



**Free Questions for PfMP by vceexamstest**

**Shared by Scott on 06-06-2022**

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## Question 1

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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

## Question 2

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**Question Type: MultipleChoice**

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You want to ensure that the Portfolio Review Board is able to make key decisions at each meeting. As the portfolio manager, you and your staff are responsible for scheduling the meetings, providing the agenda, taking minutes, tracking open issues, and documenting and communicating decisions that are made to key stakeholders. Before each meeting, you feel it is a best practice to:

**Options:**

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- A- Evaluate if the benefits of the portfolio are aligned with organizational strategy
- B- Provide information about the status of each component of the portfolio
- C- Use a balanced scorecard approach to show contribution to strategy
- D- Provide a 'traffic light' approach to show components by category

**Answer:**

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A

## Question 3

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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 4

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**Question Type: MultipleChoice**

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ecause your company's Portfolio Review Board consists of the Directors of its five business units and is chaired by the CEO, the meetings tend to be contentious as there is limited funding available to authorize all the proposed programs and projects. Dissension also is the norm if resources are reallocated from one business unit to another. As a result, the CEO:

**Options:**

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- A- Strives to use consensus to make decisions, but this approach rarely is effective
- B- Decided to use an outside facilitator when meetings are held
- C- Uses multi-voting and makes the final decision
- D- Often uses a Delphi approach

**Answer:**

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B

## Question 5

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**Question Type: MultipleChoice**

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Working to prepare the communications plan, a best practice to follow is to use the roadmap. By doing so, it:

**Options:**

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- A- Shows the overall portfolio timeline, useful for determining the frequency of reporting
- B- Provides information about interdependencies that may affect objectives

C- Emphasizes milestones and the timing of key benefits

D- Shows applicable constraints

**Answer:**

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B

## Question 6

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**Question Type:** MultipleChoice

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Assume you are the portfolio manager for a telecommunications company. Your company was about to launch a new and easy to use smart phone with more features than any existing phones on the market at a lower price. However, although the phone was due to market in five days, the Federal Communications Commission issued today a regulation that would make your new phone not available for use in airplanes. Thus additional work must be done, and your executives are wondering whether a new phone should be developed for this new feature. You are ensuring that if a new phone is developed, or if the almost completed product is not to be marketed, there is still alignment to the organization's strategy. As you complete an analysis of alternatives, you also should ensure results of the analysis are reflected in the:

**Options:**

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- A- Benefits realization plan
- B- Portfolio process assets
- C- Portfolio roadmap
- D- Portfolio performance plan

**Answer:**

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B

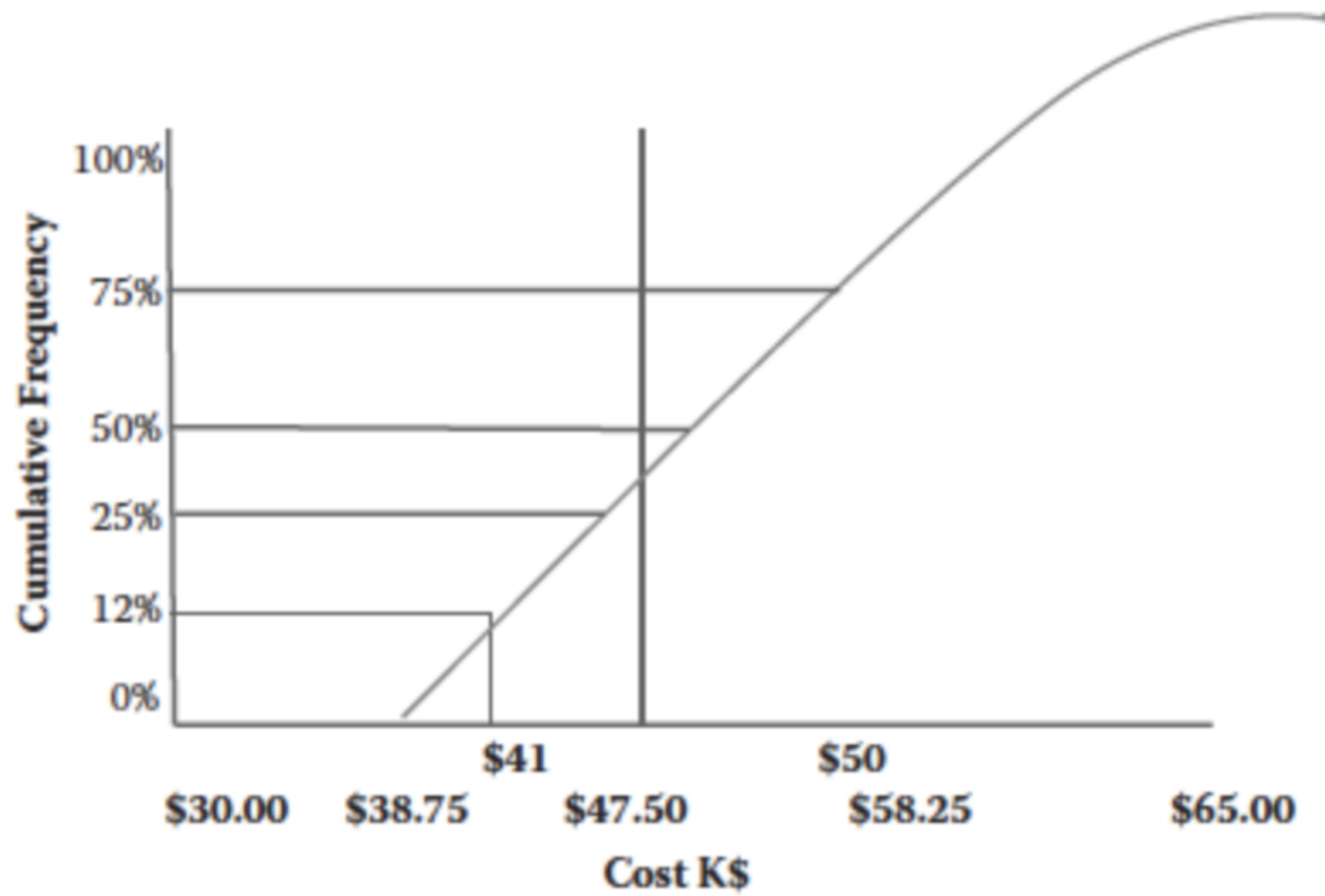
## Question 7

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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

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