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QUESTION 1

Assume you are the portfolio manager for a public sector organization, and it has been part of a public-private partnership for three years for highway projects. You are making recommendations as to the next program to undertake. The head of your Highway Department in your State is questioning whether the partnership is the best approach or whether it is best to work on its own. You asked the Marketing manager for assistance, and she prepared a value-for-money analysis. This approach is useful in that it:

A. Enables an apples-to-apples comparison of the two approaches

B. Provides a real options approach

C. Supports a value-to-organizational vision approach

D. Computes the expected monetary value of the two approaches

Correct Answer: A

QUESTION 2

Based on the following table, assume you have been asked to perform a prioritization analysis based on these data. You realize risk is a major concern to the company, but you have some data available about potential benefits. These data show A and D have the greatest benefits. A and D are followed in terms of benefits by C, then B, then F, and finally Assume three of the programs and projects can be added to the portfolio when the Board meets. Your recommendation is to select:

Project/Program	Cost	IRR	Risk	Type
Program A	$30 million	21%	0	Operational improvement
Program B	$30 million	22%	1	Operational improvement
Program C	$30 million	26%	2	Capital expansion
Project D	$30 million	24%	1	New product
Project E	$30 million	22%	2	New product
Project F	$30 million	28%	3	New strategy

A. A, B, and C

B. A, D, and C

C. A, F, and C

D. D, B, and C

Correct Answer: B

QUESTION 3

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 4

You have been managing multiple portfolios in your company for the past two decades and all deliveries were successful. A new portfolio manager is struggling and came to you for advice on the portfolio process groups. He knows that portfolio process groups are the base of portfolio management. While you explain to him about them, you told him that portfolio process groups are independent of

A. Business and Strategic Objectives

B. Application Areas and Industry Focus

C. Budget

D. Human Resources

Correct Answer: B

QUESTION 5

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

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