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QUESTION 1

In your diversified chicken products company, your portfolio of components in progress consists of approximately 175 programs, projects, and other work. Generally, at each Portfolio Review Board meeting, about 35 new proposals are reviewed to see if they should be part of the portfolio. As the portfolio manager, you have set up categories for these components. They are useful to facilitate portfolio optimization because:

- A. They use filtering to eliminate certain components from consideration
- B. They help identify the components that meet requirements for consideration
- C. They serve as key evaluation criteria
- D. They address organizational strategy and objectives

Correct Answer: D

QUESTION 2

You are in the toughest phase of the portfolio life cycle due to the governmental issues in your country. Yesterday night, one of the key team members quit and left the country. You have included this in the portfolio risk register while planning the portfolio because you knew that this could happen and that this key resource has family in Canada and can leave if the situation gets bad. Following this, you activated the response plan, which is to initiate a new component that will cater for reaching the deliverable in another way. However, an immediate approval is needed for initiation of this component or the end-of-month major deliverable will be delayed. To whom you should present the proposal for urgent approval?

- A. Portfolio Governance Board
- B. Portfolio Sponsor
- C. You can take such decisions
- D. Executive Management

Correct Answer: B

QUESTION 3

When we talk about portfolios, programs and projects, it is inevitable to mention the business value which is the sum of tangible and intangible assets of an organization, also known as the net quantifiable benefit.

When it comes to business value, at which level of the organization is the pursuit of Business Value optimized?

- A. Program
- B. Portfolio
- C. Operational
- D. Project



Correct Answer: B

QUESTION 4

Following a recent portfolio health check, you noticed that your portfolio is not aligned with the strategic plan and actions should be taken to stop losing money. What should be your next course of action?

- A. Escalate to the executive management
- B. Update the Strategic Plan
- C. Escalate to Governance Board
- D. Escalate to sponsor directly

Correct Answer: C

QUESTION 5

Managing Strategic Change is an integral part of any portfolio in order to remain aligned with the strategic objectives. Your portfolio has undergone a major strategic change and you are currently interviewing senior executive stakeholders and analyzing requirements and expectations for strategic change in order to re-align the portfolio. Which of the following tools and techniques are you currently using?

- A. Stakeholder Analysis
- B. Readiness Assessment
- C. Gap Analysis
- D. Change Analysis

Correct Answer: A

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