



# MOPF<sup>Q&As</sup>

Management of Portfolio® Foundation

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#### QUESTION 1

Which statement about 'decision conferencing' is FALSE?

- A. Senior management debate and agree the scores/ratings for each initiative
- B. The Board approve a prioritized listing developed by the Portfolio Office
- C. A facilitator can help to ensure that a consensus is reached
- D. It can result in greater commitment by senior management to the portfolio

Correct Answer: B

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#### QUESTION 2

Which is a 'key to success' of the senior management commitment principle?

- A. At least half of the management board must champion the implementation of portfolio management
- B. The Portfolio Strategy includes a compelling vision for the portfolio
- C. Accountabilities for members of management boards will be defined by the Portfolio Office
- D. Senior managers' personal objectives are independent of the success of changes within the portfolio

Correct Answer: C

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#### QUESTION 3

The purpose of the [ ? ] is to collate key information that will provide clarity to senior management on the collection of change initiatives that will deliver the greatest contribution to the strategic objectives?

- A. strategy alignment principle
- B. benefits management practice
- C. portfolio delivery cycle
- D. portfolio definition cycle

Correct Answer: B

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#### QUESTION 4

Identify the missing words in the following sentence. A consequence of a well-functioning portfolio delivery cycle is a portfolio [?] by enabling resource re-allocation when required.

- A. that remains strategically aligned



- B. that has clarity on its high-level scope
- C. where the portfolio governance body makes informed decisions on composition
- D. that matches planned changes with its capacity to deliver

Correct Answer: D

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#### QUESTION 5

Which statement describes the purpose of the Portfolio Direction Group / Investment Committee?

- A. The role that is responsible for approving changes to the portfolio delivery practices
- B. The governance body where decisions about inclusion of initiatives in the portfolio are made
- C. The governance body responsible for monitoring portfolio progress and resolving issues that may compromise delivery and benefits realization
- D. Ensuring that a consistent fit for purpose approach to benefits management is applied across the portfolio

Correct Answer: A

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#### QUESTION 6

Which affects how the MoP principles and practices are adapted by an organization?

- A. The organization's experience in the use of relevant IT solutions
- B. The organization's use of sophisticated approaches
- C. The organization's maturity in project and programme management
- D. The organization's track record in terms of customer satisfaction

Correct Answer: A

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#### QUESTION 7

Which are suggested techniques to align the portfolio with strategy where measures of strategic success have not been clearly defined?

1.

Rate the strategic contribution of an initiative as critical, highly desirable or desirable

2.

Split the available funding into relevant portfolio segments

3.



Create a Portfolio Strategy

4.

Senior managers debate strategic alignment and come to a collective decision on the portfolio

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Correct Answer: C

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### QUESTION 8

How does the identification of value drivers help an organization to prioritize change initiatives?

A. By focusing on the external factors which drive and shape strategy

B. By allowing a relative weighting to be applied to each driver identified

C. By identifying the value of each of the benefits resulting from change

D. By ensuring that all value drivers are specified as monetary values

Correct Answer: B

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### QUESTION 9

What has as its purpose: To ensure the successful implementation of the planned change initiatives as agreed in the Portfolio Strategy and Delivery Plan?

A. Portfolio definition cycle

B. Portfolio management

C. Resource management

D. Portfolio delivery cycle

Correct Answer: D

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### QUESTION 10

Which of the following is a consequence of the portfolio definition cycle being managed well?

A. Resources are re-allocated when required resulting in the portfolio remaining strategically aligned



- B. The portfolio governance body makes informed decisions on the composition of the portfolio
- C. Initiatives will be started without considering their fit with the current portfolio
- D. Resources, risks and dependencies will be efficiently and effectively managed

Correct Answer: C

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#### QUESTION 11

Which portfolio delivery practice ensures clarity about what decisions are made, where, when, and what criteria are used?

- A. Management control
- B. Organizational governance
- C. Resource management
- D. Benefits management

Correct Answer: B

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#### QUESTION 12

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. Plan
- C. Categorize
- D. Balance

Correct Answer: B

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#### QUESTION 13

Which is a way that portfolio management can help staff in business as usual understand the contribution that change initiatives will make to operational performance?

- A. By explaining when the impacts of change initiatives will be observed and how they will be measured
- B. By explaining which projects will deliver the change and how they are being monitored
- C. By explaining which programme will deliver the change and how it is being monitored
- D. By explaining who is responsible for realizing benefits and how their performance will be assessed



Correct Answer: C

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#### QUESTION 14

Which describes a \"key to success\" of the resource management practice?

- A. Prioritizing change initiatives on the basis of risk/achievability and return/attractiveness
- B. Releasing funding for change initiatives as they complete each stage gate
- C. The management board agree the high-level objectives for the portfolio
- D. Introduction of standard forms for estimating the programme and project staff required on initiatives

Correct Answer: D

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#### QUESTION 15

Which of the following is NOT a main element of the benefits management practice?

- A. Clear arrangements for benefits tracking
- B. A portfolio-level Benefits Realization Plan
- C. Inclusion of re-appraisal of benefits in portfolio-level reviews
- D. Demonstrable senior management commitment

Correct Answer: C

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