EX0-005 Q&As

Management of Portfolio® Foundation

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QUESTION 1

Which is an objective of the Portfolio Strategy?

A. Create the baseline information to be input into the resource schedule

B. Document the short term view of what the portfolio is to achieve

C. Provide an overview of the portfolio linked to the strategic planning cycle

D. Promote discussion of any potential conflict between departmental and shared goals

Correct Answer: C

QUESTION 2

Identify the missing words in the following sentence. Dependencies in a complex portfolio environment [?] but if not managed effectively can represent a serious risk to delivery.

A. are a relatively simple matter

B. are a non-critical part of the project plan

C. are not always immediately obvious

D. do not need to be summarised in a portfolio dashboard report

Correct Answer: C

QUESTION 3

Which portfolio management document contains key dependencies?

A. Portfolio Benefits Management Framework

B. Portfolio Stakeholder Engagement and Communications Plan

C. Portfolio Delivery Plan

D. Portfolio Resource Schedule

Correct Answer: C

QUESTION 4

Which is a main element in the stakeholder engagement practice?

A. Checking the ranked list of strategic changes for impact across the business

B. Matching demand and supply of constrained resources

C. Applying the champion-challenger\\' model

D. Ensuring that key stakeholders have a clear and shared understanding of the governance process

Correct Answer: C

QUESTION 5

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

Correct Answer: C

QUESTION 6

Which is a purpose of the categorize practice?

A. To obtain a clear and transparent view of what is in the development pipeline

B. To enable effective decision-making on the optimum use of funding and other resources

C. To ensure that every change initiative falls into a category that directly contributes to strategic objectives

D. To ensure that every category contains at least one change initiative

Correct Answer: B

QUESTION 7

Which statement describes \\'comfortable energy\\'?

A. Staff are keen on problem solving and identifying new initiatives

B. Staff do only the minimum that is required

C. Staff are happy with the way things are

D. Staff actively hinder change and innovation

Correct Answer: A

QUESTION 8

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

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Correct Answer: C

QUESTION 9

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?

A. Portfolio definition cycle

B. Understand practice

C. Portfolio delivery cycle

D. Strategy alignment principle

Correct Answer: C

QUESTION 10

Which is a main element of the management control practice?

A. Decision conferencing

B. Benefits eligibility rules

C. Stage or phase gates

D. Strategy alignment

Correct Answer: C

QUESTION 11

What portfolio document provides stakeholders with an authoritative, up to date source of advice on the portfolio management practices adopted and governance arrangements?

A. Portfolio Management Framework

B. Portfolio Strategy

C. Portfolio Delivery Plan

D. Portfolio Resource Schedule

Correct Answer: C

QUESTION 12

What affects how the MoP principles and practices are adapted by an organization?

A. The organization\\\'s decision-making standards and processes

B. The organization\\\'s use of sophisticated approaches

C. The organization\\\'s operational targets

D. The organization\\\'s experience in the use of relevant IT solutions

Correct Answer: A

QUESTION 13

How does the identification of value drivers help an organization to prioritize change initiatives?

A. By focusing on the external factors which drive and shape strategy

B. By allowing a relative weighting to be applied to each driver identified

C. By identifying the value of each of the benefits resulting from change

D. By ensuring that all value drivers are specified as monetary values

Correct Answer: B

QUESTION 14

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

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

Correct Answer: A

QUESTION 15

Identify the missing words in the following sentence. A purpose of the Portfolio Benefits Realization Plan is to provide [?] against which to assess the benefits actually realized.

A. a standard

B. a strategy

C. a baseline

D. a gap analysis

Correct Answer: C

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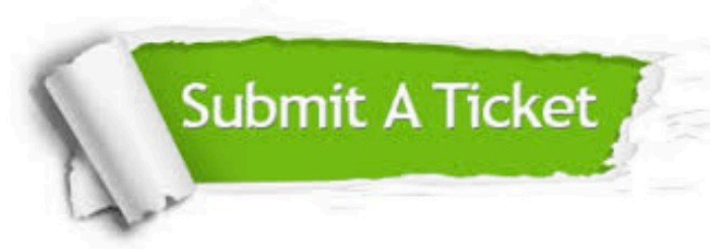
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