

P3OF^{Q&As}

Portfolio, Programme and Project Offices® Foundation

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QUESTION 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

Correct Answer: C

QUESTION 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

Correct Answer: A

QUESTION 3

Which is an activity in the implementation lifecycle for a permanent P3O?

- A. Return staff members to operational roles
- B. Run an office through to delivery
- C. Close down a Programme Office
- D. Deliver capability / Realize benefits

Correct Answer: D

QUESTION 4

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

Correct Answer: B

QUESTION 5

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

Correct Answer: D

QUESTION 6

Which describes embedded resources delivering finance functions assigned to a temporary Programme Office?

- A. They are permanently assigned to a programme or project
- B. Line management responsibility for them sits within a Programme Office
- C. They use the standards created by a temporary Programme Office
- D. Processes that they will follow are controlled by the finance department

Correct Answer: D

QUESTION 7

Which describes the people or skills required for a Portfolio Office?

- A. Should be resourced with people wanting to move into project management
- B. Skills of Portfolio Office staff are the same as those for a role in a COE
- C. Needs enough people who are able to interpret and challenge data
- D. Should be resourced with a large number of administrative staff

Correct Answer: C

QUESTION 8

Which is a specific benefit of the skills development and maintenance technique?

- A. Improves collaboration between resources working in different locations
- B. Allows access to PPM information by all levels of an organization
- C. Reduces ineffective management of workshops
- D. Allocates appropriately skilled resources to PPM roles

Correct Answer: D

QUESTION 9

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

Correct Answer: D

QUESTION 10

Which should be defined in order to align P3O governance services with the wider organization?

- A. Where embedded resources should report
- B. Why information security management is needed
- C. Which role is authorized to make what decisions
- D. Which role carries out the secretariat function

Correct Answer: C

QUESTION 11

Which of the following are critical success factors for the introduction of standard tools and techniques to the P3O model?

1.

Identify the benefits a tool will provide to an organization before focussing on its features

2.

Ensure the complexity of the tools and techniques matches the capability maturity of the organization

3.

Implement new tools as part of an organizational change programme

4.

Implement tools simultaneously across all programmes and projects

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Correct Answer: A

QUESTION 12

Which is a typical constraint which impacts on how a P3O is implemented?

A. Pace of change must take into account current P3M3 maturity

B. Quality, standardized programme data is needed

C. P3O assurance services must be independent

D. P3O governance must align with existing corporate governance

Correct Answer: A

QUESTION 13

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

Correct Answer: C

QUESTION 14

Which information should a P3O Business Case typically contain?

- A. Risks involved in implementing a P3O model
- B. Definition of the future state of the P3O
- C. Resource requirements to deliver the portfolio of change initiatives
- D. Risks involved in delivering the portfolio of change initiatives

Correct Answer: A

QUESTION 15

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

Correct Answer: C

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