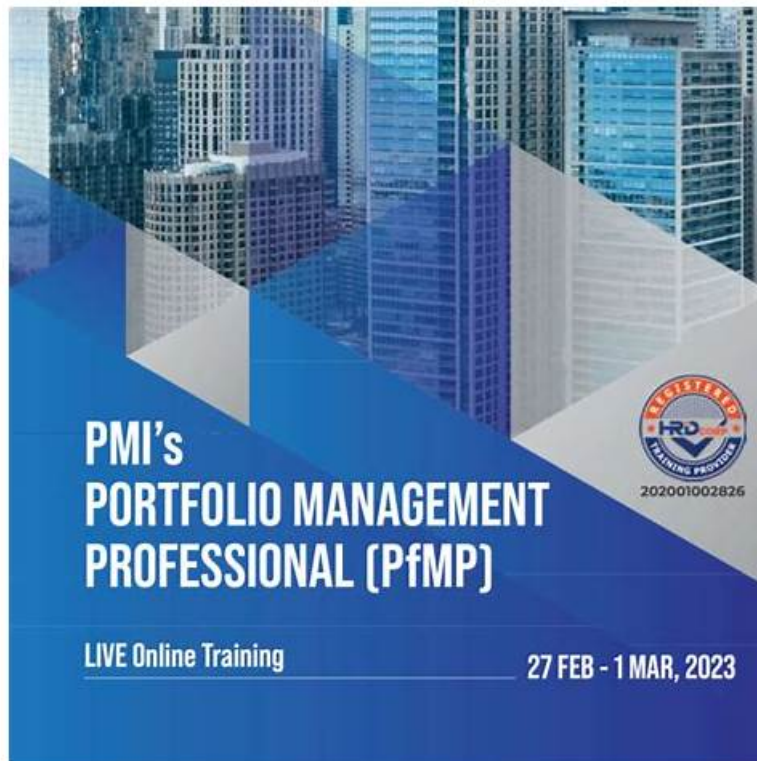


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PMI Portfolio Management Professional (PfMP) Sample Questions (Q201-Q206):

NEW QUESTION # 201

When initiating portfolio components and terminating other, you come up with updates to budget, funding and resources allocations. Where should these updates be recorded?

- A. Portfolio Process Assets updates
- B. Portfolio Reports
- C. Portfolio Management Plan updates
- **D. Portfolio Updates**

Answer: D

Explanation:

According to the Standard for Portfolio Management, the process of Authorize Portfolio (or managing the initiation/termination of components) results in changes to the composition and financial status of the portfolio.

The rationale for Option D is as follows:

Definition of Portfolio Updates: In the portfolio management lifecycle, "Portfolio Updates" refers specifically to the formal changes made to the list of active, authorized, and terminated components, along with their associated financial and resource data. When you change the "mix" of components, you are fundamentally updating the Portfolio itself.

Component-Level Changes: When a component is terminated, its released budget and resources must be re-allocated. When a new one is initiated, it must be funded. These administrative changes are captured in the portfolio's tracking systems and records, collectively known as Portfolio Updates.

Why B is incorrect: The Portfolio Management Plan describes how you will manage the budget and resources (the strategy and processes). While the plan might occasionally be updated, the actual numerical values of budget spent and resources assigned to specific components are recorded as Portfolio Updates to the active portfolio records, not the management strategy document.

Why A is incorrect: Portfolio Process Assets (PPAs) are templates, historical databases, and lessons learned.

While the results of a termination might eventually be archived in the PPAs, the active, ongoing tracking of budget and funding is a live update to the portfolio status.

Why C is incorrect: Portfolio Reports are the output vehicles used to communicate the status to stakeholders.

The reports contain the information, but the information itself must first be recorded in the Portfolio Updates before it can be reported.

In summary, any change to the current "state" of the portfolio's assets, funding, or component status is formally categorized as a Portfolio Update.

NEW QUESTION # 202

Initiatives in the companies aim to deliver values. For a portfolio, the value is delivered through a mix of components with similar strategic goals and objectives. Multiple components can contribute in the realization of the same organizational value. While managing the portfolio value, how do you depict the relationships between components in achieving value?

- A. Outcome probability analysis
- **B. Cause and effect relationships between the portfolio components that are needed to deliver planned benefits**
- C. Cumulative distribution
- D. Set realistic targets in line with stakeholder risk tolerances

Answer: B

Explanation:

Explanation

Initiatives are portfolios, programs and projects.

As part of the Benefits Realization Analysis performed during the manage portfolio value, the portfolio manager uses Results Chain analysis to depict the relationships between components in achieving value; this analysis studies the cause and effect relationships between the portfolio components that are needed to deliver planned benefits. As for the other options, they all refer to the Outcome probability analysis of the portfolio (or cumulative distribution), which is used to set realistic targets in line with stakeholder risk tolerances

NEW QUESTION # 203

Capability and capacity analysis are useful tools in portfolio performance management. In using this type of analysis a best practice is to:

- A. Use it once portfolio resources are included in the portfolio performance management plan
- **B. Evaluate knowledge, skills, and competencies**

- C. Evaluate resource optimization
- D. Employ a resource management process

Answer: B

Explanation:

According to the Standard for Portfolio Management, the distinction between Capacity and Capability is fundamental to ensuring the portfolio is achievable. While capacity refers to the quantity of resources (e.g., hours, heads, dollars), capability refers to the quality and attributes of those resources.

The rationale for Option B is as follows:

Defining Capability: A best practice in portfolio analysis is to look beyond mere headcounts. Capability analysis involves a deep dive into the knowledge, skills, and competencies required to execute the portfolio.

For example, a mattress company may have 100 workers (capacity), but if none of them have the "competency" to operate a new automated sewing machine, the portfolio's new product line cannot be realized.

Resource Readiness: By evaluating these qualitative factors, the Portfolio Manager can identify "capability gaps". This assessment informs the Portfolio Human Resource Management plan, determining whether the organization needs to invest in training, hiring, or outsourcing to bridge the gap between the current state and the requirements of the future portfolio.

Alignment with Strategic Objectives: Strategic initiatives often require new skill sets. Evaluating competencies ensures that the portfolio isn't just "full of work," but is staffed by people who have the specific technical and leadership skills necessary to drive value.

Why the other options are incorrect:

Option A (Employ a resource management process): This is a broad procedural statement. While a resource management process includes capability analysis, it is the overarching framework rather than the specific best practice for performing the analysis itself.

Option B (Use it once resources are in the plan): Capability and capacity analysis should be used during the optimization and selection phases to determine if the plan is even feasible. Waiting until resources are already in the performance plan is too late to prevent over-commitment.

Option D (Evaluate resource optimization): Resource optimization is the outcome of effective capacity and capability analysis. You cannot optimize resources until you have first evaluated the underlying competencies available to be optimized.

NEW QUESTION # 204

Following a major organizational restructuring, new portfolios are currently being initiated. You have been assigned the position of portfolio manager on one of the major portfolios and are currently in strategic management. You are currently meeting with stakeholders to document the internal and external financial dependencies and shared resources between different portfolio components. Which of the following techniques are you performing

- A. Capability & Capacity analysis
- B. Readiness Assessment
- C. Interdependency analysis
- **D. Elicitation technique**

Answer: D

Explanation:

According to the Standard for Portfolio Management, the act of "meeting with stakeholders to document" information is a primary activity within the Portfolio Stakeholder Engagement and Portfolio Strategic Management domains. Before you can analyze data, you must first gather it from the relevant sources.

The reasoning for choosing Option A is based on the following verified principles:

Gathering Raw Data: Elicitation is the systematic process of drawing out information, requirements, and constraints from stakeholders. In this scenario, the portfolio manager is actively engaging stakeholders to uncover "internal and external financial dependencies" and "shared resources." This is the data-collection phase.

Proactive Discovery: Elicitation involves more than just receiving reports; it includes interviews, focus groups, and workshops designed to identify dependencies that might not be formally documented yet. This is essential during the initiation of new portfolios following a restructuring, as previous organizational knowledge may be fragmented.

Prerequisite for Analysis: While the result of this meeting will eventually lead to an "Interdependency Analysis" (Option B), the technique being performed during the meeting itself is Elicitation. You cannot analyze dependencies until you have successfully elicited what those dependencies are from the people who manage the components.

Why other options are incorrect:

B). Interdependency analysis: This is the analytical process that occurs after the data has been collected. It involves mapping the relationships and calculating the impact of one component on another. The prompt describes the act of documenting and meeting

which identifies the elicitation phase.

C). Capability & Capacity analysis: This technique is used to determine if the organization has the "wherewithal" (human, financial, and asset-based) to execute the portfolio. While shared resources are a factor here, the prompt specifically focuses on the act of gathering dependency information through stakeholder interaction.

D). Readiness Assessment: This is performed to determine if an organization is culturally and operationally prepared for the changes a portfolio will bring. It does not focus on the technical mapping of financial dependencies between components.

NEW QUESTION # 205

Assume your pork producing company finds that there is an over-abundance of pork products and competitors in the marketplace even though it has had to implement Hazard Analysis and Critical Control Point (HACCP) processes that are a regulatory requirement. Profits are lower than ever before in the history of the company.

Management is changing the company's strategy to also focus on seafood products. You have been asked to complete a gap analysis to:

- A. Determine any requirements that must be addressed before the change is implemented
- **B. Compare the current portfolio mix with that with this change**
- C. Determine resource capacity
- D. Assess risks with this change

Answer: B

Explanation:

According to the Standard for Portfolio Management, a Gap Analysis is a critical tool within the Strategic Alignment domain used to compare the current state of the portfolio with the desired future state.

The rationale for Option C is as follows:

Strategic Transition: When an organization shifts its strategy—in this case, moving from a sole focus on pork to including seafood—it must understand the distance between its existing work and the new objectives. The gap analysis is used to compare the current portfolio mix (the "as-is" state) against the proposed mix (the "to-be" state) required to succeed in the seafood market.

Identification of Discrepancies: This process reveals which existing components (like the pork HACCP processes) are still relevant and which new components must be added to realize the new seafood strategy. It highlights the "gaps" in products, capabilities, and strategic contributions that the portfolio must fill to restore profitability.

Foundation for the Roadmap: The results of this gap analysis directly inform the development of an updated Portfolio Roadmap and Portfolio Strategic Plan, ensuring that the evolution of the portfolio mix is intentional and aligned with management's new direction.

Why the other options are incorrect:

Option A (Determine resource capacity): While a gap analysis may eventually highlight resource needs, the primary tool for determining capacity is Resource Demand and Supply Analysis. A gap analysis first looks at the what (the mix of work) before the how (the resources needed).

Option B (Assess risks with this change): Risk assessment is a function of the Portfolio Risk Management domain. While a gap analysis identifies what is missing, it does not inherently quantify the uncertainty or impact of those missing elements.

Option D (Determine requirements before implementation): Requirements gathering is typically a component-level tactical activity. At the portfolio level, the gap analysis focuses on high-level strategic alignment and the structural composition of the portfolio rather than detailed implementation requirements.

NEW QUESTION # 206

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