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QUESTION 1

Assume you are helping the Portfolio Review Board select and implement the portfolio with the best alignment to strategy as you work to create a list for to be considered for prioritization. One possible component on the surface does not seem to be one that is profitable, but you believe that over time changes will occur that will make it cost/beneficial to pursue. This means you are using:

- A. Market analysis
- B. Business value analysis
- C. Scenario analysis
- D. Options analysis

Correct Answer: D

QUESTION 2

Each time the Portfolio Governance Group meets the goal is to review the existing components and any that are proposed to ensure the portfolio has the best mix to attain strategic objectives. As the portfolio manager, you find these meetings, if facilitated accordingly, are effective decision-making sessions. However, you tend to have open issues after every meeting. These open issues:

- A. Should be tracked in an issue register
- B. Are managed as described in the charter
- C. Are considered portfolio process assets
- D. Require an owner to manage them until they are closed

Correct Answer: C

QUESTION 3

Having worked in portfolio management for several years, assume you were hired as the portfolio manager for a Real Estate Investment Trust, one of the largest in your country that specializes in apartments. The company continues to grow and wants to maximize value and profits for its investors. As you set up processes and procedures for portfolio management, you know from past experience that buy in from executives is insufficient. As you prepare a communications strategy, you focus on:

- A. Satisfying important information needs of stakeholders
- B. Surveying stakeholders through a questionnaire to determine information requirements
- C. Using focus groups to assist in determining information needs
- D. Focusing first on the executive team's communications requirements and then involving others

Correct Answer: A



QUESTION 4

Assume you are the portfolio manager for the Federal Railroad Administration. Funding is provided annually according to the Government's budget process. Any monies that are not spent at the end of a fiscal year are lost, and there are some restrictions in place concerning whether funds can be transferred to different programs, projects, or operations work in the agency. Therefore, to maximize the use of funding you require:

- A. Regular reports on funds for authorized components
- B. Projections on a quarterly basis as to the funds components require
- C. Mechanisms for internal audits to ensure funds are allocated effectively
- D. Accurate estimates of the funds needed when the component is proposed for consideration

Correct Answer: A

QUESTION 5

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. Chart progress toward strategic goals and objectives
- B. Measure performance against targets and thresholds
- C. Display raw data in a visual graph
- D. Display data using a traffic light approach

Correct Answer: A

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