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Question 1

Question Type: MultipleChoice

Assume you recently took a seminar on portfolio management, and after you returned, you made the business case for it to the President of your consulting firm, recognizing the need to improve the capture ratio of responses to Requests for Proposals. You have been asked to implement portfolio management and recognize that you need to develop orientation and training sessions on it so everyone in the firm realizes why it is essential to pursue. To do so, the best approach is to:

Options:

- A- Have the training vendor from the seminar you attended submit a proposal to develop several training approaches
- B- Develop the courses yourself working with the vendor's materials plus other books and standards on portfolio management
- C- Work with the human resources department and have an instructional design person develop the courses
- D- Ask the PMO to develop and deliver the courses

Answer:

D

Question 2

Question Type: MultipleChoice

The portfolio management process ensures the components are aligned to goals. However, it is driven by:

Options:

- A- Viability
- B- Value and benefits
- C- Organizational strategy and objectives
- D- Interdependencies and resource constraints

Answer:

C

Question 3

Question Type: MultipleChoice

By setting up portfolio categories and using a pair-wise comparison approach to rank components, as the portfolio manager, you feel that you are finally setting up and getting people to follow standard portfolio practices. Since portfolio management still is relatively new,

progress is under way. As some components are added, and others are not continued, you are making sure if a component is terminated that it does not have dependencies with others in the portfolio. You need to then:

Options:

- A- Revise the ranking model
- B- Inform all stakeholders
- C- Update the roadmap
- D- Upgrade to a more detailed scoring model that includes dependencies with components

Answer:

C

Question 4

Question Type: MultipleChoice

Stakeholders in your company are skeptical of the changes that will occur as portfolio management is being implemented. While some are supportive, most are not as they believe their work may be terminated. As the portfolio manager, you prepared a list of stakeholders, which is included in the:

Options:

- A- Portfolio strategic plan
- B- Portfolio charter
- C- Portfolio performance plan
- D- Portfolio management plan

Answer:

B

Question 5

Question Type: MultipleChoice

Assume you are the portfolio manager for your HVAC (Heating, Ventilating, and Air Conditioning) company, one of the largest in the world. Preparing for a meeting with the Portfolio Governance Committee, you have been reviewing the success of components that have been completed as well as the progress of current portfolio components. In many cases people who only purchased heating units in the northern part of the country, and people who purchased only air conditioners in the south, now are buying state-of-the-art products to easily switch as needed. You found the risks of climate change led to the need for these new energy efficient products and did so by:

Options:

- A- Sensitivity analysis
- B- Ranking and scoring techniques
- C- Investment choices
- D- Trend analysis

Answer:

D

Question 6

Question Type: MultipleChoice

Moving from project management to program management and now being appointed as the first portfolio manager in your cyber warfare company, you know you always wondered what happened to the various reports you had to prepare, and the metrics you had to collect. You are working now to determine critical metrics for portfolio management and decided to involve as many people as possible through questionnaires and surveys. You also held some focus groups. The purpose is to:

Options:

- A- Ensure the metrics that are collected support the SMART principle
- B- Maximize portfolio value
- C- Represent the vital few rather than the trivial many
- D- Can be gathered with minimal disruption

Answer:

B

Question 7

Question Type: MultipleChoice

Your company has had a portfolio management process in place for five years at the enterprise level, in its business units, and even in its complex programs. This year the company's Center for Excellence received an award for its work in this area from PMI. As the Portfolio Manager, you have predefined metrics in place, which are critical because:

Options:

- A- They show transparency at all levels

- B-** They provide stakeholders with critical information on the health of the portfolio
- C-** They show the link of each initiative to the company's strategic goals
- D-** They provide insight into the processes being used

Answer:

D

Question 8

Question Type: MultipleChoice

With the introduction of new legislation in your company, anyone now is entitled to medical services regardless of whether or not they are employed or have any pre-existing health conditions. Your insurance company's executives have been tracking this legislation as it means significant changes for your company; many employers who obtained insurance through your company may go elsewhere for lower costs. Recognizing this legislation may lead to a loss of revenue, your company decided to merge with another insurance firm to obtain greater market share. This merger, though, means some existing projects may not be needed, and the workforce will be reduced by 20 percent, Such a significant change will impact how components are categorized in your portfolio leading to:

Options:

- A- The need for a re-constituted oversight group
- B- Portfolio rebalancing
- C- A requirement to update the portfolio management plan
- D- A new portfolio prioritization model

Answer:

B

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