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Question 1

Question Type: MultipleChoice

For years, your aerospace company has been a leader in the development of sophisticated avionic hardware systems around the world. The executives want to continue with this well-recognized product line, but also they decided it is time to move into state-of-the-art software to complement the hardware products. You have been asked to assess whether there are skill set limitations in the company to assess resource capacity internally. To do so, you decide to:

Options:

- A- Focus on needed competencies and develop competency profiles for the internal staff
- B- Interview staff members based on performance evaluations to determine their interest in the new product line
- C- Work with Human Resources and review the education backgrounds of internal staff and see if people have taken recent training
- D- Set up a contingency plan by asking the Procurement Department to issue a Request for Information to external consulting firms

Answer:

A

Question 2

Question Type: MultipleChoice

Working to prepare the portfolio performance management plan, assume you have been involving others in the process to help secure their later support of the plan. You also reviewed historical information and other artifacts. Not to be overlooked is a/an:

Options:

- A- Benefit schedule
- B- Organization chart
- C- Regulatory requirements
- D- Governance model

Answer:

A

Question 3

Question Type: MultipleChoice

Working to best optimize resource supply and demand in your telecom company, authorized components are prioritized to help in resource allocation. This means as you work to do so, you need to review the portfolio because:

Options:

- A-** It provides guidance in terms of recommendations if there are changes in strategy and resource availability
- B-** Resource requirements are balanced according to the resource pool
- C-** Components are not authorized unless resources are available to support them
- D-** Sponsors assess resource requirements and their availability before proposing a component to be in the portfolio

Answer:

B

Question 4

Question Type: MultipleChoice

Assume you work for a technology company that is publically owned, and the value of its stock is tracked daily by the CFO and is reported to the portfolio manager. Quarterly meetings are held with stockholders as the company went public through an Initial public offering (IPO) last year. These stockholders:

Options:

- A- Have different communications requirements than other stakeholders
- B- Typically receive information as to the portfolio health before each meeting
- C- Want to attend all Portfolio Review Board meetings
- D- Are considered external stakeholders

Answer:

D

Question 5

Question Type: MultipleChoice

Assume you are a functional manager in your medical device company in research and development. Your scientists have determined a new product that will be a breakthrough for the company, and you want to serve as the sponsor for this component and present it to your Portfolio Review Board. You will need resources from other parts of the company to commercialize it. As you prepare your proposal you are following the key descriptors set up by the portfolio staff and will include:

Options:

- A- Risk reduction
- B- Regulatory and compliance issues
- C- Internal and external dependencies
- D- Qualitative benefits

Answer:

D

Question 6

Question Type: MultipleChoice

only, which has diversified its product line significantly in the last two years to keep up with its leading competitor located in a different state. Your executive management team learned the other cereal company had implemented portfolio management from a contractor and believes it is essential since the economy is struggling, and resources are constrained. Your first step has been to identify the existing operational work, projects, and programs as well as to learn about proposed components of the portfolio. This list:

Options:

- A- Was easy to obtain as you used what was available from the Enterprise Program Management Office
- B- Is part of the portfolio strategic plan
- C- Was gathered through interviews with people from each business unit
- D- Was prepared through questionnaires and the use of cross-functional focus groups

Answer:

B

Question 7

Question Type: MultipleChoice

The Monitor Portfolio Value process, while ongoing, has proved to be successful as you work to implement portfolio management. Within six months, you were able to show the usefulness of a simple scoring model to the Oversight Group, and they requested a more sophisticated approach in which weights could be assigned to criteri

a. This shows:

Options:

- A- An acceptance of portfolio management in the organization
- B- The usefulness of the portfolio roadmap
- C- A link between using scoring models and benefits analysis
- D- The importance of documenting lessons learned

Answer:

D

Question 8

Question Type: MultipleChoice

You have been a successful program manager for many years in your State Department of Agriculture. During this time, you managed large programs, and some had major risks to mitigate especially in the information systems area as new software would be released that was commercially available, and you knew it would then enhance the benefits to your customers if you acquired it. You were the first in the Department to get your PfMP, and it led to a promotion to become the first portfolio manager. After a year in this position, you find managing risks and issues to be totally different because:

Options:

- A- You must focus attention on external, political risks
- B- You are concentrating more on long-term initiatives
- C- Your focus is on determining the risk tolerances of stakeholders, both internal and external
- D- You emphasize strategic fitness of the portfolio

Answer:

D

Question 9

Question Type: MultipleChoice

After a recent Portfolio Review Board, the portfolio was optimized, and some components were added, while others were removed. Various portfolio reports also require updates such as:

Options:

- A- Affected organization areas
- B- High-level time frame

C- Budget approvals or exceptions

D- Value/benefits

Answer:

D

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