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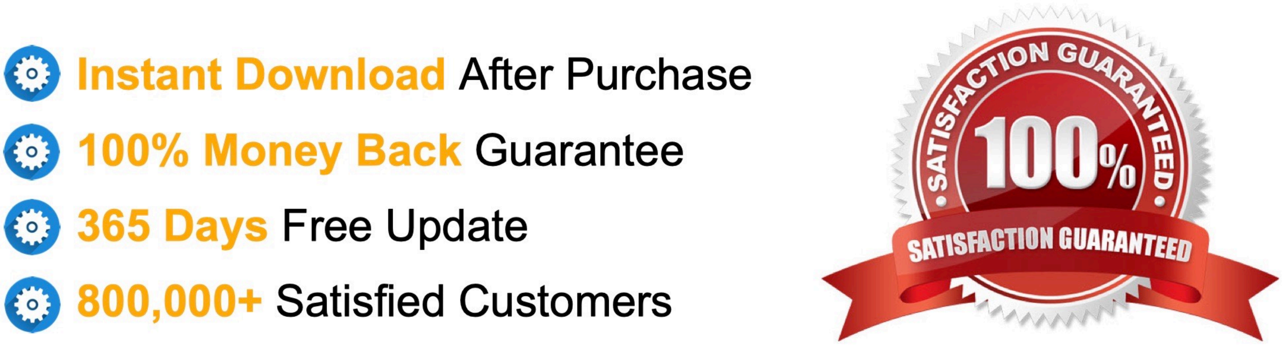

QUESTION 1

Risks perspectives differ within the organization between executive management, operations management, portfolio management and project/program management. Which of the following are common risk concerns across the organization?

A. Reporting and data accuracy

B. Organizational Integrity

C. Time, cost and scope commitments

D. Issues with Product development

Correct Answer: B

QUESTION 2

While defining the portfolio, the portfolio manager uses a set of evaluation criteria in order to generate a list of portfolio components for optimization and balancing. Which of the following is not an evaluation criteria?

A. Technology capabilities and capacities

B. Costs

C. Benefits, financial and non-financial

D. Customer

Correct Answer: D

QUESTION 3

You have a portfolio component that is using earned value analysis. It is at the 15% point of completion, and it is evident that it cannot be completed as planned. Adding resources will not solve the problem, and at the last Portfolio Review Board meeting, the Board members decided to terminate this component based on its various risks. They then decided the resources allocated to this component could be transferred to other portfolio components enhancing their early completion and avoiding risks from competitors. As the portfolio manager, you:

A. Worked with the component managers to ease the transition

B. Documented these decisions in portfolio reports

C. Set up both quantitative and qualitative metrics to determine the usefulness of adding resources to the other components

D. Met with the affected component managers and their teams to explain these changes

Correct Answer: B

QUESTION 4

As part of the portfolio management plan, you have the "Manage Strategic Change" and the "Change

Control and Management". This is causing issues to one of your team\\'s junior portfolio managers as she

cannot understand the difference.

In your opinion, what is the difference between both?

A. There is no difference; they both refer to the same document

B. "Manage Strategic Change" enables managing changes to strategic direction; and the "Change Control and Management" defines the process for change management activities during portfolio execution

C. "Manage Strategic Change" is the detailed process of "Change Control and Management"

D. "Change Control and Management" manages changes to strategic direction; and the "Manage Strategic Change" defines the process for change management activities during portfolio execution

Correct Answer: B

QUESTION 5

You are managing a highly technical portfolio and are already mid-way through the implementation. You know that the communication is key to success as all the involved parties and stakeholders have a high technical exposure and you should maintain their buy-in along the lifecycle. Part of your activities is to collaborate with stakeholders to reach a common ground and to resolve conflicts. Which of the following is considered a collaboration technique?

A. Interview and observation survey techniques

B. All of the options

C. Focus groups and brainstorming activities

D. Polling input from a team as a consensus or majority vote

Correct Answer: D