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QUESTION 1

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 2

Assume you are a functional manager in your medical device company in research and development. Your scientists have determined a new product that will be a breakthrough for the company, and you want to serve as the sponsor for this component and present it to your Portfolio Review Board. You will need resources from other parts of the company to commercialize it. As you prepare your proposal you are following the key descriptors set up by the portfolio staff and will include:

- A. Risk reduction
- B. Regulatory and compliance issues
- C. Internal and external dependencies
- D. Qualitative benefits

Correct Answer: D

QUESTION 3

Assume it was your suggestion to the executive team as the newly appointed Chief Financial Officer for your organization to implement portfolio management. While someone has been identified to be the portfolio manager, you are developing the charter and the structure. In doing so, guidance is provided by the:

- A. Portfolio strategic plan
- B. Organization's strategic plan
- C. Portfolio roadmap
- D. Plans, policies, and documentation of stakeholder expectations

Correct Answer: A



QUESTION 4

Your CEO was fired because of a decline in the company's profits by the Board of Directors. They have now hired a new CEO, who plans to re-shape the portfolio and has changed the company's strategic goals and objectives. The new CEO will continue the existing product line of soap products that the company has manufactured for the past 50 years but now will manufacture new products to focus on the baby boomer generation as they retire but desire to maintain a youthful appearance. It also will offer other products to new high school and college graduates who want to appear older. As the portfolio manager you should:

- A. Determine the overall impact to the portfolio performance
- B. Determine investment requirements to move to these markets
- C. Assess the competencies of the existing staff to support these new products
- D. Evaluate whether the new products can be outsourced to reduce time to market

Correct Answer: A

QUESTION 5

Establishing a portfolio management process starts with the development of the organizational portfolio management implementation plan. Which of the following helps while developing this plan?

- A. A proficient management team commitment to the effort
- B. All of the options
- C. A planned approach to change organizational behavior that includes a balance of strong leadership and management
- D. A planned approach for incrementally developing and implementing portfolio management processes

Correct Answer: B

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