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# Question 1

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## Question Type: MultipleChoice

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Since you work for a global aerospace and defense organization, it decided to pilot the implementation of portfolio management in its cargo aviation business unit. You were asked to lead this initiative and realized before you could proceed, you should find out information about all the existing projects, programs, and operational activities. This task took three months to complete, but with this list, you now can use it to set up categories for the work that is under way and to also define criteria to use to propose new components. As a result you should:

### Options:

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- A- Determine how to optimize the existing work
- B- Ensure the criteria and categories are aligned with the portfolio roadmap
- C- Set up a Portfolio Review Board
- D- Prepare a portfolio performance plan

### Answer:

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B

## Question 2

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**Question Type:** MultipleChoice

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Assume your telecom company is time constrained and needs to be first to market with new smart phones with features that are different from those of the competition and also have the traditional features desired by your existing customers. The Portfolio Review Board meets weekly to assess performance and to consider new components. Lack of technical resources is a recurring issue. To make the case for acquiring new resources, you decided to assess capability and capacity. This approach is:

### Options:

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- A- Part of the PMIS
- B- Included in finite capacity planning and reporting
- C- Used to prepare a detailed forecast of ongoing and future capability needs
- D- Used to identify resource capacity and capability

### Answer:

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B

## Question 3

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**Question Type: MultipleChoice**

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As the portfolio manager you have worked to consider the complexities involved of the interdependencies in your programs, projects, and ongoing work. As your portfolio process has been implemented for three years, a key challenge is that senior executives tend to change priorities often even though programs and projects are being implemented. Often these programs and projects are cross-functional, and the result is your process is not coordinated. You recognize there is a need to change, and you met with the Chair of the Portfolio Review Board and have her support for a transparent approach for portfolio standards and prioritization. You should:

**Options:**

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- A-** Revise the balancing process
- B-** Revise the portfolio management plan
- C-** Revise the scoring model
- D-** Set up a standard method to communicate change

**Answer:**

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B

## **Question 4**

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**Question Type: MultipleChoice**

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As you focus on managing the value of the portfolio, you find that portfolio variance/alert reports are helpful. Assume you have been using a 'traffic light' format as it is easy to prepare, but an objective is to:

**Options:**

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- A- Add in blue to show completed components
- B- Show dependencies between components with a different color
- C- Set it up to show the organizational value areas in the company
- D- Use a standardized format across components

**Answer:**

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D

## Question 5

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**Question Type:** MultipleChoice

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Working previously in the financial industry and studying finance and risk in graduate school, you are familiar with Markowitz's Efficient Frontier theory. Now assume you are the portfolio manager for a state government agency. Your agency has a reputation of being risk adverse but given recent budget cuts, you have convinced your executive team it needs to pursue some new programs and projects to

demonstrate its benefits to the state. You decided to apply the Efficient Frontier concepts to show them the current state of its components in terms of risk and associated costs. You explained the portfolio is efficient if it has:

**Options:**

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- A- A mix of components---from high risk/high return to low risk/low return
- B- The ability to quantify the value of risk in monetary terms
- C- The possible overall portfolio value with the greatest possible benefits
- D- The best possible expected level of return for its level of risk

**Answer:**

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D

## Question 6

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**Question Type: MultipleChoice**

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While there are a number of recommended contents of the portfolio strategic plan, a guiding principle is to:

### Options:

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- A- Document assumptions and constraints
- B- Recognize stakeholder risk tolerances
- C- Recognize the portfolio will evolve through progressive elaboration
- D- Define the portfolio vision and objectives to align with organizational strategy

### Answer:

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D

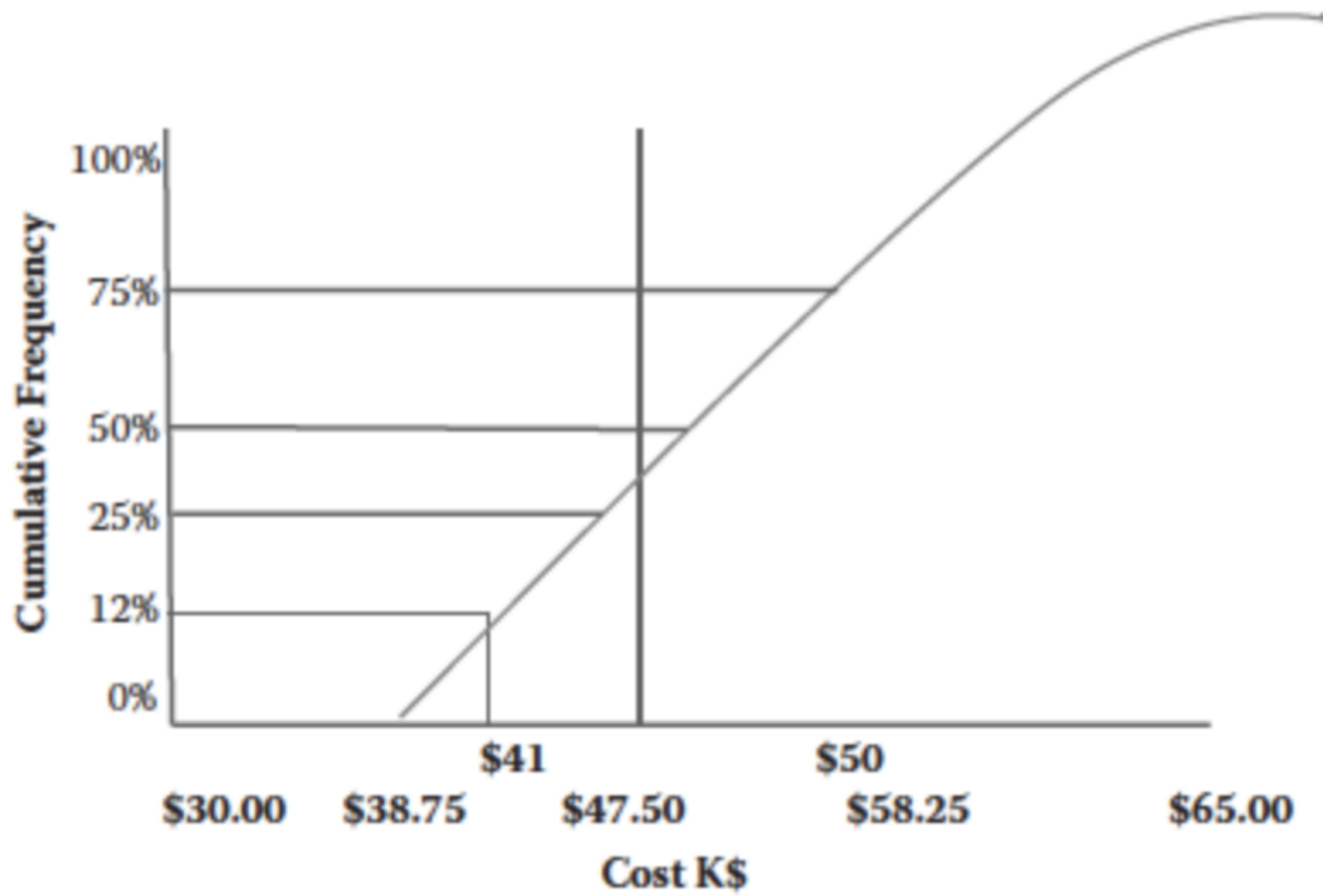
## Question 7

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### Question Type: MultipleChoice

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Review the following graphic. Assume now your portfolio is only 12% likely to meet its target of \$41,000. Your Portfolio Review Board is dissatisfied in your management of the value of the overall portfolio. You explain the current mix of components is too risk adverse, and additional investment is required. The Board Chair then wants the needed investment to have a 75% likelihood, and you state it is:



Options:

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A- \$100,000

B- \$50,000

C- \$125,000

D- \$65,000

**Answer:**

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B

## Question 8

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**Question Type:** MultipleChoice

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Various people are responsible for communications to different stakeholder groups, both internal and external to the organization. These delegations of authority are:

**Options:**

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A- Organizational process assets

B- Contained in the portfolio performance plan

**C-** A section in the portfolio communication management plan

**D-** Portfolio process assets

**Answer:**

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D

## Question 9

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**Question Type: MultipleChoice**

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One key artifact to review as the portfolio communications management plan is prepared is the:

**Options:**

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**A-** Portfolio management plan as it shows all elements in it have communications requirements

**B-** Portfolio performance plan as it sets forth needed reports and their frequency

**C-** Portfolio strategic plan since it shows the need for strategic alignment

**D-** Portfolio benefits realization plan to determine reports on progress in benefit realization, transition, and sustainment

**Answer:**

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A

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