



PMI PfMP Practice Questions

Shared by Banks on 13-10-2026

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Question 1

Question Type: MultipleChoice

Risk management is an integral part of project, program and portfolio management and is invoked throughout the project, program and portfolio life cycle. Which of the following highlights the difference between portfolio risk and program or project risks?

Options:

- A- Portfolio risks focus on strategies, whereas program and project risks focus on implementation
- B- Portfolio Risks may be actively accepted in anticipation of high rewards, whereas, program and project level risks are not
- C- Portfolio risks are the aggregation of subsidiary programs and projects risks
- D- Portfolio risks can not be mitigated to other third parties, whereas program and project risks can

Answer:

B

Question 2

Question Type: MultipleChoice

Consider you are a veteran portfolio manager and that you are managing the most important portfolio in your company. What are the processes you execute as part of the portfolio governance?

Options:

- A- Define Portfolio and Optimize Portfolio
- B- Portfolio Performance Management and Portfolio Communication Management
- C- Portfolio Management Plan and Portfolio Strategic Plan
- D- Define Portfolio and Authorize Portfolio

Answer:

A

Question 3

Question Type: MultipleChoice

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:

Options:

- 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 4

Question Type: MultipleChoice

Information and direction about the organization's vision, mission, prioritization, and resources should be obtained before the portfolio's strategic plan is developed by reviewing:

Options:

- A- Knowledge repositories
- B- Portfolio roadmap
- C- Organizational process assets
- D- Governance model

Answer:

C

Question 5

Question Type: MultipleChoice

As a portfolio manager and in the aim of defining the preliminary list of components to be included in your portfolio, which will serve as a starting point for developing a portfolio. You start by identifying existing and potential portfolio components by reviewing documentation such as business plans/proposals in order to

Options:

- A- Create a basis for decision making
- B- Create portfolio scenarios
- C- Provide a guiding framework to operationalize the organizational strategic goals and objectives
- D- Understand the strategic priorities

Answer:

B

Question 6

Question Type: MultipleChoice

The governance role in oversight is abundant during planning in order to agree on multiple roles and responsibilities including those of a portfolio manager. The agreements are recorded in the meeting minutes and included as updates to

Options:

- A- Portfolio
- B- Portfolio Management Plan
- C- Portfolio Reports
- D- Portfolio Process Assets

Answer:

D

Question 7

Question Type: MultipleChoice

Values assist in guiding actions, evaluations, and decisions. Assume your organization is considering entering into a consortium to produce a helium-controlled car. Once the helium is supplied, additional amounts will not be needed. The car is to be personally appealing with a focus on an inexpensive cost to increase marketability. The consortium will enable each firm to capitalize on the expertise of the other firms in it, but the customer will view it as a separate entity. If your organization enters into the consortium, it must justify the value to the portfolio of doing so. In addition to ensure benefits are realized a focus is needed on:

Options:

- A- Organizational value
- B- Sustainable value
- C- Managerial value
- D- Employee value

Answer:

C

Question 8

Question Type: MultipleChoice

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?

Options:

- 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

Answer:

B

Question 9

Question Type: MultipleChoice

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. Which of the following methods are helpful to you?

Options:

- A- Elicitation techniques, Capability & Capacity Analysis, PMIS
- B- Scenario Analysis, Capability & Capacity Analysis, Quantitative & Qualitative Analysis
- C- Elicitation techniques, Communication Requirements Analysis, Stakeholder analysis
- D- Elicitation techniques, Value Scoring & Measurement Analysis, Benefits Realization Analysis

Answer:

D

Question 10

Question Type: MultipleChoice

Your company has decided to invest in a revolutionary product that will make the delivery of online orders easier and will cut down the delivery time by no less than 35%. While measuring the value of the new component with relation to the market, Which option best should be used?

Options:

- A- Comparative Advantage Analysis
- B- Market Requirement Analysis
- C- Weighted Ranking and Scoring
- D- Cost-Benefit

Answer:

A

Question 11

Question Type: MultipleChoice

In your architectural organization, each program or project requires some specialized subject matter experts at certain time frames. Because of the interdependencies between components, often these SMEs are needed at the same time. Assume since this is a critical issue in the company, it invested in resource planning and allocating software, and dashboards can be prepared. The goal is to use these dashboard reports to:

Options:

- A- Determine whether to use external consultants
- B- Assess specific costs for additional budget
- C- Ensure everyone has access to the software for ease of communication
- D- Assist in scheduling adjustments

Answer:

D

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