



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

Portfolio Management Professional

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### QUESTION 1

The existing portfolio manager was replaced by a new portfolio manager and the analysis has shown that the distance between the pessimistic and best case scenario of the new portfolio manager is larger than the old one, which kind of manager is the new one?

- A. Optimistic
- B. Pessimistic
- C. Risk Averse
- D. Risk Taker

Correct Answer: D

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### QUESTION 2

You are the manager of a major portfolio with a variety of stakeholders and stakeholder groups. you know that managing communication is key to success and you stress on maintaining a high communication level. As part of the portfolio communication management, multiple documents are prepared in order to effectively manage communications. The Communication matrix is one of the prepared documents, what does it include?

- A. Stakeholders roles, interests, expectations and groups
- B. Stakeholders quadrants showing the level of interest and influence
- C. Representation of all of the communication for the portfolio and their frequency over a period of time
- D. Intended recipients, communication vehicles, frequency and communication areas

Correct Answer: D

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### QUESTION 3

Although you are the Portfolio Manager in your company, you also are the Enterprise Program Office Director, and it consumes most of your time. Your executive team has lost interest in regular portfolio review meetings, the few that are held are routine, and any proposed component receives automatic approval. The Executive Vice President for Human Resources spoke to the CEO as she noticed some people seem to be completely overloaded, they are actively looking for new opportunities, and are then leaving the company. She also pointed out that others seem to have idle time. Her comments got the CEO's attention, and you have been asked in your role as the portfolio manager to create an up-to-date list of qualified components in the portfolio. You are doing so in order to:

- A. Have an accurate understanding as to how resources are allocated
- B. Determine how best to use resource leveling on approved components
- C. Identify, categorize, score, and rank components
- D. Review the initial business cases for the components and assess their validity in terms of strategic goals



Correct Answer: C

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#### QUESTION 4

You have been asked to be the manager for a governmental portfolio, and your starting point should be tendering a strategic plan to the board for validation and approval for continuation. Which documents/ artifacts do you have debuting the portfolio that you can use to develop the strategic plan?

- A. Prioritization analysis, portfolio process assets, portfolio roadmap
- B. EEF's, portfolio component inventory, organizational process assets
- C. Organizational strategy and objectives, inventory of work, portfolio process assets
- D. Portfolio charter, portfolio roadmap, organizational strategy and objectives

Correct Answer: C

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#### QUESTION 5

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 and Qualitative Analysis
- C. Capability and Capacity, Weighted Ranking and scoring techniques, Graphical Analytical methods, Quantitative and Qualitative Analysis
- D. Weighted Ranking and scoring techniques, Graphical Analytical Methods, Quantitative and Qualitative Analysis

Correct Answer: B

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