



MOPF^{Q&As}

Management of Portfolio® Foundation

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QUESTION 1

Which is an objective of the Portfolio Strategy?

- A. Create the baseline information to be input into the resource schedule
- B. Document the short term view of what the portfolio is to achieve
- C. Provide an overview of the portfolio linked to the strategic planning cycle
- D. Promote discussion of any potential conflict between departmental and shared goals

Correct Answer: C

QUESTION 2

Identify the missing word in the following sentence. The Portfolio Management [?] are the key foundations on which effective portfolio management is based.

- A. practices
- B. principles
- C. cycles
- D. techniques

Correct Answer: B

QUESTION 3

How does portfolio management support effective corporate governance?

- A. Controls the major changes to business as usual
- B. Clarifies responsibility and accountability for making decisions on which programmes and projects will be funded
- C. Ensures that the organization's change initiatives represent the optimal allocation of limited resources
- D. Provides a means by which the link between strategy and resource allocation can be maintained

Correct Answer: D

QUESTION 4

Which is an example of a performance metric that can be used to assess the impact of portfolio management?

- A. Speed at which service is provided to customers from the point of first contact



- B. Speed at which initiatives, aimed at improving customer service, progress through the development pipeline
- C. Speed at which customer complaints are dealt with from point of receipt through to resolution
- D. Speed at which requests for change are assessed and responded to by individual projects and programmes

Correct Answer: C

QUESTION 5

Which is one of the six key functions that portfolio management needs to coordinate with to achieve strategic objectives?

- A. Business Architecture Planning
- B. Centre of Excellence
- C. Performance management
- D. Information Technology

Correct Answer: C

QUESTION 6

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 7

Which is one of the six primary functions that portfolio management needs to coordinate with to achieve strategic objectives?

- A. Real estate and Property services
- B. Budgeting and resource allocation
- C. Resource management
- D. Communications

Correct Answer: C



QUESTION 8

Which is a benefit of assessing the impact of portfolio management?

- A. More of the 'right' programmes and projects being undertaken
- B. It can help demonstrate a compelling case for investment in portfolio management
- C. The portfolio governance body comes to a collective decision on the composition of the portfolio
- D. More informed decisions concerning the initiation and scheduling of initiatives

Correct Answer: B

QUESTION 9

How does the identification of value drivers help an organization to prioritize change initiatives?

- A. By focusing on the external factors which drive and shape strategy
- B. By allowing a relative weighting to be applied to each driver identified
- C. By identifying the value of each of the benefits resulting from change
- D. By ensuring that all value drivers are specified as monetary values

Correct Answer: B

QUESTION 10

Which is a way that portfolio management can help staff in business as usual understand the contribution that change initiatives will make to operational performance?

- A. By explaining when the impacts of change initiatives will be observed and how they will be measured
- B. By explaining which projects will deliver the change and how they are being monitored
- C. By explaining which programme will deliver the change and how it is being monitored
- D. By explaining who is responsible for realizing benefits and how their performance will be assessed

Correct Answer: C

QUESTION 11

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

- A. Introduce completely new processes rather than build on existing organizational processes



- B. Adopt an incremental rather than a big bang approach
- C. Align reward and recognition processes to departmental or functional performance
- D. Use the most sophisticated software solution available

Correct Answer: C

QUESTION 12

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 13

Which statement about the prioritize practice is true?

- A. A segmented portfolio should use the same criteria to prioritize each segment
- B. Mandatory projects should not be included in the normal prioritization process
- C. Prioritization of initiatives should be based on an estimate of financial benefits that may be achieved
- D. A mandatory requirement should be reviewed to ensure that the planned change is cost effective

Correct Answer: D

QUESTION 14

Which of the following refers to use of the 'management by exception' technique?

- A. Providing a Dashboard Report with a transparent chain from strategic intent to benefits realization
- B. Specifying points at which reviews of initiatives are linked to funding release
- C. Reporting via the documented route and schedule
- D. Referring variances from plan that exceed control limits to the portfolio governance body

Correct Answer: A



QUESTION 15

Which is a \\key to success\\ for the plan practice?

- A. The Portfolio Progress Group / Change Delivery Committee lead the creation of the Portfolio Strategy
- B. The resulting documentation provides a clear line of sight\\
- C. The Portfolio Strategy provides the baseline information against which progress can be monitored
- D. The content of the Portfolio Strategy is best communicated by means of tables and graphs

Correct Answer: B

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