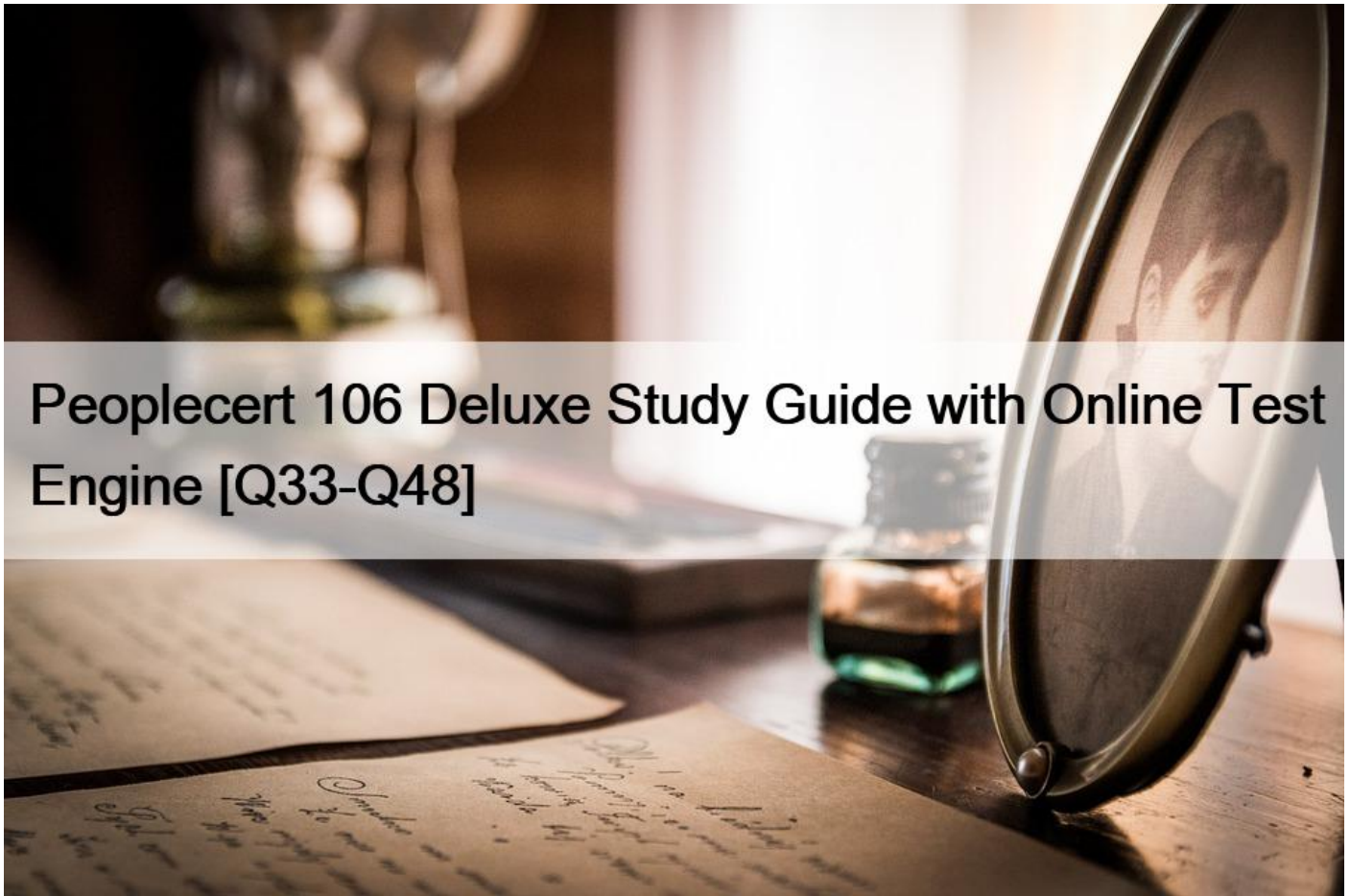


Peoplecert 106 Deluxe Study Guide with Online Test Engine [Q33-Q48]



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Q33. What does portfolio management provide strategic planning with?

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

Q34. 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.

- * business
- * strategic
- * programme
- * delivery

Q35. Which affects how the MoP principles and practices are adapted by an organization?

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

Q36. What is reference class forecasting?

- * An approach for implementing portfolio management in a stable environment where the top management sets strategy
- * Predicting future performance based on an assessment of the past performance
- * An approach for implementing portfolio management part by part as and when time permits
- * An approach for implementing portfolio management in a less-stable environment, where strategy is also developing

Q37. Which is a main element in the organizational governance practice?

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

Q38. 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

- * 1, 2, 3
- * 1, 2, 4
- * 1, 3, 4
- * 2, 3, 4

Q39. Which is a main element of the management control practice?

- * Decision conferencing
- * Benefits eligibility rules
- * Stage or phase gates
- * Strategy alignment

Q40. Which portfolio definition practice collates information from the portfolio definition cycle and creates a Portfolio Strategy?

- * Prioritize
- * Plan
- * Categorize
- * Balance

Q41. Which is a 'key to success' of the stakeholder engagement practice?

- * Use of contemporary communications
- * Evidence-based forecasting
- * Clarity about governance structures and roles
- * Involve risk experts

Q42. Which portfolio implementation approach is suitable where strategy is formulated by the top management and the environment is stable?

- * Agile
- * Ad-hoc
- * Staged release of funds
- * Big-bang

Q43. How does portfolio management support effective corporate governance?

- * Controls the major changes to business as usual
- * Clarifies responsibility and accountability for making decisions on which programmes and projects will be funded
- * Ensures that the organization's change initiatives represent the optimal allocation of limited resources
- * Provides a means by which the link between strategy and resource allocation can be maintained

Q44. Which illustrates a 'key to success' for the balance practice?

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

Q45. Which statement about the prioritize practice is true?

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

Q46. Which describes the full scope of portfolio management?

- * Deciding where to invest & doing the right things;
- * Ensuring successful initiative delivery & doing things right;
- * Doing the right things; and doing things right; at a collective level
- * Doing the right things; and doing things right; at an individual initiative level

Q47. Which of the following is a benefit of a well-managed portfolio definition cycle?

- * Improved delivery times and improved budgetary performance of projects within the portfolio
- * Allocating a priority to each change initiative through single-criteria analysis or multi-criteria analysis
- * Creating a standard template for businesses cases for all change initiatives within the portfolio
- * Motivating people to deliver shared goals

Q48. Which is a main element in the stakeholder engagement practice?

- * Checking the ranked list of strategic changes for impact across the business
- * Matching demand and supply of constrained resources
- * Applying the champion-challenger model
- * Ensuring that key stakeholders have a clear and shared understanding of the governance process

Peoplecert 106 Exam Syllabus Topics:

TopicDetailsTopic 1- Business Change and Benefits ManagementTopic 2- Management BoardsTopic 3- Portfolio Management

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