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Management of Portfolio® Foundation

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QUESTION 1

Which of the following is a consequence of the portfolio definition cycle being managed well?

- A. Resources are re-allocated when required resulting in the portfolio remaining strategically aligned
- B. The portfolio governance body makes informed decisions on the composition of the portfolio
- C. Initiatives will be started without considering their fit with the current portfolio
- D. Resources, risks and dependencies will be efficiently and effectively managed

Correct Answer: C

QUESTION 2

Which is a benefit of portfolio management?

- A. Enables best management practices such as PRINCE2 and MSP to be mandated
- B. Justifies the application of sophisticated software tools
- C. Enables more efficient resource utilization
- D. Detailed approaches are prescribed that are applicable to most organizations

Correct Answer: C

QUESTION 3

Which is one of the 5 portfolio management principles?

- A. Portfolio delivery
- B. Governance alignment
- C. Categorize
- D. Management by exception

Correct Answer: B

QUESTION 4

Which is a way of sustaining progress in the implementation of portfolio management?

- A. Introduce completely new processes for portfolio management rather than trying to build on existing organizational processes

- B. Adopt a big bang approach rather than an incremental or staged approach
- C. Align reward and recognition processes for senior management to appropriate behaviours
- D. Ensure the organization uses the most sophisticated software solution available rather than tailoring the tools that it already uses

Correct Answer: C

QUESTION 5

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 6

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 7

Which is one of the five portfolio management principles?

- A. Portfolio definition
- B. Multi-criteria analysis
- C. Prioritize
- D. Strategy alignment

Correct Answer: D

QUESTION 8

Which is a result of an effectively managed portfolio delivery cycle?

- A. There is clarity on the high level scope of potential change initiatives
- B. The portfolio governance body makes informed decisions on the composition of the portfolio
- C. Improved delivery on time and to budget
- D. Change initiatives are planned in detail

Correct Answer: C

QUESTION 9

Which is a main element of the benefits management practice?

- A. Defined processes recorded in the Portfolio Management Framework
- B. A shared vision of what the portfolio is designed to achieve
- C. Present findings creatively
- D. Feeding lessons learned from post-implementation reviews back into forecasting

Correct Answer: D

QUESTION 10

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 11

In which circumstance would the 'evolutionary' approach to implementation of portfolio management be MOST appropriate?

- A. In a stable marketplace and where strategy is emergent

- B. In a stable marketplace where strategy is formulated top-down
- C. In a less stable marketplace where strategy is formulated top-down
- D. In a less stable marketplace where strategy is emergent

Correct Answer: D

QUESTION 12

What is an objective of performing a gap analysis during the understand practice?

- A. To identify change initiatives required to close the gap between current and target performance
- B. To prioritize initiatives within the current portfolio to identify which are the organization's most important initiatives
- C. To identify the gap between where the organization will be on current trajectory and where it needs to be to achieve its strategic objectives.
- D. To identify resource requirements for business as usual against those required to deliver strategic changes

Correct Answer: B

QUESTION 13

Which of the following is a main element of the financial management practice?

- A. Application of staged release funding linked to stage/phase gates
- B. Categorization of benefits as cashable and non-cashable
- C. Consideration of financial liabilities arising from performance and guarantee bonds
- D. Sub-portfolios are periodically reviewed

Correct Answer: B

QUESTION 14

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 15

How do portfolio and performance management coordinate to deliver strategic objectives?

1.
Utilise the expertise of the performance management function in designing portfolio performance metrics
 2.
Deliver change initiatives that contribute to strategic objectives
 3.
Incorporate the anticipated impact of the portfolio in performance targets
 4.
Ensure the performance management function are engaged at an early point in the development of business cases
- A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Correct Answer: C

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