

The logo for DASA, consisting of the letters 'DASA' in white, uppercase, sans-serif font, set against a teal rectangular background.

DASA

DEVOPS AGILE  
SKILLS ASSOCIATION

# DASA Portfolio Management Mock Exam

Version 1.0.0

## Exam Instructions:

---

|  |   |
|--|---|
| Language                                   | English   |
| Exam Duration                              | 40 minutes (15 minutes extra for non-native English speakers) |
| Format of Exam (Open book/<br>Closed book) | Closed book   |
| Number of Questions                        | 20 Multiple choice questions                                  |
| Pass Score                                 | 65% (13 or more correct answers)                              |



Copyright © 2023 DASA B.V. All rights reserved.  
This paper remains the property of DASA B.V. This document is not to be re-produced or re-sold without express permission from DASA B.V.

# QUESTION SET

## Question 1

---

How can OKRs be effectively utilized in portfolio management to create specific and measurable goals?

- A. By setting broad, high-level objectives to allow flexibility.
- B. By linking each objective to key results that can be quantified and tracked.
- C. By delegating the responsibility for setting OKRs to the portfolio manager.
- D. By annually changing the objectives to keep teams engaged.

## Question 2

---

In the context of portfolio management, why is it crucial for OKRs to be aligned with the organization's strategic goals?

- A. To foster competition among teams.
- B. To maintain secrecy around the organization's strategic direction.
- C. To ensure that portfolio goals contribute directly to the overall strategic objectives of the organization.
- D. To prioritize innovation within project or product teams.



### Question 3

---

How does using OKRs in portfolio management differ from traditional goal-setting approaches?

- A. OKRs focus primarily on individual performance evaluations, while traditional approaches emphasize team performance.
- B. OKRs are static and do not adapt to changing circumstances, while traditional approaches are more flexible.
- C. OKRs are outcome-oriented, emphasizing measurable results, whereas traditional approaches often use vague, non-measurable goals.
- D. OKRs require external consultants for implementation, bringing in expertise and practices from other organizations, whereas traditional approaches rely on internal expertise.

### Question 4

---

Which of the following is a primary benefit of aligning a portfolio with business objectives?

- A. Enhanced team collaboration and communication.
- B. Reduced portfolio complexity and scope.
- C. Improved resource allocation and prioritization.
- D. Better collaboration with external vendors.

### Question 5

---

Which of the following best describes a characteristic of value streams?

- A. They are isolated from an organization's strategy.
- B. They are unrelated to customer needs.
- C. They are limited to project management.
- D. They represent end-to-end business processes.



## Question 6

---

What is a potential drawback of adopting a strict “first-come, first-served” approach to portfolio funding, where projects are funded in the order they are proposed?

- A. It can lead to prioritizing low-impact projects with little strategic alignment.
- B. It ensures that all projects receive equal consideration, enhancing fairness.
- C. It accelerates the delivery of high-priority projects with immediate benefits.
- D. It simplifies the decision-making process by reducing the need for evaluation.

## Question 7

---

How does creating a value stream-driven portfolio contribute to effective portfolio management?

- A. It provides the organization with an easy prioritization tool for potential enablers.
- B. It aligns portfolio initiatives with specific customer (value) segments.
- C. It eliminates the need for portfolio planning, which makes the portfolio flow faster and more effective.
- D. It focuses primarily on financial metrics, which can contribute to the value stream(s).



## Question 8

---

You are managing a complex portfolio with multiple teams and conflicting priorities. A key stakeholder insists on prioritizing a specific initiative that aligns with their department's goals but may not provide significant overall value. What is the best course of action?

- A. Prioritize the initiative to maintain stakeholder satisfaction.
- B. Explain the importance of focusing on high-value initiatives and negotiate alternatives.
- C. Request additional resources to accommodate the initiative without affecting other priorities.
- D. Allocate a portion of the budget to the initiative without disrupting the current plan.

## Question 9

---

How can a deeper understanding of interdependencies between initiatives lead to potential improvements in the portfolio process at GlobalMart?

- A. Better utilization of cloud architecture for data analytics.
- B. Improved tracking of benefits as mentioned in the value case during portfolio review and analysis.
- C. Enhanced prioritization of initiatives to address critical bottlenecks.
- D. Increased customer feedback for product development.



## Question 10

---

What primary role does data play in flow optimization for portfolio management?

- A. It substitutes for stakeholder input regarding customer experience metrics.
- B. It reduces complexity and dependencies between several initiatives in the portfolio.
- C. It accelerates project timelines by visualizing overall roadmaps and milestones.
- D. It enhances decision-making and supports evidence-based choices.

## Question 11

---

If an organization wants to demonstrate the efficiency of its value delivery using Flow Metrics, which aspect should they primarily focus on?

- A. The graphical representation of flow diagrams.
- B. The qualitative feedback from team members.
- C. The insights indicating bottlenecks and improvement opportunities in the value delivery process.
- D. The frequency of updates to the flow metrics.

## Question 12

---

As a Portfolio Manager, you want to ensure that stakeholders have a clear understanding of the portfolio's goals, progress, and risks. Which element of governance in DASA Portfolio Management supports this objective by providing real-time status updates and progress tracking?

- A. Dynamic Prioritization
- B. Create Portfolio Vision
- C. Effective Governance Structure
- D. Strategic Transparency and Visibility



## Question 13

---

You are evaluating portfolio management software for your organization. One of the critical features you are looking for is the ability to track milestones and progress of the relevant initiatives.

Why is this feature important for effective portfolio management?

- A. It facilitates transparent communication and alignment.
- B. It streamlines document sharing.
- C. It supports task assignment within the Portfolio Office.
- D. It enhances stakeholder buy-in.

## Question 14

---

Emily, a Portfolio Manager, is responsible for ensuring that individual initiatives align with the organization's overarching strategy. Which function of metrics is most relevant in demonstrating how initiatives contribute to the larger strategic goals?

- A. Metrics as early warning signals for deviations from expected outcomes.
- B. Metrics foster a culture of continuous improvement by analyzing patterns.
- C. Metrics serve as a foundation for data-driven decision-making.
- D. Metrics offer tangible data points showcasing alignment with strategic goals.





## Question 15

---

In portfolio management, Predictability Metrics are used for optimizing resource allocation and meeting stakeholder expectations. How do Predictability Metrics aid in managing stakeholder expectations?

- A. They provide a historical overview of resource allocation.
- B. They help in identifying bottlenecks in the workflow.
- C. They allow Portfolio Managers to set and manage stakeholder expectations regarding project delivery dates.
- D. They measure the efficiency of risk mitigation planning.

## Question 16

---

You are a portfolio manager at a growing tech company. The company recently secured significant short-term funding, leading some stakeholders to push for aggressive projects promising quick returns. However, the market analysis indicates potential shifts that could impact the tech sector's long-term stability. As a portfolio manager, you recognize the importance of balancing short-term gains with long-term sustainability.

Given the strategies mentioned, which of the following would be the MOST comprehensive approach to address the company's current situation?

- A. Create a balanced portfolio strategy, adjust to market shifts, align actions with goals, communicate decisions, and apply holistic metrics.
- B. Immediately invest in projects with quick returns to capitalize on the short-term funding and communicate decisions.
- C. Develop a portfolio strategy focused solely on long-term sustainability, ignoring the short-term funding.
- D. Communicate to stakeholders that the market is too volatile and it's best to hold onto the funds without any investments.



## Question 17

---

An organization is in the “Review & Analyzing” stage of its portfolio management process. They have several initiatives in this stage, and they need to define the problem statement, proposed solutions, and build a value case for each initiative. Which of the following is NOT a crucial activity at this stage?

- A. Prioritizing initiatives based on resource availability.
- B. Defining the problem statement for each initiative.
- C. Proposing solutions for the identified problems.
- D. Building a value case for each initiative.

## Question 18

---

Q5.A global technology organization is experiencing challenges with its portfolio management. The organization has recently expanded its operations and introduced a range of new initiatives. The executive team is concerned about potential problems that might arise from this expansion. They decide to conduct a high-level portfolio management quick scan. During the scan, they discover that some of the newly introduced initiatives lack alignment with the organization’s strategic goals.

How can conducting this high-level portfolio management quick scan benefit the organization in addressing the discovered issue of misalignment with strategic goals?

- A. By providing detailed insights into individual initiative-level issues.
- B. By identifying potential problems early and allowing for course correction.
- C. By saving resources that might have been invested in misaligned initiatives.
- D. By recommending specific software solutions to fix the alignment issues.



## Question 19

---

A company has recently undergone significant changes in its portfolio, including the addition of new initiatives. When should the organization consider conducting a high-level portfolio management quick scan?

- A. Only if there is evidence of portfolio performance issues.
- B. Quarterly, as part of a routine assessment.
- C. Annually, to ensure compliance with industry standards.
- D. After any major changes to the portfolio, such as the addition of new initiatives.

## Question 20

---

The portfolio manager at Vileeks Ltd recently conducted a quick scan of portfolio management. The scan identified several investments that are not aligned with the organization's strategy. How should they apply the results of the quick scan to prioritize investments effectively?

- A. Continue with the existing investment allocations to avoid disrupting the portfolio.
- B. Immediately divest from all investments that do not align with the organization's strategy.
- C. Seek external consultants to make investment prioritization decisions.
- D. Analyze each investment's potential returns and realign the portfolio accordingly.



# ANSWER KEY

| QUESTION NO. | CORRECT ANSWER | BLOOM LEVEL | REFERENCE MODULE  | REFERENCE TOPIC                             |
|--------------|----------------|-------------|---|---|
| 1            | B              | 3           | Translating Business Objectives into Portfolio Vision, Goals and Strategy | Implementing OKR in Portfolio Management    |
| 2            | C              | 3           | Translating Business Objectives into Portfolio Vision, Goals and Strategy | Implementing OKR in Portfolio Management    |
| 3            | C              | 3           | Translating Business Objectives into Portfolio Vision, Goals and Strategy | Implementing OKR in Portfolio Management    |
| 4            | C              | 3           | Translating Business Objectives into Portfolio Vision, Goals and Strategy | Aligning Portfolio with Business Objectives |
| 5            | D              | 3           | Organizing the Portfolio around Value Streams                             | Creating Value Stream-driven Portfolio      |
| 6            | A              | 3           | Organizing the Portfolio around Value Streams                             | Portfolio Funding Strategies                |
| 7            | B              | 3           | Organizing the Portfolio around Value Streams                             | Creating Value Stream-driven Portfolio      |
| 8            | B              | 3           | Optimization of the Portfolio for Maximum Value Delivery                  | Optimize the Portfolio Flow                 |



| QUESTION NO. | CORRECT ANSWER | BLOOM LEVEL | REFERENCE MODULE  | REFERENCE TOPIC  |
|--------------|----------------|-------------|---|--|
| 9            | C              | 3           | Optimization of the Portfolio for Maximum Value Delivery    | Optimize the Portfolio Flow                                |
| 10           | D              | 3           | Optimization of the Portfolio for Maximum Value Delivery    | Data-Driven Decisions in Portfolio Management              |
| 11           | C              | 3           | Optimization of the Portfolio for Maximum Value Delivery    | Data-Driven Decisions in DASA Portfolio Management         |
| 12           | D              | 3           | Effective Governance Practices in DASA Portfolio Management | Establish Portfolio Governance Practices                   |
| 13           | A              | 3           | Effective Governance Practices in DASA Portfolio Management | Aligning Stakeholders Continuously with Portfolio Strategy |
| 14           | D              | 3           | Effective Governance Practices in DASA Portfolio Management | Metrics, Measurements, Dashboards, and Reporting Cadence   |
| 15           | C              | 3           | Effective Governance Practices in DASA Portfolio Management | Metrics, Measurements, Dashboards, and Reporting Cadence   |
| 16           | A              | 3           | Effective Governance Practices in DASA Portfolio Management | Establish Portfolio Governance Practices                   |



| QUESTION NO. | CORRECT ANSWER | BLOOM LEVEL | REFERENCE MODULE  | REFERENCE TOPIC  |
|--------------|----------------|-------------|---|--|
| 17           | A              | 3           | Effective Governance Practices in DASA Portfolio Management | Establish Portfolio Governance Practices   |
| 18           | B              | 3           | Effective Implementation of Portfolio Management            | Create and Execute an Effective Implementation Strategy for Portfolio Management |
| 19           | D              | 3           | Effective Implementation of Portfolio Management            | Portfolio Management Quick Scan  |
| 20           | D              | 3           | Effective Implementation of Portfolio Management            | Portfolio Management Quick Scan  |



© 2023 - DevOps Agile Skills Association

All rights reserved. No part of this publication may be published, reproduced, copied or stored in a data processing system or circulated in any form by print, photo print, microfilm or any other means without written permission by DASA

[www.devopsagileskills.org](http://www.devopsagileskills.org)



Copyright © 2023 DASA B.V. All rights reserved.  
This paper remains the property of DASA B.V. This document is not to be re-produced or re-sold without express permission from DASA B.V.