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QUESTION 1

Working to prepare the portfolio performance management plan, assume you have been involving others in the process to help secure their later support of the plan. You also reviewed historical information and other artifacts. Not to be overlooked is a/an:

- A. Benefit schedule
- B. Organization chart
- C. Regulatory requirements
- D. Governance model

Correct Answer: A

QUESTION 2

Your Portfolio Review Board is scheduled to meet in a week. Resources only are available to support one project, and detailed business cases have been prepared for two of them. Your company has a policy of being risk adverse. Based on the following table, which project would you recommend to the Board, and what else would you mention to them?

	<i>Project 1</i>	<i>Project 2</i>
Benefits	\$750,000	\$25,000
Costs	\$500,000	\$15,000

- A. Project A and it has less risk associated with it
- B. Project B and it has less risk associated with it
- C. Project A as the benefits will be realized in a shorter time period
- D. Project B but other qualitative items are not available

Correct Answer: D

QUESTION 3

You are a portfolio manager for a company with volatile market conditions and continuous strategic changes. It is always important for you to use methods such as simulation techniques, flowcharts and decision trees to be able to balance the portfolio with the actual needs. Which of the following tools and techniques you are using in this case?

- A. SWOT Analysis
- B. Cost-Benefit analysis
- C. Probability Analysis

D. Capability and Capacity AnalysisCorrect Answer: C

QUESTION 4

Your IT company has been successful as it is able to deliver projects on time without the need for rework and within the allocated budget. Your customers have been astonished with the results and are using your company for additional work, plus they have been recommending your company to others. Your company is experiencing tremendous growth and wants to ensure it can take on the new work with existing resources, both people and systems, or whether it will need to use outsourcing. Given its outstanding reputation, your executives wish to avoid the need to outsource. You have been asked to perform a capacity analysis. A best practice is to:

- A. Prepare a model of the current configuration and modify it to determine future capacity requirements
- B. Determine and document existing assumptions
- C. Inventory staff members to assess their level of competencies and existing workload
- D. Use resource leveling in an enterprise project management information system

Correct Answer: A

QUESTION 5

Assume you work in a weak matrix structure in your pharmaceutical company in which most of the program and project managers are coordinators, and most of the staff that supports them are in functional organizations. On some high priority programs, staff may be dedicated to the program full time for a short time period; however, operational work often takes precedence especially in manufacturing. The demand for some of the pharmaceutical products often outpaces the available supply, and shelf life is short. These fluctuations of resources then:

- A. Require use of resource smoothing
- B. Led to the development of resource heuristics as to how best to manage the portfolio
- C. Require sign-offs from functional managers on the portfolio charter concerning resource availability
- D. Impact the availability of the work managed within the portfolio

Correct Answer: D

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