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| 1. (Implementation of a successful Project Portfolio Management process requires:

A: considerable financial resources, but the return on financial investment can, over time, offset the expenses incurredB: a large commitment from management for additional staff and software.C: an overhaul in the handling of projects and initiatives of the business, but relatively modest expenditures for staff development and supporting softwareD: virtually no changes in current practices while offering immediate benefits |
| 1. Many companies struggle with where the PPM should reside within the organization. Which of these questions should senior leaders not be concerned with asking when making the decision of where to place PPM in an organizational structure?

A: Which functional group is the largest in size?B: How will the process and procedures be aligned?C: If there are several PPMs, will there be a corporate one?D: Will PPM be used for only enterprise projects?1. Which of the following is a step in the directing process?

A: SUPERVISINGB:MEASUINGC:EVALUATINGD: CORRECTING |

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| 1. State the two key disciplines of small-group performance. Briefly compare and contrast the two disciplines.
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| 1. Project managers are generally known for having a lot of delegated authority but very little formal power. They must get jobs done through the use of interpersonal influences. List and discuss five such interpersonal influences.
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| **6.** Per pmbok "People often fail to realize that the development and implementation of a PPM capability is in itself a project and should be handled just like any other major project." Some of the significant items and issues to be addressed within the project are listed below. Select two of the items and discuss in detail how you would implement them, what the content would be, and the major milestones. -- Prepare and issue an approved project charter -- Prepare and distribute the project plan-- Prepare a responsibility matrix and clarify all roles -- Develop the PPM processes  |
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