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QUESTION 1

A portfolio includes a lot of independent components with the same strategic aim. As a portfolio manager you will need to prepare a qualified list of components to be used to reach the strategic goals and objectives. What input can you use in order to define the mix of portfolio components?

- A. Portfolio Strategic Plan, Portfolio Roadmap, Portfolio Charter, Portfolio Process Assets, Portfolio
- B. Portfolio Strategic Plan, Portfolio Roadmap, Portfolio Charter, Portfolio Process Assets, Portfolio Management Plan
- C. Portfolio Strategic Plan, Portfolio Management Plan, Portfolio Roadmap, Portfolio Charter, Portfolio Process Assets, Portfolio
- D. Portfolio Strategic Plan, Portfolio Roadmap, Portfolio Charter, Portfolio Process Assets, Organizational Process Assets

Correct Answer: C

QUESTION 2

Working to best optimize resource supply and demand in your telecom company, authorized components are prioritized to help in resource allocation. This means as you work to do so, you need to review the portfolio because:

- A. It provides guidance in terms of recommendations if there are changes in strategy and resource availability
- B. Resource requirements are balanced according to the resource pool
- C. Components are not authorized unless resources are available to support them
- D. Sponsors assess resource requirements and their availability before proposing a component to be in the portfolio

Correct Answer: B

QUESTION 3

Assume you work in a weak matrix structure in your pharmaceutical company in which most of the program and project managers are coordinators, and most of the staff that supports them are in functional organizations. On some high priority programs, staff may be dedicated to the program full time for a short time period; however, operational work often takes precedence especially in manufacturing. The demand for some of the pharmaceutical products often outpaces the available supply, and shelf life is short. These fluctuations of resources then:

- A. Require use of resource smoothing
- B. Led to the development of resource heuristics as to how best to manage the portfolio
- C. Require sign-offs from functional managers on the portfolio charter concerning resource availability
- D. Impact the availability of the work managed within the portfolio

Correct Answer: D

QUESTION 4

The Portfolio Management Office (PMO) provides support to the portfolio manager throughout the portfolio life cycle. Which of the below is not something that the PMO supports the portfolio manager with?

- A. Define Portfolio Management best practices
- B. Formulating component management standards
- C. Define Portfolio Management standards
- D. Formulate organizational standards

Correct Answer: D

QUESTION 5

The portfolio is undergoing and your are now in the monitoring and controlling phase. Two of your team members are arguing about what to use in order to determine decisions to be made with regards to the portfolio and its components.

What should be your advice to them?

- A. They should use the elicitation techniques to get as much data as possible on the progress in order to be able to take decisions
- B. They should conduct review meetings on formal and scheduled basis
- C. They should conduct review meetings on scheduled and informal basis
- D. They should conduct review meetings on need basis

Correct Answer: B

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