

Portfolio Management Professional (PfMP)®

Content

- **Strategic Portfolio Management Planning**
- **Strategic Planning Processes, Tools, and Techniques** (e.g., SWOT analysis, gap analysis, financial analysis)
- **Business Analysis**
- **Interdependency Analysis**
- **Investment Choices** (e.g., trade-off analysis, market payoff, budget variability)
- **Prioritization Analysis Techniques**
- **Procedures to Identify Risk Tolerance**
- **Organizational Risk Tolerance**
- **Structural Risk Analysis** (portfolio and mission)
- **Organizational Structures** (e.g., horizontal vs. vertical, functional vs. enterprise)
- **Portfolio Balancing**
- **Financial Analysis**
- **Budget Planning/Execution**
- **Risk Planning**
- **Risk Probability Analysis**
- **Execution Risk Analysis**
- **Aggregate Risk Assessment and Evaluation**
- **Scenario Planning and Analysis**
- **Decision-making Tools and Techniques**
- **Roadmap Development**
- **Business Case Development and Analysis** (including cost/benefit)

- **Cost Estimation Techniques**
- **Change Management Techniques**
- **Organizational Change Management**
- **Stakeholder Analysis**
- **Stakeholder Engagement Process**
- **Stakeholder Engagement Techniques** (e.g., elicitation, active listening, clarification)
- **Stakeholder Training Methods**
- **Coaching and Mentoring Techniques**
- **Communication Tools and Techniques**
- **Audience-specific, Targeted Communication Techniques**
- **Strategic Performance Management Tools and Techniques** (e.g., balanced scorecards, KPIs)
- **Portfolio, Project, and Program Management Principles**
- **Benefit Realization Planning**
- **Benefits Realization Analysis**
- **Information Management Systems, Tools, and Techniques**
- **Resource Contingency/Reserves Planning**
- **Capacity/Capability Analysis** (human, financial, material)
- **Rebalancing Methods**
- **Qualitative Analysis Tools and Techniques**
- **Quantitative Analysis Tools and Techniques**
- **PMO Operations**
- **Process Development and Continuous Improvement Techniques**
- **Authority Levels and Escalation Procedures**
- **Quality Management**
- **Compliance Management**
- **Performance Management Planning**

- **Performance Reporting** (e.g., financial, status, constraints, variances, resource utilization, benefits)
- **Performance Metrics and Targets**
- **Value Scoring and Measurement Analysis**
- **Variance Analysis**
- **Resource Planning**
- **Resource Leveling**
- **Root Cause Analysis**
- **Issue Management**
- **Benefits Management**
- **Demand Management**
- **Data Analysis and Reporting** (including dashboard and graphical methods)
- **Opportunity Management**
- **Auditing Techniques**
- **Risk Identification**
- **Risk Benchmarking Analysis**
- **Risk Categorization**
- **Risk Monitoring Tools and Techniques**
- **Quantitative and Qualitative Trend Analysis**
- **Risk Reporting Techniques** (including graphical)
- **Presentation Tools and Techniques**
- **Collaboration Tools and Techniques**
- **Communication Requirements Analysis**
- **Negotiation Techniques**
- **Cross-functional Team Building**
- **Facilitation**
- **Conflict Resolution**

- **Leadership**
- **PMI Code of Ethics and Professional Conduct**