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## Question 1

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**Question Type:** MultipleChoice

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As you work to determine which stakeholders had the highest degree of influence over the portfolio, you wanted to especially know about the members of the Portfolio Governance Board because:

### Options:

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- A- They would have numerous interrelationships with other stakeholders
- B- They would be best suited to work with people who were not portfolio management supporters
- C- The governance processes affect information requirements
- D- All of the portfolio changes, risks, and issues would be of interest to them

### Answer:

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C

## Question 2

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**Question Type:** MultipleChoice

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Assume you are managing your city's portfolio, and its overall strategic goal is to promote economic development to attract more visitors to the city. It is a difficult challenge as the city is not a major metropolitan area and also is not a preferred winter or summer destination. Nonetheless, you are planning and allocating resources according to the city's strategy. Not to be overlooked as you do so is the need to:

**Options:**

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- A- Obtain support from your key stakeholders
- B- Determine a communication strategy to explain your approach
- C- Maximize return considering the city's risk tolerance
- D- Continually update the portfolio inventory

**Answer:**

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C

## Question 3

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**Question Type:** MultipleChoice

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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:

**Options:**

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- 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

**Answer:**

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A

## Question 4

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**Question Type: MultipleChoice**

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Assume the organization's strategy has undergone a significant change, and as a result the mix of components in the portfolio also will change. As the portfolio manager, you need to update your charter in order to reflect:

**Options:**

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- A- The new 'to be' vision
- B- Interdependencies between the new components
- C- Risk tolerances
- D- Key stakeholders

**Answer:**

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D

## Question 5

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**Question Type: MultipleChoice**

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While the Governance Board has a variety of significant roles in portfolio management, especially in terms of the recommendations it makes, c they involve:

**Options:**

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- A- Interdependencies between components

- B- Resolution of issues and risks
- C- Portfolio balancing and prioritization
- D- Resource reallocation

**Answer:**

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D

## Question 6

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**Question Type:** MultipleChoice

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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:

**Options:**

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- 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

**Answer:**

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D

## Question 7

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**Question Type: MultipleChoice**

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Assume your food additive company performed a capacity analysis and found some resources had not maintained their skill sets and basically were not as productive as others in the company. Rather than have a massive reorganization, instead the executives decided to eliminate the jobs of these staff members, many of whom had been in the company for more than 20 years. Morale among the existing staff is low as people fear there will be more layoffs. Plus the government issued a new regulation that requires an additional Food and Drug Administration quality check before a new additive can be submitted for regulatory approval. One member of the executive team wants to acquire another company to enhance market share, and the existing plants in the Asia Pacific region require infrastructure upgrades. Given resource shortages, only one component can be selected to be added to the portfolio. The Board should select:

**Options:**

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- A- Component A---to enhance employee morale
- B- Component B---to add staff to work with the FDA trained in quality management
- C- Component C---to acquire the competitor to increase market share
- D- Component D---to upgrade the AP's plant infrastructure

**Answer:**

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B



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