

MOPF^{Q&As}

Management of Portfolio® Foundation

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QUESTION 1

Which is a portfolio definition practice?

- A. Strategy alignment
- B. Multi-criteria analysis
- C. Categorize
- D. Benefits management

Correct Answer: C

QUESTION 2

Which documents are key outputs of the portfolio definition cycle?

- A. Portfolio Management Framework and Portfolio Delivery Plan
- B. Portfolio Benefits Management Framework and Portfolio Benefits Realization Plan
- C. Portfolio Strategy and Portfolio Resource Schedule
- D. Portfolio Strategy and Portfolio Delivery Plan

Correct Answer: D

QUESTION 3

Which is a main element of the risk management practice?

- A. Adoption of the champion-challenger model
- B. Introduction of a summary investment appraisal template
- C. Preparation of a Portfolio Management Framework
- D. Implementation of an effective escalation path to the relevant portfolio governance body

Correct Answer: D

QUESTION 4

Which statement about multi-level portfolios is true?

- A. There should be clearly defined rules for delegation
- B. Investment decisions are only reviewed at corporate level

- C. Management of sub-portfolios is independent of the portfolio governance body
- D. All current and planned change initiatives must be included in one of the sub-portfolios

Correct Answer: D

QUESTION 5

If only some of the change initiatives are included in the organizational portfolio, additional checks will be required. What should these checks do?

- A. Assess whether corporate-level capacity planning is managed effectively
- B. Ensure that there is a common understanding of the portfolio governance framework
- C. Monitor the risk that the portfolio governance body is overwhelmed with data
- D. Ensure that sub-portfolios remain consistent with the organizational level portfolio

Correct Answer: D

QUESTION 6

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 7

Which is one of the first seven steps in a staged implementation of portfolio management?

- A. Preparation of an organization-wide Implementation Plan encompassing all 12 practices
- B. Create an annual plan including a delivery schedule and report progress against it
- C. Implement a software solution to aid portfolio resource management
- D. Adopt sophisticated approaches to prioritizing initiatives

Correct Answer: B

QUESTION 8

Which illustrates a \"key to success\" for the balance practice?

- A. Use algorithms and investment rules to guide decision making
- B. Use financial investment criteria, such as NPV
- C. Clearly defining the scope of the portfolio and what constitutes a project
- D. Use categorization to assess alignment to strategic objectives

Correct Answer: A

QUESTION 9

Which portfolio definition practice checks prioritized change initiatives against factors such as: timing; coverage of all strategic objectives; impact across the business etc?

- A. Prioritize
- B. Plan
- C. Categorize
- D. Balance

Correct Answer: B

QUESTION 10

Which questions are addressed by portfolio management as part of strategic planning?

1.

Are the programmes and projects in the portfolio necessary?

2.

Is the portfolio together with business as usual activities sufficient to achieve the strategic objectives?

3.

Where in business as usual will the objectives be achieved?

4.

Is the portfolio affordable?

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Correct Answer: B

QUESTION 11

Which portfolio definition practice collates information from the portfolio definition cycle and creates a Portfolio Strategy?

A. Prioritize

B. Plan

C. Categorize

D. Balance

Correct Answer: B

QUESTION 12

Which are benefits of assessing the impact of portfolio management?

1.

It can help demonstrate a compelling case for investment in portfolio management

2.

It helps in the on-going development of more effective portfolio management practices

3.

It enables more effective implementation of programmes and projects via management of the project development pipeline, dependencies, and constraints

4.

The process of measurement can help ensure success - reflecting the management expression, what gets measured gets done\\'

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Correct Answer: B

QUESTION 13

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 14

Which statement about the prioritize practice is true?

- A. Investment criteria used should be the same for each segment of the portfolio
- B. The Portfolio Office should approve the prioritized list of changes before presentation to management boards
- C. Mandatory changes (e.g. legal requirements) do not need to be included in the prioritization exercise
- D. Stakeholders should be able to see evidence that all changes have been assessed fairly and consistently

Correct Answer: D

QUESTION 15

What is the definition of portfolio management?

- A. Carrying out the co-ordinated organization, direction and implementation of a dossier of projects and transformation activities to achieve outcomes and realize benefits of strategic importance to the business
- B. A co-ordinated collection of strategic processes and decisions that together enable the most effective balance of organizational change and business as usual
- C. Successfully implementing planned change initiatives whilst ensuring the portfolio adapts to changes in strategic objectives, project and programme delivery, and lessons learned
- D. An approach, or line to take, designed to achieve a long-term aim

Correct Answer: B