- D. Time-to-market variability determines the effects of portfolio velocity

**Answer: B**

**QUESTION 4**

You are planning to set up a regular portfolio oversight meeting. How do you ensure stakeholder communication requirements are met?

- A. Use a dashboard to increase transparency
- B. Ensure the meeting is aligned with the communication management plan
- C. Engage stakeholders to ensure their needs are met
- D. Ensure stakeholders available to join the meeting

**Answer: C**

**QUESTION 5**

Which of the leadership style encourage employees to take more responsibility and eventually increase productivity?

- A. Participative Leadership
- B. Transformational Leadership

- C. Delegative Leadership
- D. Authoritarian Leadership

**Answer: C**

**QUESTION 6**

Which of the following are the input of "Optimize Portfolio"? (Choose two.)

- A. Portfolio Strategic Plan
- B. Portfolio Process Assets
- C. Portfolio Charter
- D. Portfolio Reports

**Answer: BD**

**QUESTION 7**

When developing a portfolio management plan, you want to find information about ongoing and planned portfolio management tasks. Where can you find that information?

- A. Enterprise Environmental Factors
- B. Portfolio Process Assets
- C. Portfolio Roadmap
- D. Organization Process Assets

**Answer: B**

**QUESTION 8**

Which of the following are the tools and techniques for "Develop Portfolio Performance Management Plan"? (Choose two.)

- A. Quantitative and Qualitative Analyses
- B. Capability and Capacity Analysis
- C. Benefit Realization Analysis
- D. PMIS

**Answer: BD**

**QUESTION 9**

You have proposed a portfolio governance model to your company, but an executive told that the current culture might not be flexible enough to change the organizational structure. What kind of risks did the executive raise?

- A. Cultural risk
- B. Execution risk
- C. Structural risk
- D. Portfolio risk

**Answer: C**

**QUESTION 10**

Which of the following statement describes the process "Manage Portfolio Value"?

- A. The process of allocating the supply of organizational resources available to the portfolio against the portfolio resource demand, based on organizational priorities and potential value of the portfolio components.
- B. The process of evaluating the portfolio based on the organization's selection criteria, prioritizing portfolio components, and creating the portfolio component mix that aligns with the organizational strategy and has the greatest potential to achieve the organizational objectives with the available resources
- C. The process of monitoring the expected value to be delivered by the portfolio components as they are executed and measuring the value delivered to the organization as portfolio components are completed.
- D. The process of collecting, analyzing, storing, and delivering required information to portfolio stakeholders according to the portfolio management plan.

**Answer: C**

**QUESTION 11**

Which of the following should be included in a portfolio risk management plan? (Choose two.)

- A. Dependencies
- B. Methodology
- C. Roles and responsibilities
- D. Key milestones and deliverables

**Answer: BC**

**QUESTION 12**

Which of the following are portfolio process assets?

- A. List of portfolio components
- B. Portfolio budget
- C. Portfolio risk register
- D. All the above

**Answer: D**

**QUESTION 13**

A supply chain manager mentioned that the required materials for your portfolio might be out of stock next month due to coronavirus. What should you do next?

- A. Analyze the impact on the portfolio
- B. Contact new vendors to provide materials
- C. Record the risk in a risk register
- D. Mention the risk in risk reports

**Answer: C**

**QUESTION 14**

You want to ask for more funding to improve deliverables' quality because customers gave low reviews. Where should you include your recommendation?

- A. Portfolio management plan
- B. Portfolio reports
- C. Portfolio dashboard
- D. Portfolio roadmap

**Answer: B**

**QUESTION 15**

The IT department of a company didn't recognize that existing infrastructure could not handle a sudden increase in users. Now the online shop of that company is down due to a successful marketing campaign. How do you describe the current situation?

- A. blocker
- B. issue
- C. missed opportunity
- D. risk

**Answer: B**

**QUESTION 16**

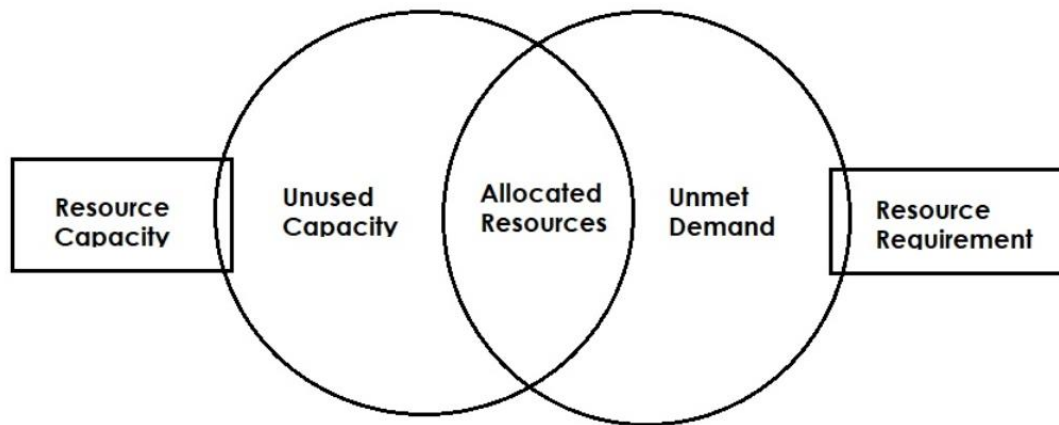
Which of the following are the key activities with the "Define Portfolio" process?

- A. Evaluating portfolio components with a ranking and scoring model comprising weighted key criteria
- B. Evaluating and determining performance and expected value and benefits (financial and non-financial) of portfolio components
- C. Categorizing portfolio components to which a common set of decision filters and criteria may be applied
- D. Determining resource (human, assets, and technology) capability, resource capacity available, and constraints for portfolio components

**Answer: AC**

**QUESTION 17**

The above figure shows the relationship between supply and demand. Which area do you want to minimize?



- A. Allocated Resources
- B. Resource Capacity
- C. Resource Requirement
- D. Unused Capacity

**Answer: D**

#### QUESTION 18

You have just completed portfolio optimization and want to allocate resources to selected portfolio components. Which process should you follow?

- A. Manage Supply and Demand
- B. Develop Portfolio Management Plan
- C. Provide Portfolio Oversight
- D. Authorize Portfolio

**Answer: D**

#### QUESTION 19

After developing a portfolio strategic plan, you create various portfolio scenarios using different combinations of both potential components and current components, evaluating their possible outcomes based on multiple assumptions? Which process are you doing?

- A. Develop Portfolio Charter
- B. Optimize Portfolio
- C. Develop Portfolio Roadmap
- D. Manage Strategic Change

**Answer: A**

#### QUESTION 20

Which of the following is not one of the four stages for portfolio risk management?

- A. risks are categorized

- B. risk responses are developed
- C. risks are identified
- D. risks are monitored and controlled

**Answer:** A

**QUESTION 21**

You are managing portfolio information. Which inputs do you need? (Choose two.)

- A. Portfolio strategic plan
- B. Portfolio process assets
- C. Portfolio roadmap
- D. Portfolio reports

**Answer:** BD

**QUESTION 22**

You are working for a fortune 500 company which has a long history. Having many legacy IT systems, the CTO has envisioned the migration of IT systems from on-premise servers to cloud environments. What should you do after hearing the new direction?

- A. Update the portfolio management plan
- B. Develop a portfolio strategic plan
- C. Understand key stakeholders and their expectation
- D. Record the decision made in portfolio reports

**Answer:** C

**QUESTION 23**

A researcher at your organization has several patents and unique skill sets. How do you maximize the use of this human resource for your portfolio?

- A. Use resource histograms to align resource effort with organization priorities
- B. Minimize the dependency on an individual
- C. Commit this resource to active portfolio components using soft booking
- D. Negotiate longer working hours with this resource

**Answer:** C

**QUESTION 24**

You are developing a portfolio risk management plan. Which inputs do you need? (Choose two.)

- A. Portfolio management plan
- B. Portfolio strategic plan
- C. Portfolio process assets
- D. Portfolio

**Answer:** AC

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