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NEW QUESTION: 1
Which is a portfolio definition practice?
A. Reference class forecasting
B. Understand
C. Governance alignment
D. Resource management
Answer: (SHOW ANSWER)

NEW QUESTION: 2
Which is NOT one of the three broad approaches to implementing portfolio management?
A. Ad hoc
B. Evolution
C. Big bang
D. One version of the truth
Answer: (SHOW ANSWER)

NEW QUESTION: 3
Which statement about 'decision conferencing' is FALSE?
A. It can result in greater commitment by senior management to the portfolio
B. A facilitator can help to ensure that a consensus is reached
C. The Board approve a prioritized listing developed by the Portfolio Office
D. Senior management debate and agree the scores/ratings for each initiative
Answer: (SHOW ANSWER)

NEW QUESTION: 4
Which is a main element of the management control practice?
A. Strategy alignment

B. Decision conferencing
C. Stage or phase gates
D. Benefits eligibility rules
Answer: C (LEAVE A REPLY)

NEW QUESTION: 5
Which is a main element in the stakeholder engagement practice?
A. Applying the champion-challenger' model
B. Matching demand and supply of constrained resources
C. Ensuring that key stakeholders have a clear and shared understanding of the governance process
D. Checking the ranked list of strategic changes for impact across the business
Answer: (SHOW ANSWER)

NEW QUESTION: 6
Which is NOT a key requirement of a fully effective Portfolio Office?
A. Being involved fully with programme and project management delivery
B. Possessing sufficient skill to produce timely and reliable analyses
C. Reporting into the Business Change or Portfolio Director
D. Having sufficient status to be effective across the organization
Answer: A (LEAVE A REPLY)

NEW QUESTION: 7
What is an objective of performing a gap analysis during the understand practice?
A. To identify the gap between where the organization will be on current trajectory and where it needs to be to achieve its strategic objectives.
B. To identify resource requirements for business as usual against those required to deliver strategic changes
C. To prioritize initiatives within the current portfolio to identify which are the organization's most important initiatives
D. To identify change initiatives required to close the gap between current and target performance
Answer: C (LEAVE A REPLY)

NEW QUESTION: 8
Which of the following refers to use of the 'management by exception' technique?
A. Reporting via the documented route and schedule
B. Providing a Dashboard Report with a transparent chain from strategic intent to benefits realization
C. Specifying points at which reviews of initiatives are linked to funding release
D. Referring variances from plan that exceed control limits to the portfolio governance body

Answer: B (LEAVE A REPLY)

NEW QUESTION: 9

Which is a solution to the dependency management challenge 'how to present complex information in an easily understandable form'?

A. Organize sessions for initiatives to agree potential dependencies

B. Highlight key dependencies on the portfolio schedule

C. Organize a workshop to identify key dependencies

D. Modify a version of the prioritization practice to focus on dependencies

Answer: (SHOW ANSWER)

NEW QUESTION: 10

Which is NOT a 'key to success' of the financial management practice?

A. Post-implementation reviews

B. Regular reporting of progress against plan

C. Staged release of funding

D. Alignment of the portfolio and financial reporting cycles

Answer: A (LEAVE A REPLY)

NEW QUESTION: 11

Which is NOT a 'key to success' of the balance practice?

A. Balancing follows preparation of the Portfolio Strategy and Delivery Plan

B. The portfolio governance body should understand its role in balancing the portfolio

C. Findings may be presented in a graphical format

D. Algorithms and investment rules may guide decision-making

Answer: B (LEAVE A REPLY)

NEW QUESTION: 12

Which is a main element of the benefits management practice?

A. Present findings creatively

B. Defined processes recorded in the Portfolio Management Framework

C. Feeding lessons learned from post-implementation reviews back into forecasting

D. A shared vision of what the portfolio is designed to achieve

Answer: (SHOW ANSWER)

NEW QUESTION: 13

Which role approves portfolio management practices, including the framework and definition cycle processes?

A. Chief Executive Officer

B. Project and Programme Managers

C. Portfolio Direction Group (PDG)

D. Portfolio Progress Group (PPG)
Answer: (SHOW ANSWER)

NEW QUESTION: 14
In which circumstance would the 'evolutionary' approach to implementation of portfolio management be MOST appropriate?
A. In a less stable marketplace where strategy is emergent
B. In a less stable marketplace where strategy is formulated top-down
C. In a stable marketplace and where strategy is emergent
D. In a stable marketplace where strategy is formulated top-down
Answer: A (LEAVE A REPLY)

NEW QUESTION: 15
Which of the following is NOT an MoP portfolio management principle?
A. Energized Change Culture
B. Portfolio Definition
C. Establishing a Portfolio Office
D. Governance Alignment
Answer: B (LEAVE A REPLY)

NEW QUESTION: 16
What role is responsible for monitoring portfolio progress and resolving issues that may compromise delivery and benefits realization?
A. Portfolio Progress Group
B. Portfolio Manager
C. Portfolio Benefits Manager
D. Portfolio Direction Group
Answer: A (LEAVE A REPLY)

NEW QUESTION: 17
Which is a main element of the risk management practice?
A. Implementation of an effective escalation path to the relevant portfolio governance body

B. Introduction of a summary investment appraisal template
C. Preparation of a Portfolio Management Framework
D. Adoption of the champion-challenger' model
Answer: A (LEAVE A REPLY)

NEW QUESTION: 18
Identify the missing word in the following sentence. The Portfolio Management [?] are the key foundations on which effective portfolio management is based.
A. practices
B. cycles
C. techniques
D. principles
Answer: D (LEAVE A REPLY)

NEW QUESTION: 19
Which affects how the MoP principles and practices are adapted by an organization?
A. The organization's use of sophisticated approaches
B. The organization's maturity in project and programme management
C. The organization's track record in terms of customer satisfaction
D. The organization's experience in the use of relevant IT solutions
Answer: (SHOW ANSWER)

NEW QUESTION: 20
Which is a 'key to success' for the plan practice?
A. The Portfolio Progress Group / Change Delivery Committee lead the creation of the Portfolio Strategy
B. The resulting documentation provides a clear line of sight'
C. The content of the Portfolio Strategy is best communicated by means of tables and graphs
D. The Portfolio Strategy provides the baseline information against which progress can be monitored
Answer: B (LEAVE A REPLY)

NEW QUESTION: 21
Which is one of the three ways in which senior level engagement is crucial to effective portfolio management?
A. Prioritizing the portfolio on the basis of resource availability
B. Ensuring the Portfolio Manager champions the implementation of Portfolio Management
C. Creating a clear decision-making structure so that decisions are made swiftly and in line with business strategy
D. Endorsing the decisions the Portfolio Office make about the composition of the portfolio

Answer: C (LEAVE A REPLY)

NEW QUESTION: 22

Which is a benefit of portfolio management?

A. Enables best management practices such as PRINCE2 and MSP to be mandated

B. Justifies the application of sophisticated software tools

C. Detailed approaches are prescribed that are applicable to most organizations

D. Enables more efficient resource utilization

Answer: D (LEAVE A REPLY)

NEW QUESTION: 23

Promoting an energized culture that is focused on collaborative working in the interests of the organization as a whole is a responsibility of which portfolio role?

A. Portfolio Benefits Manager

B. Portfolio Progress Group/Change Delivery Committee

C. Business Change Director/Portfolio Director

D. Portfolio Manager

Answer: B (LEAVE A REPLY)

NEW QUESTION: 24

Identify the missing words in the following sentence. A purpose of the Portfolio Benefits Realization Plan is to provide [?] against which to assess the benefits actually realized.

A. a strategy

B. a gap analysis

C. a standard

D. a baseline

Answer: D (LEAVE A REPLY)

NEW QUESTION: 25

Which describes the relationship between business as usual and portfolio management?

A. Run the business, run the portfolio

B. Change the business, change the portfolio

C. Run the business, change the business

D. Change the business, run the portfolio

Answer: C (LEAVE A REPLY)

NEW QUESTION: 26

What is the definition of programme management?

A. A coordinated collection of strategic processes and decisions.

B. An activity that harvests value from assets owned by a business

C. An approach to manage several related projects, to improve the performance of the entire programme.
D. It is the totality of its investment in the changes (or segment thereof) required to achieve the strategic objectives.
Answer: C (LEAVE A REPLY)

NEW QUESTION: 27
Which is a portfolio definition practice?
A. Categorize
B. Strategy alignment
C. Multi-criteria analysis
D. Benefits management
Answer: (SHOW ANSWER)

NEW QUESTION: 28
Which portfolio definition practice checks prioritized change initiatives against factors such as:
timing; coverage of all strategic objectives; impact across the business etc?
A. Prioritize
B. Categorize
C. Plan
D. Balance
Answer: (SHOW ANSWER)

NEW QUESTION: 29
Which is an objective of the Portfolio Strategy?
A. Create the baseline information to be input into the resource schedule
B. Document the short term view of what the portfolio is to achieve
C. Promote discussion of any potential conflict between departmental and shared goals
D. Provide an overview of the portfolio linked to the strategic planning cycle
Answer: D (LEAVE A REPLY)

NEW QUESTION: 30
Which statement about multi-level portfolios is true?
A. Investment decisions are only reviewed at corporate level
B. Management of sub-portfolios is independent of the portfolio governance body
C. There should be clearly defined rules for delegation
D. All current and planned change initiatives must be included in one of the sub-portfolios
Answer: (SHOW ANSWER)

NEW QUESTION: 31

Which is one of the first seven steps in a staged implementation of portfolio management?
A. Implement a software solution to aid portfolio resource management
B. Create an annual plan including a delivery schedule and report progress against it
C. Preparation of an organization-wide Implementation Plan encompassing all 12 practices
D. Adopt sophisticated approaches to prioritizing initiatives
Answer: B (LEAVE A REPLY)

NEW QUESTION: 32
Which is a purpose of the categorize practice?
A. To obtain a clear and transparent view of what is in the development pipeline
B. To enable effective decision-making on the optimum use of funding and other resources
C. To ensure that every category contains at least one change initiative
D. To ensure that every change initiative falls into a category that directly contributes to strategic objectives
Answer: B (LEAVE A REPLY)

NEW QUESTION: 33
Which is a main element in the resource management practice?
A. Motivating people to commit to the delivery of shared goals
B. Emphasising the need to operate as one team
C. Scheduling portfolio initiatives to avoid adversely impacting operational performance
D. Understanding the demand for constrained resources
Answer: D (LEAVE A REPLY)

NEW QUESTION: 34
Which is a way of sustaining progress in the implementation of portfolio management?
A. Align reward and recognition processes to departmental or functional performance
B. Use the most sophisticated software solution available
C. Adopt an incremental rather than a big bang approach
D. Introduce completely new processes rather than build on existing organizational processes
Answer: A (LEAVE A REPLY)

NEW QUESTION: 35

Which is one of the six key functions that portfolio management needs to coordinate with to achieve strategic objectives?

A. Performance management

B. Business Architecture Planning

C. Information Technology

D. Centre of Excellence

Answer: A (LEAVE A REPLY)

NEW QUESTION: 36

Which is an example of a performance metric that can be used to assess the impact of portfolio management?

A. Speed at which customer complaints are dealt with from point of receipt through to resolution

B. Speed at which service is provided to customers from the point of first contact

C. Speed at which requests for change are assessed and responded to by individual projects and programmes

D. Speed at which initiatives, aimed at improving customer service, progress through the development pipeline

Answer: (SHOW ANSWER)