

# 100% Money Back Guarantee

**Vendor:** Exin

**Exam Code:** EX0-005

**Exam Name:** Management of Portfolio Foundation Exam

**Version:** Demo

**QUESTION 1**

What portfolio document provides stakeholders with an authoritative, up to date source of advice on the portfolio management practices adopted and governance arrangements?

- A. Portfolio Management Framework
- B. Portfolio Strategy
- C. Portfolio Delivery Plan
- D. Portfolio Resource Schedule

**Correct Answer:** C

**QUESTION 2**

Which is a solution to the dependency management challenge 'how to present complex information in an easily understandable form'?

- A. Organize a workshop to identify key dependencies
- B. Highlight key dependencies on the portfolio schedule
- C. Organize sessions for initiatives to agree potential dependencies
- D. Modify a version of the prioritization practice to focus on dependencies

**Correct Answer:** B

**QUESTION 3**

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 4**

Which are suggested techniques to align the portfolio with strategy where measures of strategic success have not been clearly defined?

1. Rate the strategic contribution of an initiative as critical, highly desirable or desirable
  2. Split the available funding into relevant portfolio segments
  3. Create a Portfolio Strategy
  4. Senior managers debate strategic alignment and come to a collective decision on the portfolio
- A. 1, 2, 3
  - B. 1, 2, 4
  - C. 1, 3, 4
  - D. 2, 3, 4

**Correct Answer:** C

**QUESTION 5**

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 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 of the following is NOT a main element of the benefits management practice?

- A. Clear arrangements for benefits tracking
- B. A portfolio-level Benefits Realization Plan
- C. Inclusion of re-appraisal of benefits in portfolio-level reviews
- D. Demonstrable senior management commitment

**Correct Answer:** C

**QUESTION 8**

The purpose of the [ ? ] is to collate key information that will provide clarity to senior management on the collection of change initiatives that will deliver the greatest contribution to the strategic objectives?

- A. strategy alignment principle
- B. benefits management practice
- C. portfolio delivery cycle
- D. portfolio definition cycle

**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 statement describes the purpose of the Portfolio Direction Group / Investment Committee?

- A. The role that is responsible for approving changes to the portfolio delivery practices
- B. The governance body where decisions about inclusion of initiatives in the portfolio are made
- C. The governance body responsible for monitoring portfolio progress and resolving issues that may compromise delivery and benefits realization
- D. Ensuring that a consistent fit for purpose' approach to benefits management is applied across the portfolio

**Correct Answer:** A

**QUESTION 11**

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 12**

What term describes portfolio delivery in the context of MoP?

- A. practice
- B. technique
- C. principle
- D. cycle

**Correct Answer:** B

**QUESTION 13**

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 14**

Which describes a 'key to success' of the resource management practice?

- A. Prioritizing change initiatives on the basis of risk/achievability and return/attractiveness
- B. Releasing funding for change initiatives as they complete each stage gate
- C. The management board agree the high-level objectives for the portfolio
- D. Introduction of standard forms for estimating the programme and project staff required on initiatives

**Correct Answer:** D

**QUESTION 15**

Which is NOT one of the three broad approaches to implementing portfolio management?

- A. Evolution
- B. Big bang
- C. Ad hoc
- D. One version of the truth

**Correct Answer:** B

**QUESTION 16**

Identify the missing words in the following sentence. A consequence of a well-functioning portfolio delivery cycle is a portfolio [?] by enabling resource re-allocation when required.

- A. that remains strategically aligned
- B. that has clarity on its high-level scope
- C. where the portfolio governance body makes informed decisions on composition
- D. that matches planned changes with its capacity to deliver

**Correct Answer:** D

**QUESTION 17**

Which portfolio definition practice checks prioritized change initiatives against factors such as: timing; coverage of all strategic objectives; impact across the business etc?

- A. Prioritize
- B. Plan
- C. Categorize
- D. Balance

**Correct Answer:** B

**QUESTION 18**

Which is a role of portfolio management in relation to programme and project management?

- A. To provide mechanisms for management of limited resources
- B. To provide mechanisms for risk management within programmes and projects
- C. To provide mechanisms for delivering individual change initiatives into business as usual
- D. To provide mechanisms for dependency management within projects

**Correct Answer:** C

**QUESTION 19**

Which affects how the MoP principles and practices are adapted by an organization?

- A. The organization's experience in the use of relevant IT solutions
- B. The organization's use of sophisticated approaches
- C. The organization's maturity in project and programme management
- D. The organization's track record in terms of customer satisfaction

**Correct Answer:** A

**QUESTION 20**

Which is NOT a key requirement of a fully effective Portfolio Office?

- A. Reporting into the Business Change or Portfolio Director
- B. Possessing sufficient skill to produce timely and reliable analyses
- C. Being involved fully with programme and project management delivery
- D. Having sufficient status to be effective across the organization

**Correct Answer:** C

**QUESTION 21**

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 22**

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 23**

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 24**

Which is a portfolio delivery practice?

- A. Categorize
- B. Financial management
- C. Staged release of funding
- D. Governance alignment

**Correct Answer:** D

**QUESTION 25**

Which is a purpose of the categorize practice?

- A. To obtain a clear and transparent view of what is in the development pipeline
- B. To enable effective decision-making on the optimum use of funding and other resources
- C. To ensure that every change initiative falls into a category that directly contributes to strategic objectives
- D. To ensure that every category contains at least one change initiative

**Correct Answer:** B

**QUESTION 26**

How does portfolio management enable the most effective balance of organizational change and business as usual?

1. ensure change initiatives are agreed at the appropriate management level
2. prioritize change initiatives in line with strategic objectives
3. review change initiatives regularly in terms of progress, cost, risk, benefits and strategic contribution
4. cancel change initiatives if other initiatives appear with a better predicted return

- A. 1, 2, 3
- B. 1, 2, 4
- C. 1, 3, 4
- D. 2, 3, 4

**Correct Answer:** D

**QUESTION 27**

Which is a 'key to success' of the stakeholder engagement practice?

- A. Use of contemporary communications

- B. Evidence-based forecasting
- C. Clarity about governance structures and roles
- D. Involve risk experts

**Correct Answer:** A

**QUESTION 28**

Which is one of the three broad approaches to implementing portfolio management?

- A. Definition
- B. Balance
- C. One version of the truth
- D. Big bang

**Correct Answer:** B

**QUESTION 29**

Which is a 'key to success' of the senior management commitment principle?

- A. At least half of the management board must champion the implementation of portfolio management
- B. The Portfolio Strategy includes a compelling vision for the portfolio
- C. Accountabilities for members of management boards will be defined by the Portfolio Office
- D. Senior managers' personal objectives are independent of the success of changes within the portfolio

**Correct Answer:** C

**QUESTION 30**

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 31**

Which statement about multi-level portfolios is true?

- A. There should be clearly defined rules for delegation
- B. Investment decisions are only reviewed at corporate level
- C. Management of sub-portfolios is independent of the portfolio governance body
- D. All current and planned change initiatives must be included in one of the sub-portfolios

**Correct Answer:** D

**QUESTION 32**

Which questions are addressed by portfolio management as part of strategic planning?

1. Are the programmes and projects in the portfolio necessary?
2. Is the portfolio together with business as usual activities sufficient to achieve the strategic objectives?
3. Where in business as usual will the objectives be achieved?
4. Is the portfolio affordable?

A. 1, 2, 3

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