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M_o_P (Management of Portfolio Foundation)

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- A. Deciding where to invest – 'doing the right things'
- B. Ensuring successful initiative delivery – doing things right'
- C. 'Doing the right things' and 'doing things right' at a collective level
- D. 'Doing the right things' and 'doing things right' at an individual initiative level

Answer: C

QUESTION: 91

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

Answer: D

QUESTION: 92

Which is a main element of the benefits management practice?

- A. Defined processes recorded in the Portfolio Management Framework
- B. A shared vision of what the portfolio is designed to achieve
- C. Present findings creatively
- D. Feeding lessons learned from post-implementation reviews back into forecasting

Answer: D

QUESTION: 93

Which is a main element in the organizational governance practice?

- A. Using stage gates to ensure initiatives are reviewed consistently based on strategic contribution and risk
- B. Regular review of risks across the portfolio
- C. Applying staged release of funding linked to stage gates
- D. Clearly describing arrangements for benefits tracking and reporting

Answer: A

QUESTION: 94

Which is one of the three ways in which senior level engagement is crucial to effective portfolio management?

- A. Endorsing the decisions the Portfolio Office make about the composition of the portfolio
- B. Ensuring the Portfolio Manager champions the implementation of Portfolio Management
- C. Creating a clear decision-making structure so that decisions are made swiftly and in line with business strategy
- D. Prioritizing the portfolio on the basis of resource availability

Answer: C

QUESTION: 95

Which statements about the Portfolio Office (headed by the Portfolio Manager) are true?

- 1. It helps to ensure that a consistent approach is applied across the portfolio
- 2. It prepares the Portfolio Strategy and Delivery Plan
- 3. It is a temporary structure set up to assist with the delivery of change
- 4. It provides assurance to senior management on effective delivery of change

- A. 1, 2, 3
- B. 1, 2, 4
- C. 1, 3, 4
- D. 2, 3, 4

Answer: B

QUESTION: 96

Which is a way of sustaining progress in the implementation of portfolio management?

- A. Introduce completely new processes for portfolio management rather than trying to build on existing organizational processes
- B. Adopt a big bang approach rather than an incremental or staged approach
- C. Align reward and recognition processes for senior management to appropriate behaviours
- D. Ensure the organization uses the most sophisticated software solution available rather

than tailoring the tools that it already uses

Answer: C

QUESTION: 97

Which is a portfolio definition practice?

- A. Strategy alignment
- B. Multi-criteria analysis
- C. Categorize
- D. Benefits management

Answer: C

QUESTION: 98

Which is NOT a 'key to success' of an energized change culture?

- A. A learning organization in which lessons learned are captured, disseminated and acted upon
- B. Collaborative working including adapting the reward and recognition systems to reflect and encourage desired corporate behaviours
- C. A Portfolio Office that is appropriately skilled with an agreed mandate
- D. Role descriptions clearly link personal objectives with strategic objectives

Answer: C

QUESTION: 99

Which is a benefit of portfolio management?

- A. Enables best management practices such as PRINCE2 and MSP to be mandated
- B. Justifies the application of sophisticated software tools
- C. Enables more efficient resource utilization
- D. Detailed approaches are prescribed that are applicable to most organizations

Answer: C

QUESTION: 100

Which is a result of an effectively managed portfolio delivery cycle?

- A. There is clarity on the high level scope of potential change initiatives
- B. The portfolio governance body makes informed decisions on the composition of the portfolio
- C. Improved delivery on time and to budget
- D. Change initiatives are planned in detail

Answer: C



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