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Question 1

Question Type: MultipleChoice

Based on the data in the following table, your organization should pursue which component:

1	2						
1	3	2	3				
1	4	2	4				
1	5	2	5	3	5	4	5

Options:

- A- Component 5
- B- Component 3
- C- Component 2
- D- Component 1

Answer:

C

Question 2

Question Type: MultipleChoice

Specific types of communication technology that are used such as communication media, record retention policies, and security information are examples of:

Options:

- A- Organizational process assets
- B- Portfolio process assets
- C- Items in the information distribution process
- D- Items needed to cover the portfolio communications management plan

Answer:

B

Question 3

Question Type: MultipleChoice

Assume you are working to prepare the low-level schedule and timelines for portfolio components. You want to make sure, as the portfolio manager, for your country's initiatives to promote an awareness of the importance of climate change, that each component then can be monitored and tracked to assess performance. To do so, you should:

Options:

- A-** Set up KPIs for each component that are consistent for ease of measurement
- B-** Determine the critical success factors at the portfolio level and then ensure each component contributes toward their realization
- C-** Review the portfolio roadmap
- D-** Review the portfolio performance plan

Answer:

C

Question 4

Question Type: MultipleChoice

Although you are the Portfolio Manager in your company, you also are the Enterprise Program Office Director, and it consumes most of your time. Your executive team has lost interest in regular portfolio review meetings, the few that are held are routine, and any proposed component receives automatic approval. The Executive Vice President for Human Resources spoke to the CEO as she noticed some people seem to be completely overloaded, they are actively looking for new opportunities, and are then leaving the company. She also pointed out that others seem to have idle time. Her comments got the CEO's attention, and you have been asked in your role as the portfolio manager to create an up-to-date list of qualified components in the portfolio. You are doing so in order to:

Options:

- A-** Have an accurate understanding as to how resources are allocated
- B-** Determine how best to use resource leveling on approved components
- C-** Identify, categorize, score, and rank components
- D-** Review the initial business cases for the components and assess their validity in terms of strategic goals

Answer:

C

Question 5

Question Type: MultipleChoice

Assume you are the portfolio manager for the Federal Railroad Administration. Funding is provided annually according to the Government's budget process. Any monies that are not spent at the end of a fiscal year are lost, and there are some restrictions in place concerning whether funds can be transferred to different programs, projects, or operations work in the agency. Therefore, to maximize the use of funding you require:

Options:

- A-** Regular reports on funds for authorized components
- B-** Projections on a quarterly basis as to the funds components require
- C-** Mechanisms for internal audits to ensure funds are allocated effectively
- D-** Accurate estimates of the funds needed when the component is proposed for consideration

Answer:

A

Question 6

Question Type: MultipleChoice

You have a portfolio component that is using earned value analysis. It is at the 15% point of completion, and it is evident that it cannot be completed as planned. Adding resources will not solve the problem, and at the last Portfolio Review Board meeting, the Board members decided to terminate this component based on its various risks. They then decided the resources allocated to this component could be transferred to other portfolio components enhancing their early completion and avoiding risks from competitors. As the portfolio manager, you:

Options:

- A- Worked with the component managers to ease the transition
- B- Documented these decisions in portfolio reports
- C- Set up both quantitative and qualitative metrics to determine the usefulness of adding resources to the other components
- D- Met with the affected component managers and their teams to explain these changes

Answer:

B

Question 7

Question Type: MultipleChoice

As you prepare a list of possible components for your railroad to consider since most of its programs and projects are large and complex, your management team has suggested in your analysis of which components to pursue that you conduct statistical simulations of budgets, schedules, and resource allocations. You therefore decide to use:

Options:

- A- Net present value
- B- Decision trees
- C- Monte Carlo analysis
- D- An interrelationship diagram

Answer:

C

Question 8

Question Type: MultipleChoice

Your Portfolio Review Board is scheduled to meet in a week. Resources only are available to support one project, and detailed business cases have been prepared for two of them. Your company has a policy of being risk adverse. Based on the following table, which project

would you recommend to the Board, and what else would you mention to them?

	<i>Project 1</i>	<i>Project 2</i>
Benefits	\$750,000	\$25,000
Costs	\$500,000	\$15,000

Options:

- A- Project A and it has less risk associated with it
- B- Project B and it has less risk associated with it
- C- Project A as the benefits will be realized in a shorter time period
- D- Project B but other qualitative items are not available

Answer:

D

Question 9

Question Type: MultipleChoice

Your company's water treatment center serves three cities. Tests are conducted each day to see if the water is safe to drink. On Thursday, E coli were found in the water, but the water authority did not notify the citizens in the three cities. Instead, the citizens learned on Friday, the water was now safe to drink. The citizens are in an uproar, and your company is to blame. It is obvious one of the problems is the aging infrastructure and limited resources. To best optimize the portfolio, your CEO asked you to:

Options:

- A-** Reallocate financial and other resources to new components to avoid this problem in the future
- B-** First determine why citizens were not aware of the problem
- C-** Analyze the testing methods in use for effectiveness
- D-** Analyze the physical needs

Answer:

D

Question 10

Question Type: MultipleChoice

You are the portfolio manager for a large county that comprises much of a major city in your country. The city also has a portfolio manager, and often you meet to discuss proposed initiatives to see if there are any dependencies. In your county, you established an approach to evaluate portfolio components to make judgments regarding their alignment and priority. In doing so, which of the following was especially helpful:

Options:

- A- Portfolio strategic plan
- B- Portfolio management plan
- C- Portfolio roadmap
- D- Portfolio charter

Answer:

B

Question 11

Question Type: MultipleChoice

Embracing a management-by-projects culture means there tends to be far more projects to pursue than available resources. An approach then is required to guide decisions as to components in the portfolio. A best practice to follow is to:

Options:

- A- Set forth in the portfolio strategic plan a prioritization model
- B- Develop a portfolio roadmap
- C- Focus on both internal and external environmental changes
- D- Focus on sustainment of project benefits

Answer:

A

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