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## Question 1

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**Question Type:** MultipleChoice

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The purpose of which practice is to ensure that delivery stays on track and that the portfolio remains strategically aligned?

### Options:

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- A- Management control
- B- Organizational governance
- C- Stakeholder engagement
- D- Prioritize

### Answer:

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C

## Question 2

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**Question Type:** MultipleChoice

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

**Options:**

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- A- Portfolio definition cycle
- B- Understand practice
- C- Portfolio delivery cycle
- D- Strategy alignment principle

**Answer:**

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C

## Question 3

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**Question Type: MultipleChoice**

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

### Options:

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- 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

### Answer:

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C

## Question 4

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### Question Type: MultipleChoice

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Which of the following are 'keys to success' of the organizational governance practice?

1. A shared vision for the portfolio
2. Focus on senior management
3. Business cases and progress are reviewed regularly
4. Shared understanding of the governance structure and processes

**Options:**

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**A-** 1, 2, 3

**B-** 1, 2, 4

**C-** 1, 3, 4

**D-** 2, 3, 4

**Answer:**

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C

## Question 5

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**Question Type:** MultipleChoice

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

**Options:**

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- A-** Introduce completely new processes rather than build on existing organizational processes
- B-** Adopt an incremental rather than a big bang approach
- C-** Align reward and recognition processes to departmental or functional performance
- D-** Use the most sophisticated software solution available

**Answer:**

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C

## Question 6

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**Question Type:** MultipleChoice

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What is an objective of performing a gap analysis during the understand practice?

**Options:**

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- A-** To identify change initiatives required to close the gap between current and target performance
- B-** To prioritize initiatives within the current portfolio to identify which are the organization's most important initiatives
- C-** To identify the gap between where the organization will be on current trajectory and where it needs to be to achieve its strategic objectives.

**D-** To identify resource requirements for business as usual against those required to deliver strategic changes

**Answer:**

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B

## Question 7

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**Question Type: MultipleChoice**

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Which portfolio management document contains key dependencies?

**Options:**

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**A-** Portfolio Benefits Management Framework

**B-** Portfolio Stakeholder Engagement and Communications Plan

**C-** Portfolio Delivery Plan

**D-** Portfolio Resource Schedule

**Answer:**

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C

## Question 8

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**Question Type:** MultipleChoice

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Which of the following are main elements of the risk management practice?

1. Implementing standards which apply to all change initiatives
2. Collaborative working to facilitate compliance with organizational standards
3. An effective escalation process
4. Champion-challenger model

### Options:

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**A-** 1, 2, 3

**B-** 1, 2, 4

**C-** 1, 3, 4

**D-** 2, 3, 4



**Answer:**

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A

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