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QUESTION 1

You have been assigned as a consultant to give your expertise on a failing portfolio which is critical to the success of your client's organization. You are now in the process of reviewing the portfolio management plan. What do you expect to see as part of this plan?

- A. Portfolio Justification, high-level scope and high-level timelines
- B. Vision for the portfolio, which is based on the alignment with the organization's goals and objectives
- C. Balancing portfolio and managing dependencies
- D. The major components of the portfolio which are aligned chronologically to achieve portfolio value

Correct Answer: C

QUESTION 2

Assume you are a functional manager in your medical device company in research and development. Your scientists have determined a new product that will be a breakthrough for the company, and you want to serve as the sponsor for this component and present it to your Portfolio Review Board. You will need resources from other parts of the company to commercialize it. As you prepare your proposal you are following the key descriptors set up by the portfolio staff and will include:

- A. Risk reduction
- B. Regulatory and compliance issues
- C. Internal and external dependencies
- D. Qualitative benefits

Correct Answer: D

QUESTION 3

In your architectural organization, each program or project requires some specialized subject matter experts at certain time frames. Because of the interdependencies between components, often these SMEs are needed at the same time. Assume since this is a critical issue in the company, it invested in resource planning and allocating software, and dashboards can be prepared. The goal is to use these dashboard reports to:

- A. Determine whether to use external consultants
- B. Assess specific costs for additional budget
- C. Ensure everyone has access to the software for ease of communication
- D. Assist in scheduling adjustments

Correct Answer: D



QUESTION 4

Embracing a management-by-projects culture means there tends to be far more projects to pursue than available resources. An approach then is required to guide decisions as to components in the portfolio. A best practice to follow is to:

- A. Set forth in the portfolio strategic plan a prioritization model
- B. Develop a portfolio roadmap
- C. Focus on both internal and external environmental changes
- D. Focus on sustainment of project benefits

Correct Answer: A

QUESTION 5

One of your goals as a portfolio manager is to ensure that your stakeholders receive the information they need for decision making. To help manage the portfolio information that is provided, you decide to gather information by holding portfolio component review meetings.

Your purpose in holding these meetings is to:

- A. Ensure the components can provide the data required for status reports
- B. Use them to introduce the portfolio management information system
- C. Validate data that now are in the reports
- D. Work with component managers to plan dashboard reports

Correct Answer: C

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