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Exam Questions P3OF

Portfolio, Programme and Project Offices® Foundation

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NEW QUESTION 1
- (Exam Topic 1)
Which office within a P3O model provides delivery support to the 'Identify' process of a programme?

A. Temporary Project Office
B. Organization Portfolio Office
C. COE
D. Temporary Programme Office

Answer: B

NEW QUESTION 2
- (Exam Topic 1)
Which functional area considers risk against the ability to achieve planned outcomes for a specific business change?

A. Strategic planning/portfolio support
B. Delivery support
C. Project
D. COE

Answer: B

NEW QUESTION 3
- (Exam Topic 1)
Which principle for extracting value does a P3O support by ensuring that issues are escalated to the right decision making authority?

A. Govern effectively
B. Invest in people and process
C. Safeguard value
D. Track progress through highlight reporting

Answer: A

NEW QUESTION 4
- (Exam Topic 1)
Which is a characteristic of a Temporary Office model?

A. Consists of Hub Portfolio Offices
B. Results typically from low PPM maturity
C. Provides support to ongoing portfolios
D. Defines generic standards to be applied across a portfolio

Answer: B

NEW QUESTION 5
- (Exam Topic 1)
Which is an activity in the definition and implementation of a temporary Programme Office?

A. Create a Vision Statement for the office
B. Transfer the realization of benefits to the operational environment
C. Identify existing processes defined by the COE that may used
D. Design the future state Blueprint

Answer: C

NEW QUESTION 6
- (Exam Topic 1)
Which is an area where improvement targets and related Key Performance Indicators should be set?

A. Improved portfolio balance in terms of overall risk and lifecycle stages
B. Greater independence from strategic objectives
C. Increased number of projects in start-up at any one time
D. Increased number of programmes scoring amber or red at a gated review

Answer: A

NEW QUESTION 7
- (Exam Topic 1)
Which of the following describe the services that a COE typically provides when a temporary Programme Office is defined?
* 1. Supply standard processes, tools and templates
* 2. Provide advice on tailoring processes to meet the needs of the programme being supported
* 3. Act as a source of lessons learned
* 4. Define the information flows required by the Programme Board

A. 1, 2, 3

B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: A

NEW QUESTION 8
- (Exam Topic 1)
How does a P3O model make a significant contribution to the successful delivery of an organization's strategy?

A. Acts as risk owner of project risks to ensure common standards are applied
B. Provides quality information to enable senior management decisions on which projects to start up
C. Helps operational managers determine business as usual priorities
D. Decides the appropriate priority of each programme and project

Answer: B

NEW QUESTION 9
- (Exam Topic 1)
Which of the following are governance responsibilities of a P3O model?
* 1. Ensure the right level of decision is taken by the right person or group based on the right level of supporting information
* 2. Provide approval at a stage gate without other sign-off if all issues are resolved
* 3. Equip management boards with exception reports and associated options
* 4. Provide appropriate rules for summarizing progress information

A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: C

NEW QUESTION 10
- (Exam Topic 1)
Which describes an objective of portfolio management?

A. Collect in one place all of the information about an organization s investment initiatives
B. Coordinate the implementation of a set of related projects and activities
C. Enable the most effective balance of organizational change and business as usual
D. Achieve outcomes and realize benefits that are of strategic importance to the business

Answer: C

NEW QUESTION 10
- (Exam Topic 1)
Which does NOT describe how services are provided within a Virtual P3O model?

A. Staff work across an organization without a physical structure to support them
B. Resources use embedded consistent standards
C. Resources are in a single P3O office within a central corporate function
D. Professional staff are embedded within business teams

Answer: C

NEW QUESTION 14
- (Exam Topic 1)
Which should be checked when a temporary Project Office is closing down?

A. Delivery of the P3O capability defined in the Blueprint is complete
B. Continued alignment of P3O functions to the business requirements
C. Transfer of the benefits management process to an operational area
D. Realization of the benefits delivered by the P3O model

Answer: C

NEW QUESTION 19
- (Exam Topic 1)
Which technique is used to determine the appropriate level of governance for a project?

A. Business process swimlanes
B. Capacity planning for resource management
C. Complexity modelling
D. Skills development and maintenance

Answer: C

NEW QUESTION 22
- (Exam Topic 1)
What element of a P3O model provides centralized services?

A. Project Office
B. Organization Portfolio Office
C. Hub Portfolio Office
D. Programme Office

Answer: B

NEW QUESTION 24
- (Exam Topic 1)
Which of the following are generic roles?
* 1. Portfolio Analyst
* 2. Project Specialist
* 3. Programme Officer
* 4. Head of P3O

A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: A

NEW QUESTION 26
- (Exam Topic 1)
Which is NOT part of running an office through to delivery' within the implementation lifecycle of a Project Office?

A. Establish the temporary Project Office staffing levels
B. Implement the Project Office functions defined within the project initiation document
C. Review project management processes so that they continue to be appropriate
D. Review use of project resources so that they continue to be appropriate

Answer: A

NEW QUESTION 28
- (Exam Topic 1)
Which describes how P3M3 assessments are used when implementing a P3O?

A. Document new processes to be followed
B. Define the skills needed in the implementation team
C. Develop a tranche-based plan that suits maturity levels
D. Assess project or programme complexity

Answer: C

NEW QUESTION 32
- (Exam Topic 1)
Which of the following describe the relationship between change and business as usual?
* 1. Programmes deliver change into an organization's business operations environment
* 2. Business stakeholders must be engaged appropriately about the changes being delivered
* 3. Programme delivery should take priority over business as usual activities
* 4. Disruption to business as usual needs to be considered when planning changes

A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: B

NEW QUESTION 34
- (Exam Topic 1)
Which defines what a P3O provides?

A. Decision-ma king forum for Programme and Project Managers
B. Decision-enabling model for the entire organization.
C. Integration with governance arrangements and other corporate support functions
D. Replacement for Programme and Project Boards

Answer: C

NEW QUESTION 36
- (Exam Topic 1)
Which is a common barrier to be overcome when agreeing a mandate for a P3O?

A. Carrying out P3M3 assessments
B. Agreeing the measures to be used to prioritize the portfolio
C. Agreeing the funding model for a P3O
D. Documenting processes via business process swimlanes

Answer: C

NEW QUESTION 40
- (Exam Topic 1)
Which of the following offices can a P3O model consist of?
* 1. Permanent only
* 2. Temporary only
* 3. Both permanent and temporary
* 4. Neither permanent nor temporary

A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: A

NEW QUESTION 44
- (Exam Topic 1)
What is used with senior managers to identify the role of a P3O in providing governance?

A. P3O model
B. P3O information portal
C. Enterprise PPM solutions
D. P3O value matrix

Answer: D

NEW QUESTION 46
- (Exam Topic 1)
What is the key benefit of using gated reviews on programmes?

A. Improved ability to amalgamate information
B. Improved management across geography
C. Assured quality of decision support information
D. Automated business processes

Answer: C

NEW QUESTION 49
- (Exam Topic 1)
Which role is responsible for developing a Portfolio Dependencies Register?

A. Programme Specialist
B. Portfolio Analyst
C. Reporting
D. Tools Expert

Answer: B

NEW QUESTION 54
- (Exam Topic 1)
Which is a strategic planning and portfolio support function of a P3O?

A. Reporting through management dashboards
B. Supporting programme tool use
C. Developing consistent working practices
D. Facilitating programme workshops

Answer: A

NEW QUESTION 57
- (Exam Topic 1)
Which is part of the business governance structure whose requirements MUST be met by the reporting of a P3O?

A. Senior Management Board
B. External stakeholders
C. Component offices within the P3O
D. HeadofP3O

Answer: A

NEW QUESTION 59
- (Exam Topic 1)
What should be described in a Blueprint?

A. Procedures to escalate risks to delivery of the portfolio
B. Templates for programme and project reports
C. Dashboards to replace business as usual reporting
D. Skills needed to implement the technology required

Answer: A

NEW QUESTION 62
- (Exam Topic 1)
Which are the activities of the implementation lifecycle for a permanent P3O?

A. Initiate, Define, Deliver Capability / Realize Benefits, Close
B. Identify, Define, Deliver Tranches, Close
C. Identify, Define, Deliver Blueprint, Close
D. Identify, Define, Deliver Capability / Realize Benefits, Close

Answer: D

NEW QUESTION 64
- (Exam Topic 1)
Why do senior managers need to agree on which PPM problems they rate as critical?

A. Defines a portfolio prioritization and optimization technique
B. Allows the P3O Sponsor to gain consensus on a common P3O vision
C. Justifies to senior management the investment in a P3O
D. Defines the lifecycle for implementing a permanent P3O

Answer: B

NEW QUESTION 69
- (Exam Topic 1)
Which tool provides integrated reports for multiple users from a single set of data?

A. Benefit realization
B. Facilitated workshops
C. Complexity modelling
D. Enterprise PPM solutions

Answer: D

NEW QUESTION 74
- (Exam Topic 1)
Which is a definition of business as usual?

A. Totality of an organization's investment in the changes required to achieve its strategic objectives
B. A coordinated collection of strategic processes that enable the most effective balance of change and business as usual
C. The way the business normally achieves its objectives
D. The integration of the concept Run the Business, Change the Business' into the portfolio

Answer: C

NEW QUESTION 77
- (Exam Topic 1)
Which of the following actions are recommended when implementing a P3O model with Hub Portfolio Offices?
* 1. Appoint a P3O Sponsor to act as Senior Responsible Owner
* 2. Allow temporary offices to define their own standards and processes
* 3. Run the implementation as a programme with appropriate governance
* 4. Use appropriate programme management lifecycles and processes

A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: C

NEW QUESTION 80
- (Exam Topic 1)
What is the objective of the management dashboard technique?

A. Force-rank the programmes and projects within a portfolio
B. Communicate components of the delivery framework to the PPM community
C. Develop standardized business processes and agree accountabilities

D. Provide key decision support information across a portfolio

Answer: D

NEW QUESTION 85
- (Exam Topic 2)
Which is a section of the Blueprint?

A. Business process swimlanes
B. Information portal
C. Vision Statement
D. Processes (including operational costs and performance levels)

Answer: D

NEW QUESTION 90
- (Exam Topic 2)
What are risk identification and risk assessment workshops typically used for?

A. Define the relative priority of each investment objective
B. Identify threats as part of project initiation
C. Brainstorm objectives for a project
D. Define measures in a Benefit Profile

Answer: B

NEW QUESTION 91
- (Exam Topic 2)
What should a P3O recommend for 'must do' changes?

A. Should be stopped immediately
B. Must be completed before new changes are started
C. Should be realigned to existing objectives
D. Should be included in the portfolio to maintain business as usual

Answer: D

NEW QUESTION 96
- (Exam Topic 2)
What is used to assist senior managers to determine their core problems and the services to be delivered by a P3O model?

A. Business process swimlanes
B. Knowledge management tools
C. Capacity planning for resource management
D. P3O Value Matrix

Answer: D

NEW QUESTION 101
- (Exam Topic 2)
Which P3O capability is MOST likely to result in being able to stop inappropriate programmes?

A. Reduction in resource costs
B. Ongoing alignment of programmes with strategic objectives and targets
C. Reduction in overheads dealing with conflicting resources
D. Increased ability to bundle related requests for change for programmes

Answer: B

NEW QUESTION 104
- (Exam Topic 2)
Which is NOT a functional role?

A. Benefits and Value
B. Information Management
C. Project Officer
D. Planning

Answer: C

NEW QUESTION 106
- (Exam Topic 2)
Which activity first occurs during the 'Define' process in the permanent P3O model lifecycle?

A. Understand how stakeholders currently view the P3O functions provided

B. Create an outline vision of the required changes to the P3O functions provided
C. Determine in further detail the processes the P3O will operate
D. Deliver the enhanced P3O capability

Answer: C

NEW QUESTION 111
- (Exam Topic 2)
Which P3O model features a single permanent office providing strategic planning and portfolio support?

A. P3O model with Hub Portfolio Offices
B. Organization Portfolio Office
C. Temporary Office
D. Virtual Office

Answer: B

NEW QUESTION 113
- (Exam Topic 2)
What is defined as a temporary, flexible organization created to coordinate the implementation of a set of related projects and activities?

A. Programme
B. Business as usual
C. Project
D. Portfolio

Answer: A

NEW QUESTION 114
- (Exam Topic 2)
Which of the following are key stakeholders in a temporary Project Office?
* 1. Organization Portfolio Office
* 2. Business as usual staff
* 3. Suppliers to the project
* 4. Project Board members

A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: C

NEW QUESTION 119
- (Exam Topic 2)
What is the MOST appropriate use of project planning software for an organization at P3M3 maturity level 1?

A. Collaborative
B. Individual
C. Integrated
D. Networking

Answer: B

NEW QUESTION 124
- (Exam Topic 2)
Which of the following describe how an Organization Portfolio Office helps deliver change?
* 1. Allows the right resources to be allocated to the right programmes and projects
* 2. Focuses on identifying changes that align best to strategic objectives
* 3. Monitors progress of programmes and projects against key organizational objectives
* 4. Is primarily concerned with implementing the change correctly

A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: A

NEW QUESTION 128
- (Exam Topic 2)
Which is NOT a use of integrated tools?

A. Links information across business change initiatives in a hierarchical manner
B. Allows multiple people to access multiple sets of information
C. Supports a single business change initiative with multiple users
D. Uses a single installation of the tool across the organization

Answer: C

NEW QUESTION 133
- (Exam Topic 2)
Where should an Organization Portfolio Office ultimately report?

A. Main board director
B. Corporate services function
C. Programme Manager
D. Head of P3O

Answer: A

NEW QUESTION 134
- (Exam Topic 2)
How can a P3O directly support effective teamwork between Programme Managers located in different regions?

A. Appoint a P3O Sponsor for each region
B. Implement the portfolio prioritization and optimization technique
C. Implement standard collaborative tools
D. Support the fast track mobilization of programmes

Answer: C

NEW QUESTION 139
- (Exam Topic 2)
Which of the following statements about how a P3O should integrate with the wider organization are true?
* 1. Operates independently of other functions within the organization
* 2. Typically relies on dedicated full-time resources to provide financial functions needed

A. Only 1 is true
B. Only 2 is true
C. Both 1 and 2 are true
D. Neither 1 or 2 is true

Answer: D

NEW QUESTION 141
- (Exam Topic 2)
What types of office does a P3O typically consist of?

A. Permanent and transitioning
B. Co-located and centralized
C. Virtual and decentralized
D. Permanent and temporary

Answer: D

NEW QUESTION 145
- (Exam Topic 2)
Which is a likely source of a threat to achieving the Blueprint?

A. Programme team fails to use a common language
B. Stakeholders are identified and analysed
C. Programme approach is used to implement a P3O
D. External consultants advise the programme team

Answer: A

NEW QUESTION 147
- (Exam Topic 2)
Which is a responsibility of the P3O Sponsor role?

A. Ensure the portfolio delivers the required strategy
B. Secure the investment required to set up the P3O
C. Recruit the Portfolio Office staff members
D. Recommend an appropriate mix of programmes and projects

Answer: B

NEW QUESTION 152
- (Exam Topic 2)
What is used to measure the success of a P3O?

A. Principles for extracting value

B. P3O Value Matrix
C. Key Performance Indicators
D. Complexity modeling

Answer: C

NEW QUESTION 154
- (Exam Topic 2)
Which technique ensures resources with the right expertise are allocated to PPM roles?

A. P3O information portal
B. Skills development and maintenance
C. Management dashboards
D. Facilitation - workshop techniques

Answer: B

NEW QUESTION 157
- (Exam Topic 2)
Which of the following describe a decentralized P3O model?
* 1. Uses hub offices to support local need
* 2. Has a single office providing support to the entire organization
* 3. Has a central office typically providing portfolio support
* 4. Uses standards set by a central COE with local variations

A. 1,2,3
B. 1,2,4
C. 1,3,4
D. 2,3,4

Answer: C

NEW QUESTION 159
- (Exam Topic 2)
Which describes P3O assurance services?

A. Independent of the programme being assured
B. Integrated into the programme being assured
C. Carried out by the delivery support function
D. Supports Programme Managers in delivery

Answer: A

NEW QUESTION 160
- (Exam Topic 2)
Which of the following statements about the return of internal resources to an operational role when closing a temporary Programme Office are true?
* 1. Feedback to the line manager should be given on performance
* 2. Staff members will be reluctant to return

A. Only 1 is true
B. Only 2 is true
C. Both 1 and 2 are true
D. Neither 1 or 2 is true

Answer: C

NEW QUESTION 162
- (Exam Topic 2)
Why is the same function carried out with a different focus by different offices within a P3O model?

A. Provides support by ongoing prioritization of change initiatives
B. Understands the capability to be delivered by the programme being supported
C. Provides appropriate decision support to the customers of each office
D. Considers risk from a strategic viewpoint

Answer: C

NEW QUESTION 164
- (Exam Topic 2)
Which receives the benefit of the governance provided by a P3O?

A. Finance
B. Change initiatives
C. Business as usual
D. Commercial

Answer: B

NEW QUESTION 167
- (Exam Topic 2)
Which factor will NOT influence the size of a P3O?

A. Number and type of functions it will deliver
B. Size of the programmes and projects it will support
C. Budget of the programmes and projects it will support
D. Training requirements for its members of staff

Answer: D

NEW QUESTION 169
- (Exam Topic 2)
Which of the following are key responsibilities of the Portfolio Analyst role?
* 1. Balance the portfolio in terms of strategic change against business as usual
* 2. Make recommendations on an appropriate programme/project balance
* 3. Provide a fast-track prog
* 4. Highlight problems relating to project interdependences

A. 1, 2, 3
B. 1, 2, 4
C. 1, 3, 4
D. 2, 3, 4

Answer: B

NEW QUESTION 174
- (Exam Topic 2)
Which is a benefit of the portfolio prioritization and optimization technique?

A. Highlights programme issues requiring intervention
B. Documents repeatable processes enabling increased PPM maturity
C. Provides resource capacity to the portfolio when required
D. Supports senior management investment decisions by aligning programmes to strategy

Answer: D

NEW QUESTION 179
- (Exam Topic 2)
Which activity should take place when recycling capability within a temporary Programme Office lifecycle?

A. Transfer resources back to operational areas
B. Review processes to ensure they continue to support a programme
C. Feedback to the COE any methods used as part of programme delivery
D. Return office accommodation back to business as usual

Answer: C

NEW QUESTION 183
- (Exam Topic 2)
Which is NOT an objective of a programme?

A. Coordinate related projects and activities
B. Deliver business products according to a Business Case
C. Deliver outcomes and benefits
D. Align outcomes to strategic objectives

Answer: B

NEW QUESTION 184
- (Exam Topic 2)
What resource commitments should be taken into account as part of portfolio management?

A. Programme only
B. Programme and project only
C. Programme and business as usual only
D. Programme, project and business as usual

Answer: D

NEW QUESTION 187
- (Exam Topic 2)
How does a P3O typically deliver an information portal to the PPM community?

A. Through an intranet site showing templates and guidance
B. By documenting business process swimlanes

C. Using programme and project management forums
D. By appropriate capacity planning for resource management

Answer: A

NEW QUESTION 191
- (Exam Topic 2)
Which is a typical information assurance role of a P3O?

A. Escalating issues to senior management
B. Providing capacity planning for the portfolio
C. Ensuring data security requirements are assessed at the beginning of each project
D. Booking accommodation for operational staff

Answer: C

NEW QUESTION 196
- (Exam Topic 2)
Which describes the focus of a Portfolio Office in relation to programmes?

A. Implements a programme correctly
B. Provides support to a programme
C. Defines the standards to be followed by a programme
D. Ensures that investment is made in the right programmes

Answer: D

NEW QUESTION 198
- (Exam Topic 2)
Which occurs when the P3O implementation programme is closed?

A. Vision Statement is refined to reflect delivery
B. Blueprint is produced to document processes
C. Risks to the implementation are captured
D. P3O capability becomes business as usual

Answer: D

NEW QUESTION 200
- (Exam Topic 2)
Which non-PPM function is often provided by a P3O in the interests of business efficiency?

A. Challenging project data
B. Scrutinising the impact of project delivery on business as usual
C. Escalating risks and issues
D. Providing a secretariat service to management boards

Answer: D

NEW QUESTION 202
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