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QUESTION NO: 1

Which of the following is NOT considered as a criteria for prioritization?

- A. Interdependency
- B. Number of Human Resources Required
- C. Legalities
- D. Strategic Alignment

ANSWER: C**QUESTION NO: 2**

:

One of your components within the portfolio has been struggling and has undertaken a lot of issues. A recent measurement has shown that its CPI is 0.4 and SPI is 0.3. What is the best course of action you should take as a portfolio manager

- A. Escalate the issue to the Portfolio steering committee
- B. Immediately terminate the component
- C. Request that the component governance board checks this component and takes a decision on whether to continue or terminate it
- D. Notify the sponsor of the component about the issue

ANSWER: C**QUESTION NO: 3**

You are managing a complex portfolio with high risk levels due to emerging technological breakthroughs and a short benefit window to market your product. The Portfolio Process Assets are important and referenced throughout the portfolio life cycle. Which of the following is correct regarding the Portfolio Process Assets purpose and focus?

- A. Forecasts how and when the portfolio will deliver value to the organization
- B. High-level prioritization mapping of the portfolio
- C. Can be used to influence the portfolio's success
- D. Corresponds to the means to the "to-be" vision

ANSWER: C

QUESTION NO: 4

Assume your food additive company performed a capacity analysis and found some resources had not maintained their skill sets and basically were not as productive as others in the company. Rather than have a massive reorganization, instead the executives decided to eliminate the jobs of these staff members, many of whom had been in the company for more than 20 years. Morale among the existing staff is low as people fear there will be more layoffs. Plus the government issued a new regulation that requires an additional Food and Drug Administration quality check before a new additive can be submitted for regulatory approval. One member of the executive team wants to acquire another company to enhance market share, and the existing plants in the Asia Pacific region require infrastructure upgrades. Given resource shortages, only one component can be selected to be added to the portfolio. The Board should select:

- A. Component A—to enhance employee morale
- B. Component B—to add staff to work with the FDA trained in quality management
- C. Component C—to acquire the competitor to increase market share
- D. Component D—to upgrade the AP's plant infrastructure

ANSWER: B**QUESTION NO: 5**

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Due to strategic changes, one of the sub-portfolios in your portfolio has been decided to be canceled because it no longer meets the new market demands. What is your next step as a portfolio manager?

- A. Start terminating the component and return back the remaining resources to the resource pool
- B. Analyze the impact of this cancellation on the overall portfolio and recommend a decision to the governance board
- C. Meet the sub-portfolio's team in order to assess the impact
- D. Consider it as a normal change, submit a change request for cancellation and wait for the governance board approval

ANSWER: A**QUESTION NO: 6**

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 NO: 7**

The portfolio management information system (PMIS) is often a collection of spreadsheets rather than automated tools. An effective PMIS enables the portfolio manager to define, analyze, design, produce, and manage systems to support a successful portfolio. Which of the following is a trait of a PMIS?

- A. Recording Stakeholder opinion
- B. Archiving legal data
- C. All of the options
- D. Learning hub

ANSWER: B**QUESTION NO: 8**

You are the manager of a major portfolio with a critical strategic objective. You have just finalized the roadmap development and wanted to have a quick discussion on it with the team. One of your team members asks you your opinion on the relation between Portfolio roadmap and Strategic Objectives. What would your answer be?

- A. The roadmap shows alignment from the components to the strategic objectives or highlights the gaps between the components and the strategic objectives that need to be analyzed
- B. The roadmap highlights the gaps between the components and the strategic objectives that need to be analyzed
- C. None of the options
- D. The roadmap shows alignment from the components to the strategic objectives

ANSWER: A**QUESTION NO: 9**

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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 NO: 10**

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You have been recently assigned to manage a new portfolio that is supposed to shift the company from silo-based to a projectized one. You are in the process of initiating the portfolio. You are currently developing the strategic plan. Upon finishing it, you are expected to present

- A. Portfolio Strategic Plan and Portfolio Process Assets updates
- B. Portfolio Strategic Plan and Portfolio
- C. Portfolio Strategic Plan
- D. Portfolio Strategic Plan and Inventory of Work

ANSWER: B**QUESTION NO: 11**

You are managing a large portfolio and know that you will need to constantly show the progress and status of the portfolio in meeting. For this you have developed a robust roadmap using BI tools. When it comes to Portfolio dependencies, which of the following is true regarding the roadmap?

- A. The roadmap forms the initial basis on which dependencies are established both within the portfolio and externally to the portfolio, between the organization areas
- B. The Portfolio roadmap includes programs and projects roadmaps, so it establishes the internal dependencies for the portfolio and its subsequent programs and projects
- C. The roadmap is internal to the portfolio, so it only establishes the internal dependencies
- D. The roadmap caters for the alignment with strategic objectives, so it establishes external dependencies

ANSWER: A**QUESTION NO: 12**

Your CEO was fired because of a decline in the company's profits by the Board of Directors. They have now hired a new CEO, who plans to re-shape the portfolio and has changed the company's strategic goals and objectives. The new CEO will continue the existing product line of soap products that the company has manufactured for the past 50 years but now will manufacture new products to focus on the baby boomer generation as they retire but desire to maintain a youthful appearance. It also will offer other products to new high school and college graduates who want to appear older. As the portfolio manager you should:

- A. Determine the overall impact to the portfolio performance
- B. Determine investment requirements to move to these markets
- C. Assess the competencies of the existing staff to support these new products
- D. Evaluate whether the new products can be outsourced to reduce time to market

ANSWER: A

QUESTION NO: 13

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Portfolio Prioritization Model is included in the Portfolio management plan and guides the ongoing decisions as to which portfolio components should be added, terminated, or changed; which of the following is correct regarding the Prioritization Model purpose and content?

- A. All of the options
- B. Ensures benefits are comprehensively and holistically taken into consideration
- C. Contains criteria to ensure alignment to strategic goals, expected return on investment (ROI), investment risks, and dependencies
- D. Establishes and tailors the decision-making rights and authorities

ANSWER: C

QUESTION NO: 14

Enterprise environmental factors (EEFs) may constrain portfolio management options and may have a positive or negative influence on the outcome. Which of the following is not considered part of the EEFs?

- A. Personnel administration
- B. Stakeholder risk tolerances
- C. Existing human resources
- D. Component Managers Roles and Responsibilities

ANSWER: D

QUESTION NO: 15

Developing the Portfolio Management Plan is a major step in a Portfolio and for a Portfolio Manager. You are currently developing this plan and having focus groups and brainstorming activities during which you are using mind-maps diagrams to organize the idea into logical groupings. Which of the below are you using?

- A. Integration Of Portfolio Management Plans
- B. Facilitation Technique
- C. Collaboration Technique
- D. Survey Technique

ANSWER: B

QUESTION NO: 16

Assume you are helping the Portfolio Review Board select and implement the portfolio with the best alignment to strategy as you work to create a list for to be considered for prioritization. One possible component on the surface does not seem to be one that is profitable, but you believe that over time changes will occur that will make it cost/beneficial to pursue. This means you are using:

- A. Market analysis
- B. Business value analysis
- C. Scenario analysis
- D. Options analysis

ANSWER: D

QUESTION NO: 17

Management practices are leveraged by organizational resources and as a portfolio manager, you realize that the correct management of supply and demand with relation to organizational resources is crucial to the success of a portfolio. Which of the following is not an organizational resource?

- A. Program and project managers
- B. None of the options
- C. Funds
- D. Assets

ANSWER: B

QUESTION NO: 18

Programs and projects in your company, one of the largest banks in the world, are required to submit metrics as to their individual progress each month. To simplify the collection and reporting process, you held interviews with members of the Portfolio Review Board to see their areas of greatest interest and also with program and project managers to determine how

difficult it would be to collect the data. You then selected 10 possible metrics to the Board, with a goal that five would be regularly reported. It is important to note that:

- A. Quantitative metrics are preferable
- B. The value is realized when components are used
- C. Customer satisfaction is the most important goal
- D. If components have interdependencies with other components, their metrics should be reported as a group

ANSWER: B

QUESTION NO: 19

Assume you are managing the corporate portfolio for your company noted for many products primarily focused on farm equipment. Recently it has diversified into other markets especially with the economic downturn in the country. While many of the traditional products are in the portfolio as new features are added to enhance customer satisfaction, one of the new product lines is a high-profile program that is ranked number five in the corporate portfolio. As the portfolio manager, you know this program has several interdependencies with other projects and programs, and recently this high-ranked program has experienced difficulties as needed technology is not available externally, and internal staff lacks the needed competencies to develop it. Its termination will be discussed at Friday's Portfolio Board meeting. You plan to discuss these interdependencies as part of your responsibilities in:

- A. Resource allocation
- B. Portfolio balancing
- C. Financial management
- D. Risk management

ANSWER: D

QUESTION NO: 20

As part of the strategic alignment, you Evaluate organizational strategic goals and objectives using document reviews, interviewing, and other information gathering techniques in order to

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

ANSWER: A