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Question 1

Question Type: MultipleChoice

Which describes the full scope of portfolio management?

Options:

- 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 2

Question Type: MultipleChoice

Which is a responsibility of the Portfolio Direction Group / Investment Committee?

Options:

- A- Ensure the portfolio is properly balanced
- B- Champion the implementation of portfolio management across the organization
- C- Develop the organization's Portfolio Benefits Management Framework
- D- Ensure business case data is prepared on a consistent basis across the organization

Answer:

A

Question 3

Question Type: MultipleChoice

Which is a main element of the risk management practice?

Options:

- A- Adoption of the champion-challenger' model
- B- Introduction of a summary investment appraisal template
- C- Preparation of a Portfolio Management Framework
- D- Implementation of an effective escalation path to the relevant portfolio governance body

Answer:

D

Question 4

Question Type: MultipleChoice

Which illustrates a 'key to success' for the balance practice?

Options:

- A- Use algorithms and investment rules to guide decision making

- B-** Use financial investment criteria, such as NPV
- C-** Clearly defining the scope of the portfolio and what constitutes a project
- D-** Use categorization to assess alignment to strategic objectives

Answer:

A

Question 5

Question Type: MultipleChoice

Which statement about 'decision conferencing' is FALSE?

Options:

- 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

Answer:

B

Question 6

Question Type: MultipleChoice

If only some of the change initiatives are included in the organizational portfolio, additional checks will be required. What should these checks do?

Options:

- A- Assess whether corporate-level capacity planning is managed effectively
- B- Ensure that there is a common understanding of the portfolio governance framework
- C- Monitor the risk that the portfolio governance body is overwhelmed with data
- D- Ensure that sub-portfolios remain consistent with the organizational level portfolio

Answer:

D

Question 7

Question Type: MultipleChoice

Which is NOT an acceptable approach to budgeting in the context of portfolio management?

Options:

- A-** Budgets are devolved to strategic business units for both business as usual (BAU) and change initiatives, with portfolio management applied within each strategic business unit
- B-** Budgets are devolved to strategic business units for both BAU and change initiatives, with portfolio management applied across the units to co-ordinate cross-organizational change initiatives
- C-** Budgets are devolved to strategic business units for BAU, but budgets for change initiatives are controlled centrally, with portfolio management applied within each strategic business unit
- D-** Budgets are devolved to strategic business units for BAU but budgets for change initiatives controlled centrally, with portfolio management applied across the units

Answer:

C

Question 8

Question Type: MultipleChoice

Which describes the relationship between business as usual and portfolio management?

Options:

- A- Change the business, run the portfolio
- B- Run the business, change the business
- C- Change the business, change the portfolio
- D- Run the business, run the portfolio

Answer:

B

Question 9

Question Type: MultipleChoice

What role is responsible for monitoring portfolio progress and resolving issues that may compromise delivery and benefits realization?

Options:

- A- Portfolio Benefits Manager
- B- Portfolio Direction Group
- C- Portfolio Progress Group
- D- Portfolio Manager

Answer:

C

Question 10

Question Type: MultipleChoice

Which is the purpose of the understand practice?

Options:

- A-** To obtain a clear understanding of what is in the current portfolio and development pipeline, including forecast costs, benefits and risks
- B-** To answer the question as to which initiatives the organization should invest in
- C-** To ensure a portfolio is balanced, taking into account coverage of all strategic objectives and impact across the business
- D-** To monitor progress against the Portfolio Delivery Plan

Answer:

A

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