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Portfolio Management Professional (PfMP)



Question: 90

The interest, influence, and communication needs of business operational stakeholders who are looking to ensure alignment between portfolio components, while minimizing negative impact and maximizing positive benefits of all portfolio-managed changes to their business operations, relate to which type of stakeholders?

- A . Internal and External Stakeholders
- B . External Stakeholders
- C . Does not relate to stakeholders
- D . Internal Stakeholders

Answer: D

Question: 91

While Optimizing your portfolio, you need to present to the governance board how your components will be ranked and balanced in a quantifiable way .

How will you do this?

- A . Graphical analytical methods
- B . Value measurement and scoring
- C . Scenario Analysis
- D . Weighted ranking and scoring

Answer: D

Question: 92

Managing Strategic Change is an integral part of any portfolio in order to remain aligned with the strategic objectives. Your portfolio has undergone a major strategic change and you are currently determining the volume of work required to do in order to re-align the portfolio .

What are you currently using?

- A . Change Analysis
- B . Gap Analysis
- C . Readiness Assessment
- D . Stakeholder Analysis

Answer: B

Question: 93

One of your component managers has submitted his resignation and left the company; a new program manager joins the portfolio replacing him .

Which document you use to inform the new program manager about his responsibilities in the portfolio?

- A . Program Business Case
- B . Portfolio Roadmap
- C . Portfolio Management Plan
- D . Portfolio Charter

Answer: C

Question: 94

Because of the ongoing and iterative nature of portfolio management, the processes in it are continually repeated as new components are added, and others are completed or terminated. Revisions are constant given complexity, risks, and the rate of change.

As you work to optimize the portfolio, it is helpful to:

- A . Assign components to predefined categories
- B . Prepare a flowchart
- C . Organize ideas from stakeholders into logical groupings
- D . Perform a structure analysis of roles and responsibilities

Answer: B

Question: 95

Assume you are the portfolio manager for your pork producing company, the market leader in your country. Over time, the industry has recovered from trichinosis as a risk. Your company has added new components to its portfolio, and many have been to demonstrate to the public that its products are safe. It implemented the Agriculture Department's and Food and Drug Administration's Hazard Analysis and Critical Control Point (HACCP) regulations and is enhancing its image as 'the other white meat'. However, now the entire industry is faced with a new epidemic known as porcine epidemic virus, which is affecting pigs in 22 different states, and profits have decreased significantly. New components now must be added to the portfolio.

This situation shows:

- A . Resource re-allocation is required
- B . Risk management is essential
- C . The ROI of the new components must be determined
- D . Portfolio rebalancing has led to the new components being in the top five priority list

Answer: B

Question: 96

You are managing a complex portfolio with high risk levels due to emerging technological breakthroughs and a short

benefit window to market your product. You know that managing risk is key to success and you are coaching your team on the same. For this you maintain a risk register. The risk register is used throughout the portfolio life cycle in order to track and manage risks. It is continually updated throughout the portfolio life cycle. As a portfolio manager, you know that the risk register includes all of the following except

- A . Probability Impact Assessment
- B . List of potential responses
- C . Updated risk categories
- D . Person who Identified the risk

Answer: D

Question: 97

Managing risk is key to the success of any initiative. Risk is considered to be inherent in any activity we do in project management and at any level. Risk is part of project, program and portfolio management and has a different exposure in each and every one. Multiple risks have already been spotted in your portfolio and you are now identifying, assessing and developing risk response plans for them, in addition to monitoring and controlling them .

What are you looking for? You were finding this hard at first however you asked the help from a senior portfolio manager and he redirected you to use

- A . Weighted Ranking and scoring techniques, Portfolio Component inventory, Categorization
- B . Weighted Ranking and scoring techniques, Quantitative & Qualitative Analysis
- C . Capability & Capacity, Weighted Ranking and scoring techniques, Graphical Analytical methods, Quantitative & Qualitative Analysis
- D . Weighted Ranking and scoring techniques, Graphical Analytical Methods, Quantitative & Qualitative Analysis

Answer: B

Question: 98

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

Answer: A

Question: 99

In preparing your communications matrix, you identified five communication areas. One is portfolio governance decisions.

A communication vehicle for these decisions is:

- A . E-mails
- B . Scorecards
- C . Internal portal
- D . PMO repository

Answer: C

Question: 100

You are the CIO of a real estate investment trust (REIT) that invests in apartments and condominiums in more than 50% of the states in your country. Your organization has as its goal to respond to any concerns that arise within 24 hours; for example, you want to make sure Wi-Fi sites are operational if there are any power outages, and people have soft phone service available 24/7.

You are a member of the REIT's Portfolio Review Board, and as a member of the executive team in terms of portfolio risk management, you want to focus on:

- A . Issues with product support
- B . Identifying and managing liabilities
- C . Interaction of component risks
- D . Inconsistent processes

Answer: B



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