

# PeopleCert

106 Exam

MOP

## Questions & Answers (Demo Version - Limited Content)

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**Question: 1**

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What has as its purpose: To ensure the successful implementation of the planned change initiatives as agreed in the Portfolio Strategy and Delivery Plan?

- A. Portfolio definition cycle
- B. Portfolio management
- C. Resource management
- D. Portfolio delivery cycle

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**Answer: D**

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**Question: 2**

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Which is a main element of the benefits management practice?

- A. Defined processes recorded in the Portfolio Management Framework
- B. A shared vision of what the portfolio is designed to achieve
- C. Present findings creatively
- D. Feeding lessons learned from post-implementation reviews back into forecasting

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**Answer: D**

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**Question: 3**

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Which is a main element in the organizational governance practice?

- A. Using stage gates to ensure initiatives are reviewed consistently based on strategic contribution and risk
- B. Regular review of risks across the portfolio
- C. Applying staged release of funding linked to stage gates
- D. Clearly describing arrangements for benefits tracking and reporting

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**Answer: A**

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**Question: 4**

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Which is one of the three ways in which senior level engagement is crucial to effective portfolio management?

- A. Endorsing the decisions the Portfolio Office make about the composition of the portfolio
- B. Ensuring the Portfolio Manager champions the implementation of Portfolio Management
- C. Creating a clear decision-making structure so that decisions are made swiftly and in line with business strategy
- D. Prioritizing the portfolio on the basis of resource availability

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**Answer: C**

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**Question: 5**

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Which statements about the Portfolio Office (headed by the Portfolio Manager) are true?

- 1. It helps to ensure that a consistent approach is applied across the portfolio
- 2. It prepares the Portfolio Strategy and Delivery Plan
- 3. It is a temporary structure set up to assist with the delivery of change
- 4. It provides assurance to senior management on effective delivery of change

- A. 1, 2, 3
- B. 1, 2, 4
- C. 1, 3, 4
- D. 2, 3, 4

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**Answer: B**

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**Question: 6**

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Which is a way of sustaining progress in the implementation of portfolio management?

- A. Introduce completely new processes for portfolio management rather than trying to build on existing organizational processes
- B. Adopt a big bang approach rather than an incremental or staged approach
- C. Align reward and recognition processes for senior management to appropriate behaviours
- D. Ensure the organization uses the most sophisticated software solution available rather than tailoring the tools that it already uses

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**Answer: C**

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**Question: 7**

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Which is a portfolio definition practice?

- A. Strategy alignment
- B. Multi-criteria analysis
- C. Categorize
- D. Benefits management

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**Answer: C**

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**Question: 8**

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Which is NOT a 'key to success' of an energized change culture?

- A. A learning organization in which lessons learned are captured, disseminated and acted upon
- B. Collaborative working including adapting the reward and recognition systems to reflect and encourage desired corporate behaviours
- C. A Portfolio Office that is appropriately skilled with an agreed mandate
- D. Role descriptions clearly link personal objectives with strategic objectives

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**Answer: C**

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**Question: 9**

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Which is a benefit of portfolio management?

- A. Enables best management practices such as PRINCE2 and MSP to be mandated
- B. Justifies the application of sophisticated software tools
- C. Enables more efficient resource utilization
- D. Detailed approaches are prescribed that are applicable to most organizations

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**Answer: C**

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**Question: 10**

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Which is a result of an effectively managed portfolio delivery cycle?

- A. There is clarity on the high level scope of potential change initiatives
- B. The portfolio governance body makes informed decisions on the composition of the portfolio
- C. Improved delivery on time and to budget
- D. Change initiatives are planned in detail

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**Answer: C**

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