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## Exam EX0-005

### Management of Portfolio® Foundation

Version: 6.0

[ Total Questions: 100 ]

**Topic 1, Volume A****Question No : 1 - (Topic 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

**Answer: C**

**Question No : 2 - (Topic 1)**

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

**Answer: B**

**Question No : 3 - (Topic 1)**

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

**Answer: A**

**Question No : 4 - (Topic 1)**

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

**Answer: C**

**Question No : 5 - (Topic 1)**

Which is one of the five portfolio management principles?

- A. Portfolio definition
- B. Multi-criteria analysis
- C. Prioritize
- D. Strategy alignment

**Answer: D**

**Question No : 6 - (Topic 1)**

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

**Answer: B**

**Question No : 7 - (Topic 1)**

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

**Answer: C**

**Question No : 8 - (Topic 1)**

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

**Answer: B**

**Question No : 9 - (Topic 1)**

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

**Answer: B**

**Question No : 10 - (Topic 1)**

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

**Answer: A**

**Question No : 11 - (Topic 1)**

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

**Answer: C**

**Question No : 12 - (Topic 1)**

What term describes portfolio delivery in the context of MoP?

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

**Answer: B**

**Question No : 13 - (Topic 1)**

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

**Answer: C**

**Question No : 14 - (Topic 1)**

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

**Answer: D**

**Question No : 15 - (Topic 1)**

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

**Answer: B**

**Question No : 16 - (Topic 1)**

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

**Answer: D**

**Question No : 17 - (Topic 1)**

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

**Answer: B**

**Question No : 18 - (Topic 1)**

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

**Answer: C**