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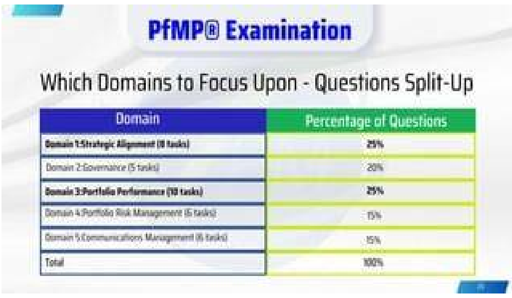

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PMI Portfolio Management Professional (PfMP) Sample Questions (Q753-Q758):

NEW QUESTION # 753
Working as a portfolio manager in the Water Resources Department of the U.S. Geological Survey, you are following a scorecard approach to report progress to your executives on the components in your portfolio.
You submit the scorecards monthly, and based on their results, your executives decide if a Portfolio Review Board meeting should be held. Your emphasis in these reports is to:

- A. Display data using a traffic light approach
- B. Chart progress toward strategic goals and objectives

- C. Display raw data in a visual graph
- D. Measure performance against targets and thresholds

Answer: D

Explanation:
In theStandard for Portfolio Management, the scorecard approach is a central element ofPortfolio Performance Management. Its primary purpose is to provide a "check and balance" by comparing current performance against the predefined parameters established during the planning phase.
The rationale forOption Bis as follows:
Defining Variance:A scorecard is effective only when it measures performance against specificTargets (expected results) andThresholds(the boundaries of acceptable variance). If a component's performance exceeds a threshold-such as being 10% over budget or 15% behind schedule-the scorecard flags this for executive attention.
Triggers for Governance:The question explicitly mentions that executives use these results to decide if aPortfolio Review Board (PRB)meeting is necessary. In portfolio governance, meetings are often "triggered" by exceptions. Measuring against thresholds allows executives to practice "management by exception," only convening the PRB when targets are missed or thresholds are breached.
Objective Assessment:By focusing on targets and thresholds, the portfolio manager provides an objective view of the portfolio's health. This ensures that the Water Resources Department is investing its budget and human capital effectively and that any deviation from the plan is addressed before it impacts the overall mission.
Why the other options are incorrect:
Option A (Chart progress toward strategic goals):While progress toward goals is important, this is typically handled inStrategic ReportingorBenefit Realizationreports. Monthly scorecards used for operational governance are more focused on immediate performance metrics (KPIs) and variances.
Option C (Display raw data in a visual graph):Raw data is rarely useful for executives. Portfolio management requires theaggregation and analysisof data into actionable information. A graph is merely a tool, not the emphasis or the purpose of the report.
Option D (Display data using a traffic light approach):Like a graph, the "traffic light" (RAG status) is apresentation format. Thecontentthat determines whether a light is Red, Amber, or Green is the measurement against targets and thresholds (Option B).

NEW QUESTION # 754
In a portfolio you have a continuous interaction between the portfolio and its components. You have to follow a lot of processes and procedures in order to reach a satisfactory result. In your opinion as a portfolio manager, who guides the portfolio team to follow the processes, metrics, and other procedures in the portfolio?

- A. Portfolio Management Office
- B. Portfolio Manager
- C. Portfolio Sponsor
- D. Company's CEO

Answer: B

Explanation:
Explanation
This is a tricky question. You should note here that the portfolio sponsor is responsible and accountable for the success of the portfolio, however, a portfolio sponsor is normally an executive who has a lot of obligations and does not have the luxury of time such as the portfolio manager to follow up regularly on the team. The sponsor follows up with the portfolio manager on the progress and only intervenes in the case where there is a big issue that the portfolio manager or the steering committee can not solve. Thus, the person who guides the portfolio team should be the portfolio manager because the portfolio manager, in contradiction to what others may think of, manages and guides the portfolio team to execute the different processes. Portfolio Manager is the right answer for this question

NEW QUESTION # 755
One of the major steps for a portfolio manager is to know which components qualify to be included in the mix of components that will achieve the strategic objectives sought by the portfolio. As a program manager, you will use a variety of methods to help you achieve this purpose. Which of the following are valid tools and techniques?

- A. Weighted Ranking and scoring techniques, Portfolio Component inventory, Categorization
- B. Capability & Capacity Analysis, Weighted Ranking and scoring techniques, Graphical Analytical Methods, Quantitative & Qualitative Analysis, PMIS

- C. Integration of Subsidiary Plans, Organizational Structure Analysis, Elicitation techniques
- D. Capability & Capacity Analysis, Weighted Ranking and scoring techniques, Graphical Analytical Methods, Quantitative & Qualitative Analysis

Answer: D

Explanation:
According to the Standard for Portfolio Management, the process of determining which components qualify for the portfolio mix primarily occurs during the Define Portfolio and Optimize Portfolio processes. These processes involve evaluating potential components against strategic objectives, constraints, and risks.
The reasoning for choosing Option D is based on the following verified principles:
Quantitative & Qualitative Analysis: This is the foundational step where components are assessed based on both financial metrics (NPV, ROI, IRR) and non-financial factors (Strategic Alignment, Regulatory Compliance, Brand Value).
Weighted Ranking and Scoring Techniques: This technique provides a structured way to compare disparate components. By assigning weights to different strategic criteria, the portfolio manager can create a
"Scorecard" that ranks components objectively based on their total contribution to the organization's goals.
Graphical Analytical Methods: Visual tools such as Bubble Charts (plotting Risk vs. Return) or Efficient Frontiers are essential for identifying the "mix" that provides the most value for a given level of risk.
Capability & Capacity Analysis: This ensures that the qualified list is realistic. It validates whether the organization actually has the "Capacity" (number of resources) and "Capability" (specific skill sets/assets) to execute the components being considered.
Why other options are incorrect:
A). PMIS: While a Portfolio Management Information System (PMIS) is an important tool used to store and process data, it is a broad infrastructure element rather than a specific analytical "method" used to qualify components. Option D contains the more precise list of analytical techniques defined in the Standard for qualification and selection.
B). Integration of Subsidiary Plans: This is a process used to create the Portfolio Management Plan, not a technique used to qualify or select specific portfolio components.
C). Portfolio Component Inventory & Categorization: These are inputs or earlier steps in the Define Portfolio process. Categorization groups components (e.g., "Regulatory" vs. "Innovation"), but it does not, by itself,
"qualify" them for the mix-that requires the analysis techniques listed in Option D.

NEW QUESTION # 756
Your sponsor is under a lot of pressure from the management because the portfolio has been hit by multiple risks already and the situation is going towards its termination. Your sponsor asked you to prepare him an analysis to show the probable ROI and the confidence level in it. Which approach is the best one in this case?

- A. SWOT Analysis
- B. What-if Analysis
- C. Scenario Analysis
- D. Monte Carlo Analysis

Answer: D

NEW QUESTION # 757
You are currently using a Comparative Advantage Analysis and conducting a what-if analysis to consider how the portfolio component and its intended benefits could be achieved by various options, including resource capability and capacity mix. In which process are you currently working?

- A. Optimize Portfolio
- B. Manage Portfolio Value
- C. Manage Supply & Demand
- D. Manage Portfolio Information

Answer: A

Explanation:
According to the Standard for Portfolio Management, the Optimize Portfolio process is focused on creating the most effective and efficient mix of portfolio components to meet strategic objectives within the organizational constraints.
The scenario described-using Comparative Advantage Analysis and What-if (Scenario) Analysis-is a hallmark of the optimization phase. Here is the detailed breakdown according to study guides:

Comparative Advantage Analysis: This technique is used to evaluate components against one another to determine which provides the superior benefit or strategic advantage relative to the resources consumed. It helps in making "trade-off" decisions between components.
What-if Analysis (Scenario Analysis): As part of optimization, the portfolio manager must model various "options." This includes changing the resource capability and capacity mix to see if a different allocation of personnel or skills would yield a better portfolio return or faster benefits realization.
Optimization Goals: This process is not just about balancing (Supply and Demand), but about maximization.
You are looking for the "Optimal" state where the portfolio's value is highest given the available resources.
This aligns with the "Efficient Frontier" concept, where you seek the maximum benefit for a specific level of risk or investment.
Why other options are incorrect:
A). Manage Portfolio Information: This process is primarily concerned with the flow of data, reporting, and the PMIS. It is administrative in nature rather than analytical.
C). Manage Portfolio Value: While this process focuses on ensuring benefits are realized, the actual modeling of component combinations and resource mixes to determine the best approach is done during the Optimize Portfolio process.
D). Manage Supply & Demand: While this process involves resources, it is focused on the balancing of available capacity against current requirements. It does not typically use Comparative Advantage Analysis to choose between strategic component options; that higher-level decision-making is reserved for Optimization.

NEW QUESTION # 758
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