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QUESTION 1

The governance role in oversight is abundant during planning in order to agree on multiple roles and responsibilities including those of a portfolio manager. The agreements are recorded in the meeting minutes and included as updates to

- A. Portfolio
- B. Portfolio Management Plan
- C. Portfolio Reports
- D. Portfolio Process Assets

Correct Answer: D

QUESTION 2

Assume you are the corporate portfolio manager for your global organization. There is one portfolio at the corporate level, but other portfolios supporting business units and core areas of the company. One of these portfolios involves manufacturing, and its number one program in terms of priorities is to implement an enterprise resource planning system. Since it is the number one ranked program in this portfolio, it is of interest at the corporate level, and you and your team provide reports on its progress monthly. You can see that:

- A. Since earned value is being used, at this point you report the ERP system will not meet its cost and schedule goals
- B. Extensive training will be needed after the program is complete, and an infrastructure does not exist to support the ERP system
- C. Use of the ERP vendor has been underestimated, and a business case will be needed for increased funding
- D. Inadequate, up-front financial planning was done when the business case was approved

Correct Answer: B

QUESTION 3

Companies adopt project, program and portfolio management practices to enable the realization of business value and the achievement of strategies and objectives. In order to advance the organizational capability and facilitate the alignment of these practices, the company should (choose the best answer)

- A. Strengthen the organizational enablers such as cultural, technological and human resource practices
- B. Perform a detailed strategic planning
- C. Establish a PMO to support those practices
- D. Strengthen the processes and procedures of project, program and portfolio management

Correct Answer: A

QUESTION 4

Manage supply and demand comes down to balancing the requirements with what is available. Resource requirements are a major input to the manage supply and demand process. Which of the following inputs to this process contains resource requirements?

- A. Portfolio Process Assets (PPAs)
- B. Portfolio
- C. Portfolio Management plan
- D. Portfolio Charter

Correct Answer: B

QUESTION 5

Throughout the course of the portfolio lifecycle, components are initiated, terminated and updated. In order to be initiated, portfolio components receive go/no-go decisions during governance meetings. During which process the go/no-go decisions are taken?

- A. Review Meetings
- B. Provide Portfolio Oversight
- C. Authorize Portfolio
- D. Manage Strategic Change

Correct Answer: C

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