COURSEWARE

MoP® Foundation Management of Portfolios

Courseware - English

Henny Portman

Van Haren PUBLISHING

MoP® TRAINING ORGANIZATION ACCREDITED BY PEOPLECERT ON BEHALF OF AXELOS

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

MoP® Foundation Management of Portfolios Courseware – English

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Colophon

Title:	MoP® Foundation Management of Portfolios Courseware – English
Author:	Henny Portman
Publisher:	Van Haren Publishing, 's-Hertogenbosch
ISBN Hard Copy:	978 940 180 451 6
Edition:	First edition, first print, 10 may 2019
Design:	Van Haren Publishing, 's-Hertogenbosch
Copyright:	© Van Haren Publishing 2019
	For further information about Van Haren Publishing please e-mail us at: info@vanharen.net or visit our website: www.vanharen.net

All rights reserved. No part of this publication may be reproduced in any form by print, photo print, microfilm or any other means without written permission by the publisher.

Although this publication has been composed with much care, neither author, nor editor, nor publisher can accept any liability for damage caused by possible errors and/or incompleteness in this publication.

MoP® is a Registered Trademarks of AXELOS Limited,

used under permission of AXELOS Ltd. All rights reserved.

The Swirl logo™ is a trade mark of AXELOS Limited,

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Other publications by Van Haren Publishing

Van Haren Publishing (VHP) specializes in titles on Best Practices, methods and standards within four domains:

- IT and IT Management
- Architecture (Enterprise and IT)
- Business Management and
- Project Management

Van Haren Publishing is also publishing on behalf of leading organizations and companies: ASLBiSL Foundation, BRMI, CA, Centre Henri Tudor, Gaming Works, IACCM, IAOP, IFDC, Innovation Value Institute, IPMA-NL, ITSqc, NAF, KNVI, PMI-NL, PON, The Open Group, The SOX Institute.

Topics are (per domain):

IT and IT Management

ABC of ICT
ASL®
CATS CM®
CMMI®
COBIT®
e-CF
ISO/IEC 20000
ISO/IEC 27001/27002
ISPL
IT4IT®
IT-CMF™
IT Service CMM
ITIL®
MOF
MSF
SABSA
SAF
SIAM™
TRIM
VeriSM™

Enterprise Architecture

ArchiMate®
GEA®
Novius Architectuur
Methode
TOGAF®

Business Management

BABOK® Guide
BiSL® and BiSL® Next
BRMBOK™
BTF
EFQM
eSCM
IACCM
ISA-95
ISO 9000/9001
OPBOK
SixSigma
SOX
SqEME®

Project Management

A4-Projectmanagement
DSDM/Atern
ICB / NCB
ISO 21500
MINCE®
M_o_R®
MSP®
P3O®
PMBOK® Guide
Praxis®
PRINCE2®

For the latest information on VHP publications, visit our website: www.vanharen.net.

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Author about this Courseware

I designed the courseware to support the learning work of delegates. The slides offer brief summaries of the different parts of the Best Practice Guidance. The exercises offer the possibility to practice applying the theory to practice enabling a deeper understanding.

The sample exams then help to test your understanding and prepare for the real thing.

I hope the courseware assists in the learning process and helps delegates in bringing the theory to life and making it work.

Feedback on the material is appreciated. You can send it to henny.portman@planet.nl.

Henny Portman

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Table of content

	--- Slide number	--- Page number
Reflection		7
Agenda		9
Modules		
Module 1: Introduction MoP©	9	15
Module 2: What is portfolio management?	12	16
Module 3: The strategic and organizational context	18	19
Module 4: Portfolio management principles	28	24
Module 5: Portfolio management cycles	40	30
Module 6: Portfolio definition cycle: practices 1-5	45	33
Module 7: Portfolio delivery cycle: practices 6-12	77	49
Module 8: Portfolio management organization	109	65
Module 9: Portfolio management products	121	71
Module 10: Implementation portfolio management	137	79
Assignments		
Assignment 1: Describe reasons for portfolio management		81
Assignment 2: Organizational energy		82
Assignment 3: Categorization and prioritization		83
Assignment 4: Portfolio definition cycle		84
Assignment 5: Business change lifecycle		85
Assignment 6: Portfolio delivery cycle		86
Assignment 7: Programme and project information template		87
Assignment 8: Governance bodies		88
Answers and explanations assignments		89
Sample Exam 1		
Axelos Sample Exam 1		92
Rationale Exam 1		110
Answer sheet		128
Sample Exam 2		
Axelos Sample Exam 2		129
Rationale Exam 2		147
Answer sheet		165
Answer booklet		166
Syllabus		167

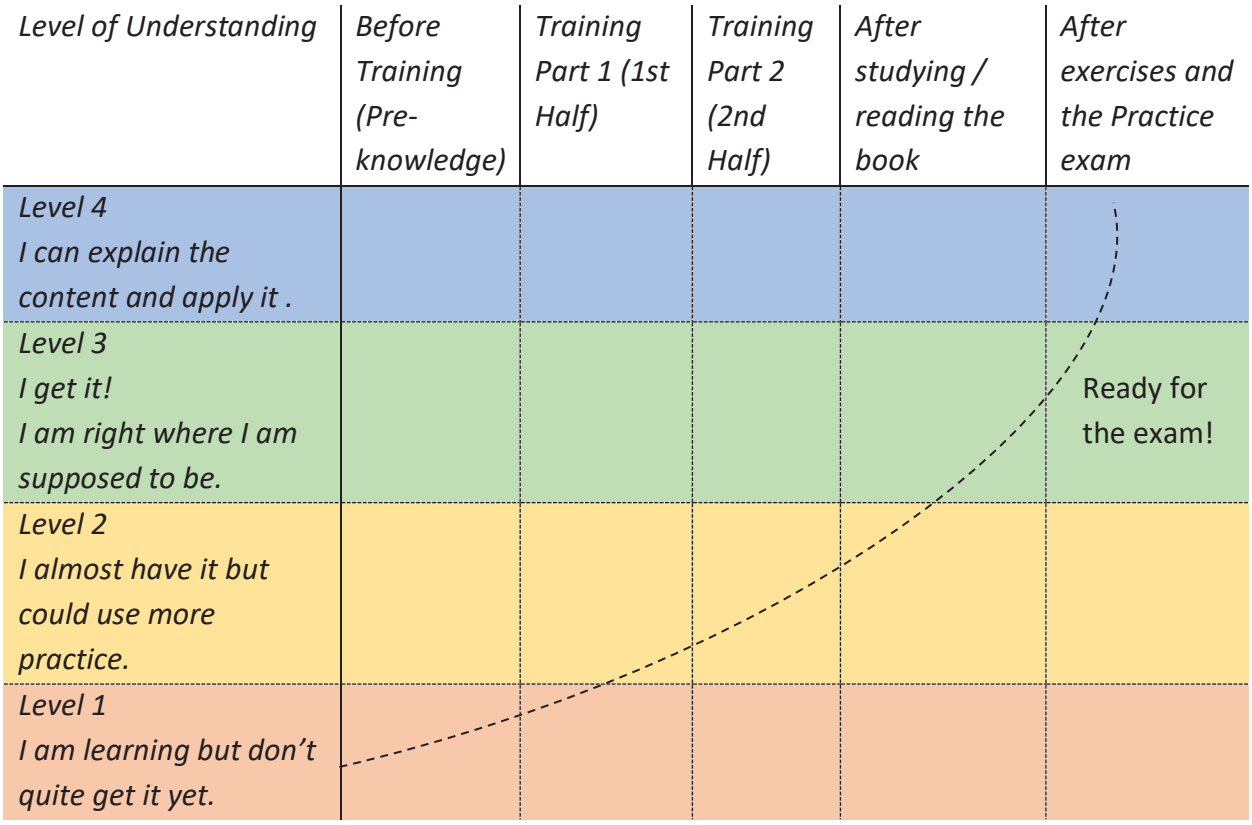
Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Self-Reflection of understanding Diagram

'*What you do not measure, you cannot control*.'' – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it's important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.



(Self-Reflection of Understanding Diagram)

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas:	*Topic:*
Part 1	
Part 2	
You have gone through the book and studied.	
You have answered the questions and done the practice exam.	

© Van Haren Publishing

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Timetable

	Day 1
Part 1	Introduction
	Module 1: Introduction portfolio management
	Module 2: What is portfolio management
	Module 3: The strategic and organizational context
	Module 4: Portfolio management principles
	Lunch
Part 2	Module 5: Portfolio management cycles
	Module 6: Portfolio definition cycle: practices 1-5
	Day 2
Part 1	Recap, questions and answers day 1
	Module 7: Portfolio delivery cycle: practices 6-12
	Lunch
Part 2	Module 8: Portfolio management organization
	Module 9: Portfolio management products
	Module 10: Implementing portfolio management
	Sample exam + discussion
	Evaluation

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

MoP® Foundation Management of Portfolios Courseware – English

COURSEWARE

©2019 - All training materials are sole property of Van Haren Publishing BV
and are not to be reproduced in any form or shape without written permission.

Introduction

- Let's meet & Goals
- Terms
- Program

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

https://www.pexels.com © Van Haren Publishing 3

The AXELOS portfolio / Best Practices Family

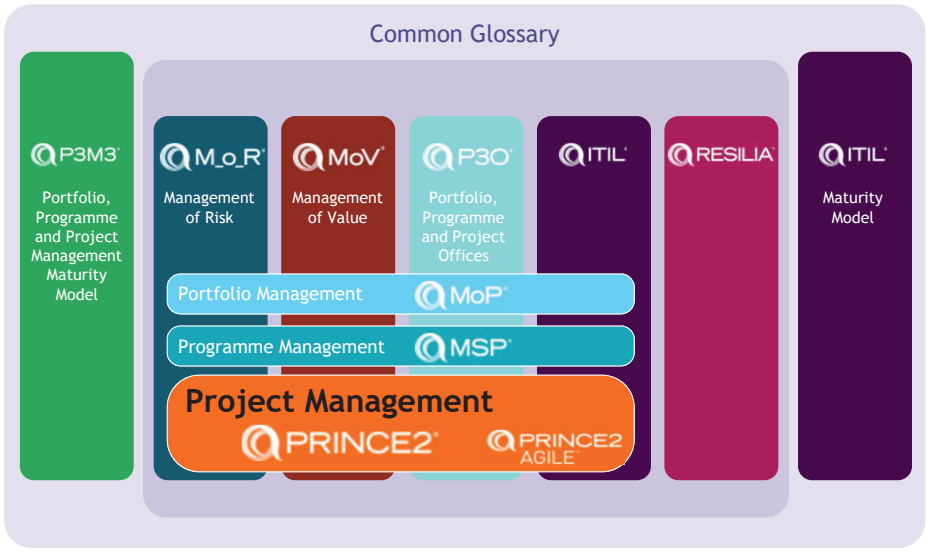


Figure 1.1 © Van Haren Publishing 4

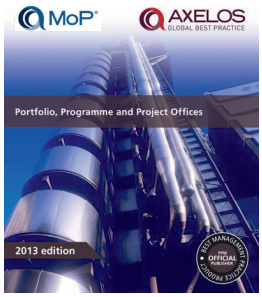
Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Program MoP Foundation

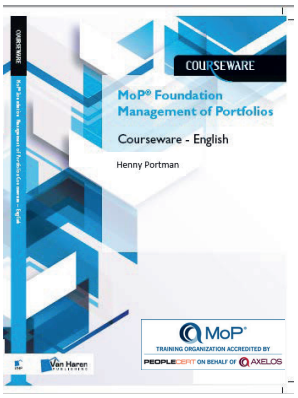
Day 1	
09:00 – 09:15	Intro
09:15 – 09:35	Module 1: Introduction portfolio management
10:35 – 10:00	Module 2: What is portfolio management
10:00 – 10:30	Module 3: The strategic and organizational context
10.30 – 10.45	Break
10.45: – 12:00	Module 4: Portfolio management principles
12:00 – 12:45	Lunch
12:45 – 13:15	Module 5: Portfolio management cycles
13:15 – 15:00	Module 6: Portfolio definition cycle: practices 1-5
15:00 – 15:15	Break
15.15 – 17.00	Module 6: Portfolio definition cycle: practices 1-5

Day 2	
09:00 – 10:30	Module 7: Portfolio delivery cycle: practices 6-12
10:30 – 10:45	Break
10:45 – 12:00	Module 7: Portfolio delivery cycle: practices 6-12
12:00 – 12:45	Lunch
12:45 – 13:45	Module 8: Portfolio management organization
13:45 – 15:00	Module 9: Portfolio management products
15:00 – 15:15	Break
15.15 – 15:30	Module 10: Implementation portfolio management
15.30 – 16.45	Sample exam + discussion
16:45 – 17:00	Evaluation

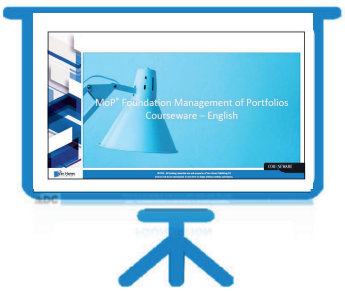
Literature



Foundation Study Guide



Courseware



Trainer slides
(Included in Courseware)

The figure numbers in the courseware correspond with the Body of knowledge:
'MoP® Foundation Management of Portfolios Courseware – English'

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Scope of the Course

This certification includes the following topics:

- Module 1: Introduction portfolio management
- Module 2: What is portfolio management
- Module 3: The strategic and organizational context
- Module 4: Portfolio management principles
- Module 5: Portfolio management cycles
- Module 6: Portfolio definition cycle: practices 1-5
- Module 7: Portfolio delivery cycle: practices 6-12
- Module 8: Portfolio management organization
- Module 9: Portfolio management products
- Module 10: Implementation portfolio management

Exam specifications

- MoP Foundation
- Examination type: Computer-based or paper-based multiple-choice questions
- Number of questions: 50
- Pass mark: 50% (25 out of 50)
- Open book/notes: No
- Electronic equipment/aides permitted: No
- Time allowed for examination: 40 minutes
  (+25% extra time if English is not candidate's native language)

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Module 1: Introduction

COURSEWARE

©2019 - All training materials are sole property of Van Haren Publishing BV
and are not to be reproduced in any form or shape without written permission.

Do you recognize this?

- The number of projects increases only
- Continuously new surprises
- No overview of running projects
- Overview of projects is polluted
- Everyone has its own pet projects
- Who call at loudest, gets priority
- There is no insight in the required resources
- We know what we spent, we do not know what we get

© Van Haren Publishing

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Portfolio management cycles

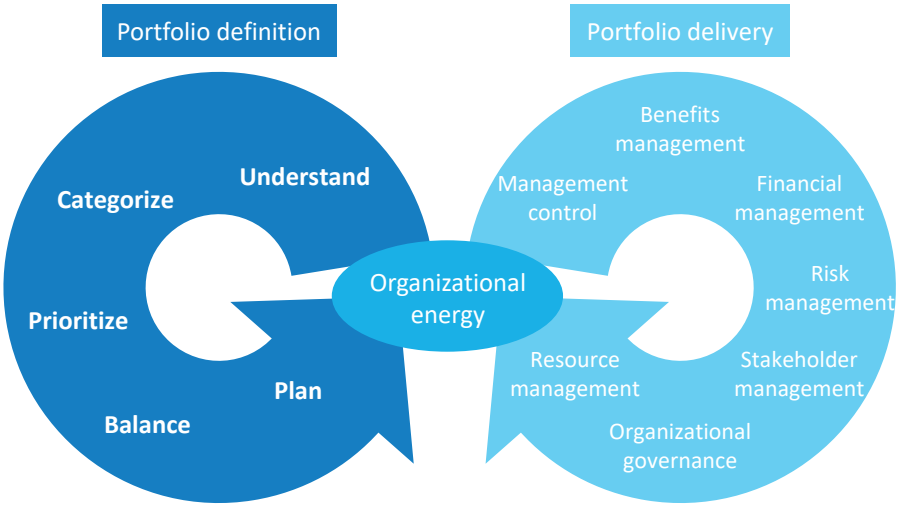


Figure 0.1 © Van Haren Publishing 11

Module 2: What is portfolio management?

COURSEWARE

Van Haren PUBLISHING

©2019 - All training materials are sole property of Van Haren Publishing BV
and are not to be reproduced in any form or shape without written permission.

12

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Objectives of portfolio management

- Optimum allocation of resources
- Sufficient to achieve the desired contribution to strategic objectives
- All initiatives are necessary
- The selected change initiatives are delivered effectively and cost-efficiently
- All potential benefits are realized

Characteristics project, programme, portfolio and multi project management

	Project	Programme	Portfolio
Responsibility	Delivery output	Realizing a specific strategic objective (outcomes and benefits)	Optimize projects and programmes to realize organization strategic objectives
Scope	Work packages	Projects and line activities	Projects, programmes and sub-portfolios
Lifecycle	Shorter time	Longer time	Permanent
Organization	Temporary organization	Temporary organization	Client oriented

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

The portfolio management model and five principles

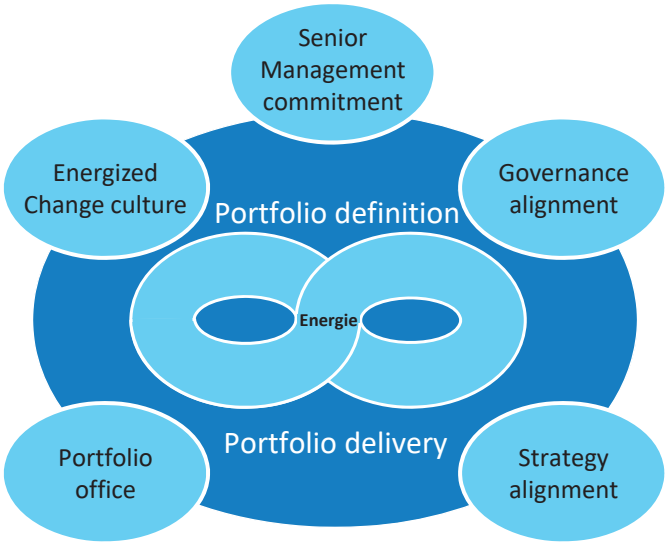


Figure 2.1 © Van Haren Publishing 15

Benefits of portfolio management

- More of the 'right' programmes and projects being undertaken
- More effective implementation of programmes and projects
- More efficient resource utilization
- Greater benefits realization via active approaches
- Enhanced transparency, accountability and corporate governance
- Improved engagement and communication between relevant stakeholders

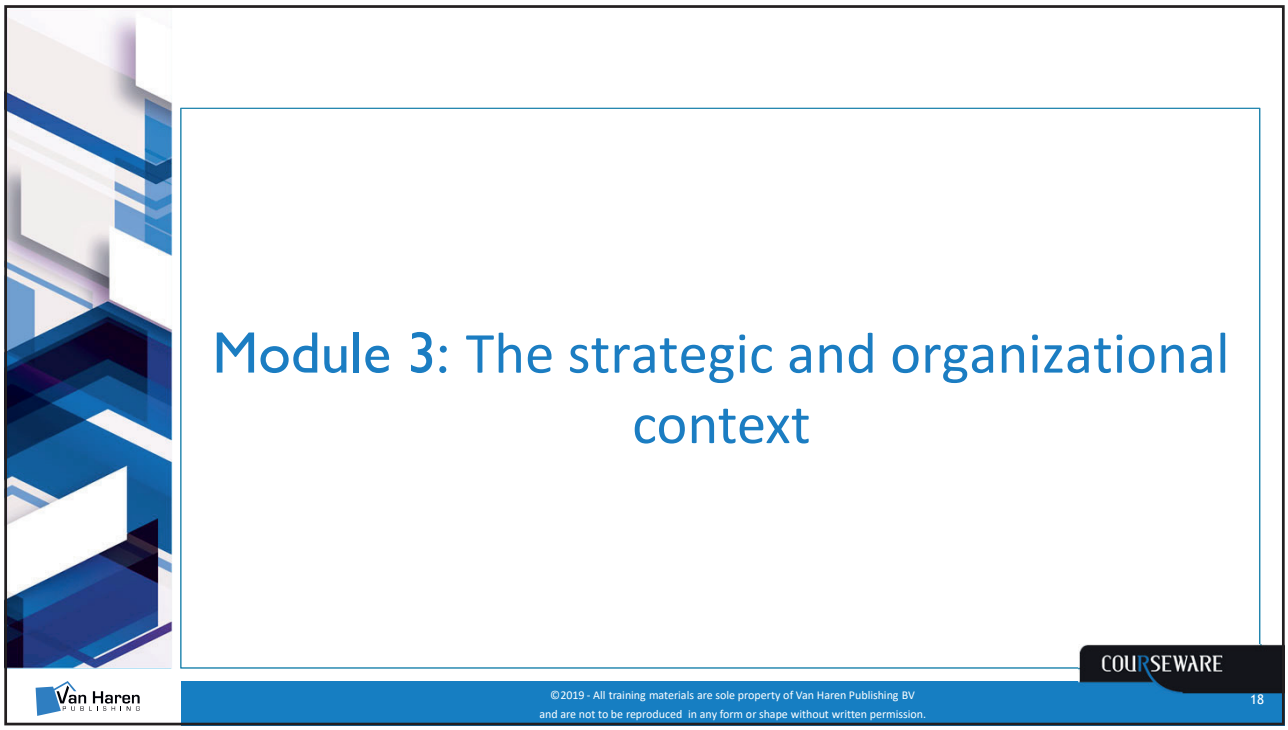
§2.4 © Van Haren Publishing 16

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Portfolio management – some misconceptions

Is not:

- Just another process, system or overhead
- A group of 'project people' who sit in isolation and produce a plan summarizing what is already sheduled
- Programme or project management on a bigger scale
- Just reporting
- A rigid, bureaucratic constraint on management decision-making
- Just a list of all existing programmes and projects
- A bureaucratic process that prevents or stops programmes or projects for no good reason



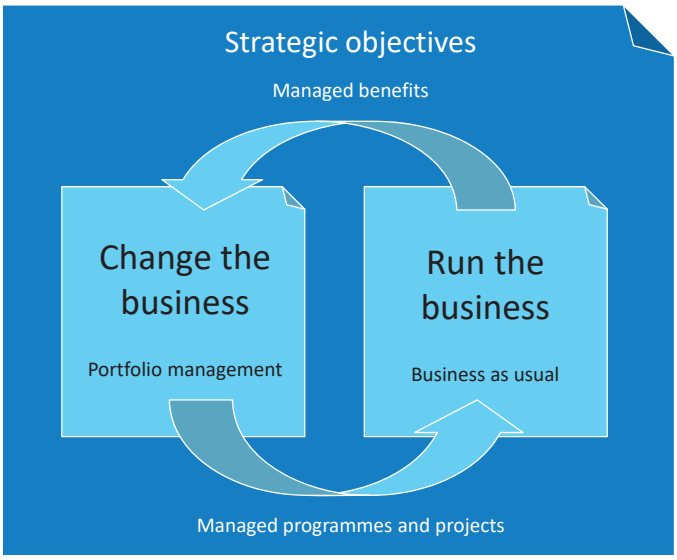
Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Six key functions/activities

- Business as usual
- Strategic/business planning
- Budgeting and resource allocation
- Programme and project management
- Performance management
- Corporate governance

© Van Haren Publishing

Portfolio management and business as usual



© Van Haren Publishing

© Van Haren Publishing

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net

Strategic planning and portfolio management

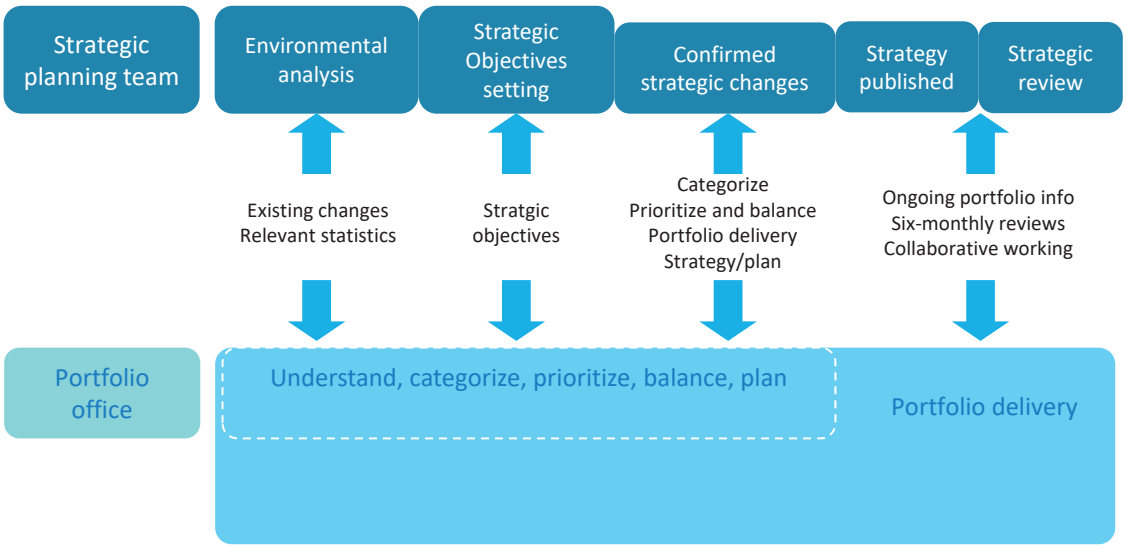


Figure 3.2 © Van Haren Publishing 21

Portfolio management and budgetting and resource allocation

- Budget and resource are allocated within individual divisions or business units, although common standards may be applied across the organization
- Initiatives above a certain value are subject to some central portfolio governance, while the budget for the change initiatives remain within the operational control
- Budgets for programmes and projects (over a set level) is separated from the operational budgets and controlled by a central portfolio governance body

§3.4 © Van Haren Publishing 22

Copyright protected. Use is for Single Users only via a VHP Approved License.
For information and printed versions please see www.vanharen.net