

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

Portfolio Management Professional

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**QUESTION 1**

A new portfolio manager in your organization is currently preparing his portfolio charter and has come to you asking advice about what should be present in charter

- A. Justification, Scenario Analysis, Capability and Capacity Analysis
- B. Key dependencies, critical success criteria, high-level timelines
- C. All internal and external dependencies, components fixed timelines
- D. Justification, Scenario Analysis

Correct Answer: B

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**QUESTION 2**

What can you tell about the following portfolio status, having CPI weight = 80% and SPI weight = 20%

- A. Work is not performing well and outside of range
- B. Work is not performing well but within range
- C. Work is progressing as planned and within range
- D. Work is progressing as planned but outside range

Correct Answer: C

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**QUESTION 3**

Companies adopt project, program and portfolio management practices to enable the realization of business value and the achievement of strategies and objectives. In order to advance the organizational capability and facilitate the alignment of these practices, the company should (choose the best answer)

- A. Strengthen the organizational enablers such as cultural, technological and human resource practices
- B. Perform a detailed strategic planning
- C. Establish a PMO to support those practices
- D. Strengthen the processes and procedures of project, program and portfolio management

Correct Answer: A

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**QUESTION 4**

Your company's new CEO has set an aggressive target and informed everyone that the target needs to be met by all means in order for the company to be able to realize benefits and avoid bankruptcy. What is the best management

approach that the portfolio manager should take in this case?

- A. Directing
- B. Advising
- C. Leading
- D. Supporting

Correct Answer: A

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**QUESTION 5**

While performing the manage supply and demand process, one of your sub-portfolio managers came to you asking advice on how to analyze intangible assets such as resources knowledge or skills based on the metrics defined. What should be your advice to him?

- A. You should tell him to use the qualitative metrics defined in the performance management plan in order to measure the intangible aspects. He can then use the number of full-time equivalents in order to quantify them when possible
- B. You should tell him to ignore the intangible aspects as they are not as important as tangible ones which will help in decision making
- C. You should advice him to use quantitative analysis in order to quantify the intangible aspects and be able to measure them
- D. You should tell him that metrics are only defined to measure tangible aspects; intangible measurements should be based on assumptions

Correct Answer: A

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