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QUESTION 1

The portfolio management information system (PMIS) is often a collection of spreadsheets rather than automated tools. An effective PMIS enables the portfolio manager to define, analyze, design, produce, and manage systems to support a successful portfolio. Which of the following is a trait of a PMIS?

- A. Recording Stakeholder opinion
- B. Archiving legal data
- C. All of the options
- D. Learning hub

Correct Answer: B

QUESTION 2

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 3

One of the major steps for a portfolio manager is to know which components qualify to be included in the mix of components that will achieve the strategic objectives sought by the portfolio. As a program manager, you will use a variety of methods to help you achieve this purpose. Which of the following are valid tools and techniques?

- A. Capability and Capacity Analysis, Weighted Ranking and scoring techniques, Graphical Analytical Methods, Quantitative and Qualitative Analysis, PMIS
- B. Integration of Subsidiary Plans, Organizational Structure Analysis, Elicitation techniques
- C. Weighted Ranking and scoring techniques, Portfolio Component inventory, Categorization
- D. Capability and Capacity Analysis, Weighted Ranking and scoring techniques, Graphical Analytical Methods, Quantitative and Qualitative Analysis

Correct Answer: C

QUESTION 4

You have already created portfolio scenarios (what-if analysis) by reviewing components against prioritization criteria and using analysis techniques (e.g., options analysis, risk analysis, SWOT analysis, financial analysis). You now want to recommend portfolio scenario(s) and related components, based on prioritization analysis/criteria. You are doing this in order to

- A. Provide a guiding framework to operationalize the organizational strategic goals and objectives
- B. Evaluate and select viable options
- C. Create a basis for decision making
- D. Provide governance with a rationale for decision making

Correct Answer: D

QUESTION 5

One of your components' managers came to you stating that she cannot find a key stakeholder by email and if she cannot find him, a major decision will be delayed, thus affecting the entire portfolio. What should you, as a portfolio manager do?

- A. Tell her that she needs to try to send him one more e-mail, and in the case the problem persists, she needs to send him a formal letter
- B. Tell her that she needs to carefully monitor this risk
- C. Tell her that she needs to escalate this issue directly to the executive management
- D. Go and meet this stakeholder face to face and collaborate with him to solve this communication issue

Correct Answer: D

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