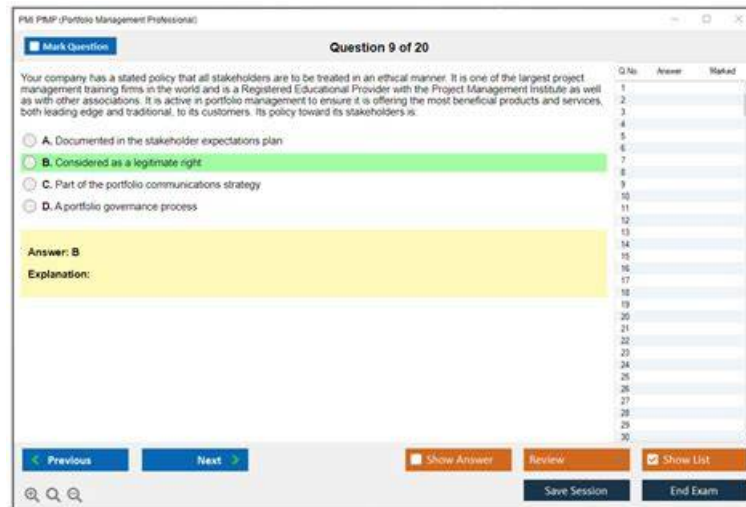


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To be eligible for the PMI PfMP Exam, candidates must have a minimum of eight years of professional experience in portfolio management, including at least four years of experience in a leadership role. They must also hold a bachelor's degree or higher and have completed at least 8,000 hours of portfolio management experience. PfMP Exam itself consists of 170 multiple-choice questions and takes four hours to complete. Upon passing the exam, candidates receive the PMI PfMP certification, which is recognized globally as a mark of excellence in portfolio management.

PMI Portfolio Management Professional (PfMP) Sample Questions (Q272-Q277):

NEW QUESTION # 272

Your CEO is keen to know the expected value of multiple components that interest him and wants you to give him a comparison of the expected value across components. You are currently looking for a tool to facilitate comparison of expected value across components and support informed portfolio decision making. What are you looking for?

- A. Manage Portfolio Value
- B. Portfolio Process Assets

- C. Value Measurement Framework
- D. Portfolio Strategic Plan

Answer: C

NEW QUESTION # 273

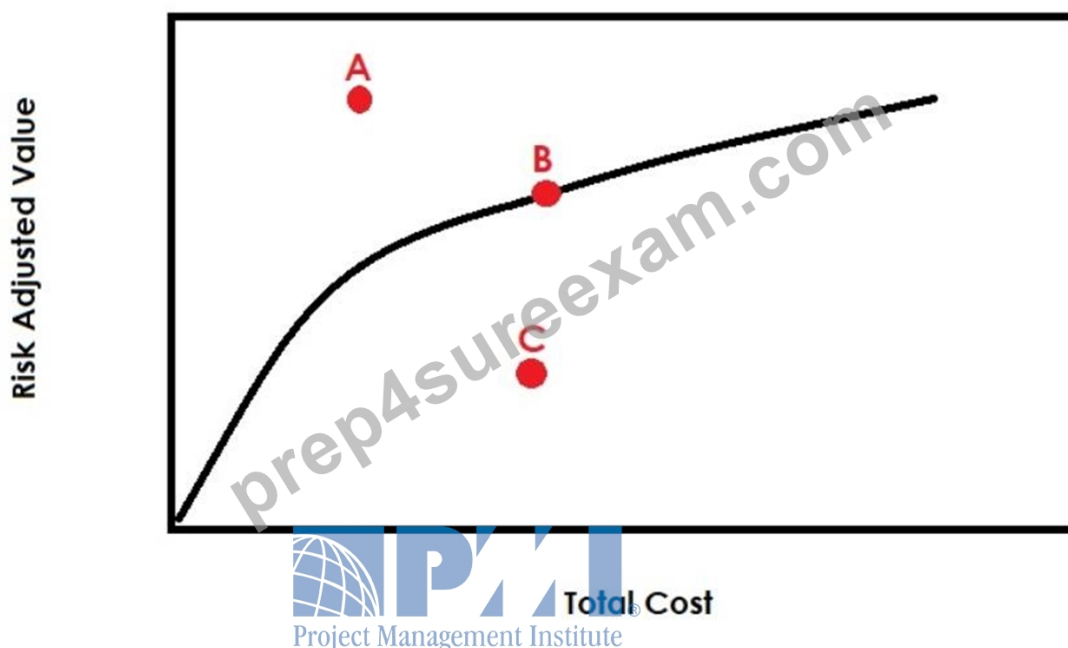
Stakeholders in your company are skeptical of the changes that will occur as portfolio management is being implemented. While some are supportive, most are not as they believe their work may be terminated. As the portfolio manager, you prepared a list of stakeholders, which is included in the:

- A. Portfolio performance plan
- B. Portfolio management plan
- C. Portfolio charter
- D. Portfolio strategic plan

Answer: C

NEW QUESTION # 274

The above figure shows the efficient frontier of a portfolio. Which point has the best possible expected level of return for its level of risk?



- A. B
- B. A
- C. C
- D. None of the above

Answer: A

NEW QUESTION # 275

Your company changed its executives due to the lack of benefits realization and previous corruption issues.

The new management has informed you that as of now, this will not change any process in the portfolio and everything will remain the same. However, only the risk tolerance for the organization will be impacted, what will you do as a portfolio manager?

- A. Assess the impact of the change along with the new management
- B. Revise the roadmap to change the timeline due to the new risk profile

- C. Update the Strategic Plan
- D. Perform stakeholders analysis once again and change the organization risk tolerance in the portfolio communication management plan

Answer: C

NEW QUESTION # 276

Many people in your country are no longer eating food from cans because of the risk of botulism and eColi O1H747. Your low acid canned foods company is seeing its revenues decrease as a result, and it is updating its overall strategy for the company to diversify into other markets as well as to add an aggressive marketing campaign to ensure the public that its low acid canned foods are generally recognized as safe by the Food and Drug Administration. This means in terms of portfolio management:

- A. The existing inventory of work should be validated against the updated strategy
- B. The ROI for existing components should be reviewed to determine if they should continue
- C. The benefits to be realized by existing components require standard KPIs tied to critical success factors
- D. Each proposed component must demonstrate business value before it is undertaken

Answer: A

Explanation:

In accordance with the Standard for Portfolio Management, a significant shift in an organization's strategic direction-such as moving from a singular focus on canned foods to a diversified market approach-triggers a mandatory Strategic Alignment review.

The rationale for Option C is as follows:

Continuous Strategic Alignment: When the overall strategy is updated due to external environmental factors (like health risks and declining revenue), the Portfolio Manager must perform a Gap Analysis. This involves reviewing the "existing inventory of work" (the current programs and projects) to determine if they still align with the new goals. Components that were vital under the old strategy may now be obsolete, while new components (like the "aggressive marketing campaign") must be integrated.

Portfolio Rebalancing: This situation is a classic driver for the Optimize Portfolio process. Validating the inventory ensures that the organization is not "throwing good money after bad" by continuing projects that support a declining market segment while ignoring the new diversification goals.

Strategic Fit and Utility: The Portfolio Strategic Plan must be the benchmark for all work. Validation ensures that every active component possesses a clear line of sight to the updated objectives of safety reassurance and market diversification.

Why the other options are incorrect:

Option A (Proposed components must demonstrate value): While true for new proposals, this is a standard ongoing requirement. The prompt emphasizes a fundamental shift in strategy, which necessitates a top-down review of the entire existing portfolio, not just a filter for new entries.

Option B (Reviewing ROI for existing components): ROI is a financial metric, but in a crisis involving public safety and declining trust, strategic alignment and brand survival often override pure ROI. A project might have high ROI but zero strategic fit with the new diversification plan.

Option D (Standard KPIs for benefits realization): KPIs are tools for measuring progress. While important, they are tactical. The core issue in the scenario is the relevance of the work itself in relation to the new strategy, not just how we measure its performance.

NEW QUESTION # 277

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