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NEW QUESTION: 1

Which describes the full scope of portfolio management?

- A. Deciding where to invest - 'doing the right things'
- B. 'Doing the right things' and 'doing things right' at a collective level
- C. Ensuring successful initiative delivery - doing things right'
- D. 'Doing the right things' and 'doing things right' at an individual initiative level

Answer: B (LEAVE A REPLY)

NEW QUESTION: 2

Which of the following is NOT an MoP portfolio management principle?

- A. Portfolio Definition
- B. Energized Change Culture
- C. Governance Alignment
- D. Establishing a Portfolio Office

Answer: A (LEAVE A REPLY)

NEW QUESTION: 3

Which statement about the prioritize practice is true?

- A. Stakeholders should be able to see evidence that all changes have been assessed fairly and consistently
- 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. Investment criteria used should be the same for each segment of the portfolio

Answer: A (LEAVE A REPLY)

NEW QUESTION: 4

Which is a main element of the benefits management practice?

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 5

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

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

Answer: (SHOW ANSWER)

NEW QUESTION: 6

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

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

Answer: (SHOW ANSWER)

NEW QUESTION: 7

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 8

Gathering key information to provide clarity to senior management on the collection of change initiatives is the purpose of:

- A. Risk management
- B. Management control

- C. Portfolio Definition Cycle
- D. Stakeholder engagement

Answer: C (LEAVE A REPLY)

NEW QUESTION: 9

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. Ensure the organization uses the most sophisticated software solution available rather than tailoring the tools that it already uses
- C. Align reward and recognition processes for senior management to appropriate behaviours
- D. Adopt a big bang approach rather than an incremental or staged approach

Answer: C (LEAVE A REPLY)

NEW QUESTION: 10

Which is NOT an acceptable approach to budgeting in the context of portfolio management?

- A. Budgets are devolved to strategic business units for BAU, but budgets for change initiatives are controlled centrally, with portfolio management applied within each strategic business unit
- B. Budgets are devolved to strategic business units for both business as usual (BAU) and change initiatives, with portfolio management applied within each strategic business unit
- C. Budgets are devolved to strategic business units for both BAU and change initiatives, with portfolio management applied across the units to co-ordinate cross-organizational change initiatives
- D. Budgets are devolved to strategic business units for BAU but budgets for change initiatives controlled centrally, with portfolio management applied across the units

Answer: (SHOW ANSWER)

NEW QUESTION: 11

Which is a main element of the management control practice?

- A. Stage or phase gates
- B. Benefits eligibility rules
- C. Strategy alignment
- D. Decision conferencing

Answer: A (LEAVE A REPLY)

NEW QUESTION: 12

What has as its purpose - to collate key information for senior management on those change initiatives that will deliver the greatest contribution to the strategic objectives?

- A. Portfolio management principles
- B. Portfolio delivery cycle
- C. Portfolio definition cycle
- D. Management control practice

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 13

Which is one of the keys to success of the portfolio management principle: strategy alignment?

- A. Stakeholders understand how portfolio decisions are made
- B. Lessons learned are disseminated and acted upon
- C. The portfolio is reviewed regularly
- D. Roles, responsibilities and accountabilities are clearly defined

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 14

What does portfolio management provide strategic planning with?

- A. Setting the context within which strategic planning operates
- B. Setting of strategic objectives and confirmation of any changes
- C. Analysis of the environment within which strategy is developed
- D. Momentum and energy for strategy development based on effective delivery of change

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 15

Which portfolio definition practice checks prioritized change initiatives against factors such as:

timing; coverage of all strategic objectives; impact across the business etc?

- A. Plan
- B. Balance
- C. Categorize
- D. Prioritize

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 16

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

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

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 17

Which portfolio implementation approach is suitable where strategy is formulated by the top management and the environment is stable?

- A. Ad-hoc
- B. Agile
- C. Big-bang
- D. Staged release of funds

Answer: C (LEAVE A REPLY)

NEW QUESTION: 18

What is the definition of programme management?

- A. An activity that harvests value from assets owned by a business
- B. An approach to manage several related projects, to improve the performance of the entire programme.
- C. A coordinated collection of strategic processes and decisions.
- D. It is the totality of its investment in the changes (or segment thereof) required to achieve the strategic objectives.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 19

Which is one of the 5 portfolio management principles?

- A. Categorize
- B. Management by exception
- C. Portfolio delivery
- D. Governance alignment

Answer: D (LEAVE A REPLY)

NEW QUESTION: 20

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

- A. Senior managers' personal objectives are independent of the success of changes within the portfolio

B. At least half of the management board must champion the implementation of portfolio management

C. The Portfolio Strategy includes a compelling vision for the portfolio

D. Accountabilities for members of management boards will be defined by the Portfolio Office

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 21

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 ([LEAVE A REPLY](#))

NEW QUESTION: 22

Which portfolio delivery practice ensures clarity about what decisions are made, where, when, and what criteria are used?

A. Organizational governance

B. Benefits management

C. Resource management

D. Management control

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 23

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

A. To assess the contribution of initiatives by expressing strategic objectives in greater detail

B. To produce a ranked list of strategic changes, taking into account impact across the business

C. To ensure business cases are prepared on a consistent basis

D. To evaluate the benefits expected from each change initiative

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 24

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

A. The portfolio governance body should understand its role in balancing the portfolio

B. Findings may be presented in a graphical format

- C. Balancing follows preparation of the Portfolio Strategy and Delivery Plan
- D. Algorithms and investment rules may guide decision-making

Answer: A (LEAVE A REPLY)

NEW QUESTION: 25

What is the definition of portfolio management?

- A. Carrying out the co-ordinated organization, direction and implementation of a dossier of projects and transformation activities to achieve outcomes and realize benefits of strategic importance to the business
- B. A co-ordinated collection of strategic processes and decisions that together enable the most effective balance of organizational change and business as usual
- C. An approach, or line to take, designed to achieve a long-term aim
- D. Successfully implementing planned change initiatives whilst ensuring the portfolio adapts to changes in strategic objectives, project and programme delivery, and lessons learned

Answer: (SHOW ANSWER)

NEW QUESTION: 26

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

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 27

Which statement about the prioritize practice is true?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 28

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

- A. Staged release of funding
- B. Post-implementation reviews
- C. Regular reporting of progress against plan
- D. Alignment of the portfolio and financial reporting cycles

Answer: (SHOW ANSWER)

NEW QUESTION: 29

Which is an objective of portfolio management?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 30

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 31

Identify the missing words in the following sentence. Dependencies in a complex portfolio environment [?] but if not managed effectively can represent a serious risk to delivery.

- A. are a non-critical part of the project plan
- B. do not need to be summarised in a portfolio dashboard report
- C. are a relatively simple matter
- D. are not always immediately obvious

Answer: D (LEAVE A REPLY)

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NEW QUESTION: 32

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

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 33

Which illustrates a 'key to success' for the balance practice?

- A. Use algorithms and investment rules to guide decision making
- B. Clearly defining the scope of the portfolio and what constitutes a project
- C. Use financial investment criteria, such as NPV
- D. Use categorization to assess alignment to strategic objectives

Answer: A (LEAVE A REPLY)

NEW QUESTION: 34

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 35

Which statement about 'decision conferencing' is FALSE?

- A. Senior management debate and agree the scores/ratings for each initiative
- B. A facilitator can help to ensure that a consensus is reached
- C. The Board approve a prioritized listing developed by the Portfolio Office
- D. It can result in greater commitment by senior management to the portfolio

Answer: C (LEAVE A REPLY)

NEW QUESTION: 36

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

- A. The portfolio governance body makes informed decisions on the composition of the portfolio
- B. Initiatives will be started without considering their fit with the current portfolio
- C. Resources, risks and dependencies will be efficiently and effectively managed

D. Resources are re-allocated when required resulting in the portfolio remaining strategically aligned

Answer: B (LEAVE A REPLY)

NEW QUESTION: 37

Which is a portfolio delivery practice?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 38

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 39

Which describes a 'key to success' of the resource management practice?

- A. Introduction of standard forms for estimating the programme and project staff required on initiatives
- B. The management board agree the high-level objectives for the portfolio
- C. Prioritizing change initiatives on the basis of risk/achievability and return/attractiveness
- D. Releasing funding for change initiatives as they complete each stage gate

Answer: A (LEAVE A REPLY)

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