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**QUESTION 1**

You are managing a portfolio linked to multiple business units and you set clear roles and responsibilities from the beginning to avoid delays and to enhance the decision making process. An unanticipated issue occurred last week, which relates to one of your team members missing to check the market fluctuating currency. In which of the following documents should you look to know which member was responsible of this?

- A. Strategic Plan
- B. Governance Model
- C. Risk Register
- D. Risk Roles and Responsibilities

Correct Answer: B

QUESTION 2

Managing risk is key to the success of any initiative. Risk is considered to be inherent in any activity we do in project management and at any level. Risk is part of project, program and portfolio management and has a different exposure in each and every one. Which of the following highlights this difference?

- A. Project and Programs risks are combined in order to develop the portfolio risk register as an aggregation of both
- B. Risks at project and programs level can be eliminated, but not at portfolio level
- C. Portfolio risks are inter-components risks, while program and project risks are not
- D. Project and Program risks are risks within the boundaries of the project or program, while portfolio risks can span the organizational level

Correct Answer: D

QUESTION 3

You are managing a portfolio linked to multiple business units and you set clear accountabilities from the beginning to avoid delays and to enhance the decision making process. Roles and Responsibilities are recorded in multiple portfolio documents. Where are the portfolio component managers roles and responsibilities stored?

- A. Specifically the Communication Management Plan
- B. Strategic Plan
- C. Portfolio Management Plan
- D. Portfolio Process Assets

Correct Answer: C

**QUESTION 4**

Assume your airline just merged with a competitor, making it the largest in the country. Your company has a defined portfolio management process in place, which is considered effective by your executives. The other airline uses a more informal approach. Executives from both airlines now have different philosophies concerning new work to be pursued to be the leading airline in the country. In terms of the Authorize Portfolio process, this means:

- A. The complete portfolio process will require changes
- B. The portfolio requirements should be evaluated
- C. The portfolio management information systems will require consolidation
- D. An outsider should be hired as the portfolio manager for objectivity

Correct Answer: B

QUESTION 5

Performance reporting is important in a program and usually, the portfolio manager aggregates performance information from the portfolio components in order to present the related reports. Which of the following measures can be used in performance reporting?

- A. Earned Value
- B. Cost Sunk
- C. All the options
- D. CPI and SPI

Correct Answer: C

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