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Management of Portfolio® Foundation

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Topic Break Down

Topic	No. of Questions
Topic 1, Volume A	49
Topic 2, Volume B	51
Total	100

QUESTION NO: 1

Which is the purpose of the understand practice?

- A. To obtain a clear understanding of what is in the current portfolio and development pipeline, including forecast costs, benefits and risks
- B. To answer the question as to which initiatives the organization should invest in
- C. To ensure a portfolio is balanced, taking into account coverage of all strategic objectives and impact across the business
- D. To monitor progress against the Portfolio Delivery Plan

ANSWER: A

QUESTION NO: 2

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

ANSWER: D

QUESTION NO: 3

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: 4

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: 5

How do portfolio and performance management coordinate to deliver strategic objectives?

1. Utilise the expertise of the performance management function in designing portfolio performance metrics
2. Deliver change initiatives that contribute to strategic objectives
3. Incorporate the anticipated impact of the portfolio in performance targets
4. Ensure the performance management function are engaged at an early point in the development of business cases

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

ANSWER: C

QUESTION NO: 6

Why is it sometimes helpful to break down portfolio categories or segments into sub-categories?

- A. To evaluate the benefits expected from each change initiative
- B. To produce a ranked list of strategic changes, taking into account impact across the business
- C. To assess the contribution of initiatives by expressing strategic objectives in greater detail
- D. To ensure business cases are prepared on a consistent basis

ANSWER: C

QUESTION NO: 7

Which statement about the prioritize practice is true?

- A. Investment criteria used should be the same for each segment of the portfolio
- B. The Portfolio Office should approve the prioritized list of changes before presentation to management boards
- C. Mandatory changes (e.g. legal requirements) do not need to be included in the prioritization exercise
- D. Stakeholders should be able to see evidence that all changes have been assessed fairly and consistently

ANSWER: D

QUESTION NO: 8

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

ANSWER: C

QUESTION NO: 9

Which is a portfolio delivery practice?

- A. Balance
- B. Energized change culture
- C. Management by exception
- D. Risk management

ANSWER: D

QUESTION NO: 10

Which is a main element in the resource management practice?

- A. Understanding the demand for constrained resources
- B. Motivating people to commit to the delivery of shared goals
- C. Scheduling portfolio initiatives to avoid adversely impacting operational performance
- D. Emphasising the need to operate as one team

ANSWER: A