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**QUESTION 1**

Assume your telecom company is time constrained and needs to be first to market with new smart phones with features that are different from those of the competition and also have the traditional features desired by your existing customers. The Portfolio Review Board meets weekly to assess performance and to consider new components. Lack of technical resources is a recurring issue. To make the case for acquiring new resources, you decided to assess capability and capacity. This approach is:

- A. Part of the PMIS
- B. Included in finite capacity planning and reporting
- C. Used to prepare a detailed forecast of ongoing and future capability needs
- D. Used to identify resource capacity and capability

Correct Answer: B

QUESTION 2

With the increasing use of drywall, your company, which has been in the plaster business for over three generations, is finding it harder to maintain a share of the market and to achieve a positive return on its investments. Three years ago, the corporate executives implemented a portfolio process, and they serve as the Portfolio Governance Council. They meet monthly, and after each meeting, you prepare a report of their decisions. This report is:

- A. Sent to all employees in the company as it focuses on employee empowerment and involvement
- B. Distributed only to the Governance Council to serve as a record of their meetings
- C. Is used to authorize the portfolio
- D. Is used to analyze the effects of their decisions on the company's portfolio

Correct Answer: C

QUESTION 3

You are the portfolio manager for your military-vehicle service firm, which has been in existence for 20 years. You have a number of components under way, and others in the pipeline. One component involves a new gas detection system, which uses new technology. It has interfaces with two other existing components plus one in development. Recently, a simulator, used by three components, had to be shut down completely as it was leaking nitrogen and could lead to asphyxiation. You reported it immediately to the Hazardous Materials and Pipeline Safety Administration. This is an example of a:

- A. Execution risk
- B. Structural risk
- C. Critical incident
- D. Known unknown



Correct Answer: A

QUESTION 4

During the portfolio lifecycle, you will be using the roadmap a lot and you be using it to report progress to different stakeholders. When it comes to portfolio roadmap, which of the following options is true?

- A. Roadmap are rarely updated, in contrast to the portfolio charter which gets frequently updated
- B. Roadmap includes internal and external dependencies to other organizational areas
- C. Roadmap is defined after the planning of all components is finished
- D. Roadmaps incorporate all components and shows a graphical representation of the portfolio progress over time

Correct Answer: B

QUESTION 5

While aggregating data from component reports in order to present the portfolio status to the governance board on an upcoming review meeting, which of the following is the most important thing to do?

- A. Disseminating the status to related stakeholders mentioned in communication management plan before the review meeting
- B. Updating the portfolio communication management plan
- C. Disseminating the status to all stakeholders before the review meeting
- D. Perform Communication Requirements Analysis

Correct Answer: D

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