

MOPF

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Exam A

QUESTION 1

What portfolio document provides stakeholders with an authoritative, up to date source of advice on the portfolio management practices adopted and governance arrangements?



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- A. Portfolio Management Framework
- B. Portfolio Strategy
- C. Portfolio Delivery Plan
- D. Portfolio Resource Schedule

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 3

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

Which is one of the five portfolio management principles?



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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 6

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 9

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 10

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 12

What term describes portfolio delivery in the context of MoP?

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

D. cycle

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 13

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 14

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 15

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 16

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 18

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 19

Which affects how the MoP principles and practices are adapted by an organization?

- A. The organization's experience in the use of relevant IT solutions
- B. The organization's use of sophisticated approaches
- C. The organization's maturity in project and programme management
- D. The organization's track record in terms of customer satisfaction

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 20

Which is NOT a key requirement of a fully effective Portfolio Office?

- A. Reporting into the Business Change or Portfolio Director
- B. Possessing sufficient skill to produce timely and reliable analyses
- C. Being involved fully with programme and project management delivery
- D. Having sufficient status to be effective across the organization

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 21

Which statement about the prioritize practice is true?

- A. A segmented portfolio should use the same criteria to prioritize each segment
- B. Mandatory projects should not be included in the normal prioritization process
- C. Prioritization of initiatives should be based on an estimate of financial benefits that may be achieved
- D. A mandatory requirement should be reviewed to ensure that the planned change is cost effective

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 22

How does portfolio management support effective corporate governance?

- A. Controls the major changes to business as usual
- B. Clarifies responsibility and accountability for making decisions on which programmes and projects will be funded
- C. Ensures that the organization's change initiatives represent the optimal allocation of limited resources

D. Provides a means by which the link between strategy and resource allocation can be maintained

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 23

Which of the following is a main element of the financial management practice?

- A. Application of staged release funding linked to stage/phase gates
- B. Categorization of benefits as cashable and non-cashable
- C. Consideration of financial liabilities arising from performance and guarantee bonds
- D. Sub-portfolios are periodically reviewed

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 24

Which is a portfolio delivery practice?

- A. Categorize
- B. Financial management
- C. Staged release of funding
- D. Governance alignment

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 25

Which is a purpose of the categorize practice?

- A. To obtain a clear and transparent view of what is in the development pipeline
- B. To enable effective decision-making on the optimum use of funding and other resources
- C. To ensure that every change initiative falls into a category that directly contributes to strategic objectives
- D. To ensure that every category contains at least one change initiative

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 26

How does portfolio management enable the most effective balance of organizational change and business as usual?

1. ensure change initiatives are agreed at the appropriate management level
2. prioritize change initiatives in line with strategic objectives
3. review change initiatives regularly in terms of progress, cost, risk, benefits and strategic contribution
4. cancel change initiatives if other initiatives appear with a better predicted return

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 27

Which is a 'key to success' of the stakeholder engagement practice?

- A. Use of contemporary communications
- B. Evidence-based forecasting

- C. Clarity about governance structures and roles
- D. Involve risk experts

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 28

Which is a 'key to success' of the senior management commitment principle?

- A. At least half of the management board must champion the implementation of portfolio management
- B. The Portfolio Strategy includes a compelling vision for the portfolio
- C. Accountabilities for members of management boards will be defined by the Portfolio Office
- D. Senior managers' personal objectives are independent of the success of changes within the portfolio

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 29

Which is one of the three broad approaches to implementing portfolio management?

- A. Definition
- B. Balance
- C. One version of the truth
- D. Big bang

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 30

Which is an example of a performance metric that can be used to assess the impact of portfolio management?



- A. Speed at which service is provided to customers from the point of first contact
- B. Speed at which initiatives, aimed at improving customer service, progress through the development pipeline
- C. Speed at which customer complaints are dealt with from point of receipt through to resolution
- D. Speed at which requests for change are assessed and responded to by individual projects and programmes

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 31

Which statement about multi-level portfolios is true?

- A. There should be clearly defined rules for delegation
- B. Investment decisions are only reviewed at corporate level
- C. Management of sub-portfolios is independent of the portfolio governance body
- D. All current and planned change initiatives must be included in one of the sub-portfolios

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 32

Which questions are addressed by portfolio management as part of strategic planning?

1. Are the programmes and projects in the portfolio necessary?

2. Is the portfolio together with business as usual activities sufficient to achieve the strategic objectives?
3. Where in business as usual will the objectives be achieved?
4. Is the portfolio affordable?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 33

Which statement describes 'comfortable energy'?

- A. Staff are keen on problem solving and identifying new initiatives
- B. Staff do only the minimum that is required
- C. Staff are happy with the way things are
- D. Staff actively hinder change and innovation

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 34

Which is a way that portfolio management can help staff in business as usual understand the contribution that change initiatives will make to operational performance?

- A. By explaining when the impacts of change initiatives will be observed and how they will be measured
- B. By explaining which projects will deliver the change and how they are being monitored
- C. By explaining which programme will deliver the change and how it is being monitored
- D. By explaining who is responsible for realizing benefits and how their performance will be assessed

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 35

Which is a portfolio definition practice?

- A. Governance alignment
- B. Reference class forecasting
- C. Understand
- D. Resource management

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 36

Identify the missing word in the definition of portfolio management. A coordinated collection of [?] processes and decisions that together enable the most effective balance of organizational change and business as usual.

- A. business
- B. strategic
- C. programme
- D. delivery

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 37

Identify the missing word in the definition of portfolio management. A coordinated collection of [?] processes and decisions that together enable the most effective balance of organizational change and business as usual.

- A. business
- B. strategic
- C. programme
- D. delivery

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 38

Which of the following is a main element of the management control practice?

- A. Collaborative working between the Portfolio Office and the organizations communications experts
- B. A consistent approach to benefits categorization
- C. Guidance and templates for business case preparation
- D. Tailored investment criteria

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 39

Promoting an energized culture that is focused on collaborative working in the interests of the organization as a whole is a responsibility of which portfolio role?

- A. Portfolio Progress Group/Change Delivery Committee
- B. Portfolio Manager
- C. Business Change Director/Portfolio Director
- D. Portfolio Benefits Manager

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 40

Which statement describes the relationship between portfolio management and business as usual (BAU) in terms of delivering strategic objectives?



- A. Portfolio management runs the business; BAU changes the business
- B. Portfolio management realizes benefits when major changes are successfully implemented; BAU realizes benefits from tactical improvements
- C. Portfolio management controls the major changes to BAU; BAU realizes benefits when major changes are successfully implemented
- D. Portfolio management realizes benefits when major changes are successfully implemented; BAU controls the major changes delivered by portfolio management

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 41

Which is an objective of portfolio management?

- A. To ensure the portfolio contains all business change within the organization
- B. To actively manage the deployment of project and programme staff
- C. To ensure the collection of change initiatives is sufficient to achieve the required strategic contribution
- D. To ensure a single set of investment criteria are applied to all change initiatives

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 42

Which is NOT a 'key to success' of the balance practice?

- A. Findings may be presented in a graphical format
- B. Balancing follows preparation of the Portfolio Strategy and Delivery Plan
- C. Algorithms and investment rules may guide decision-making
- D. The portfolio governance body should understand its role in balancing the portfolio

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 43

Which of the following are main elements of the risk management practice?

1. Implementing standards which apply to all change initiatives
2. Collaborative working to facilitate compliance with organizational standards
3. An effective escalation process
4. Champion-challenger model

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 44

Which portfolio management document contains key dependencies?

- A. Portfolio Benefits Management Framework

- B. Portfolio Stakeholder Engagement and Communications Plan
- C. Portfolio Delivery Plan
- D. Portfolio Resource Schedule

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 45

What is an objective of performing a gap analysis during the understand practice?

- A. To identify change initiatives required to close the gap between current and target performance
- B. To prioritize initiatives within the current portfolio to identify which are the organization's most important initiatives
- C. To identify the gap between where the organization will be on current trajectory and where it needs to be to achieve its strategic objectives.
- D. To identify resource requirements for business as usual against those required to deliver strategic changes

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 46

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

- A. Introduce completely new processes rather than build on existing organizational processes
- B. Adopt an incremental rather than a big bang approach
- C. Align reward and recognition processes to departmental or functional performance
- D. Use the most sophisticated software solution available

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 47

Which of the following are 'keys to success' of the organizational governance practice?

1. A shared vision for the portfolio
2. Focus on senior management
3. Business cases and progress are reviewed regularly
4. Shared understanding of the governance structure and processes

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 48

Which of the following is a consequence of the portfolio definition cycle being managed well?

- A. Resources are re-allocated when required resulting in the portfolio remaining strategically aligned
- B. The portfolio governance body makes informed decisions on the composition of the portfolio
- C. Initiatives will be started without considering their fit with the current portfolio
- D. Resources, risks and dependencies will be efficiently and effectively managed

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 49

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

- A. Portfolio definition cycle
- B. Understand practice
- C. Portfolio delivery cycle
- D. Strategy alignment principle

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 50

The purpose of which practice is to ensure that delivery stays on track and that the portfolio remains strategically aligned?

- A. Management control
- B. Organizational governance
- C. Stakeholder engagement
- D. Prioritize

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



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