Exin

Exam Questions P3OF

Portfolio, Programme and Project Offices® Foundation

NEW QUESTION 1
- (Exam Topic 1)
Which of the following statements about Key Performance Indicators are true?
* 1. Can be used to maintain buy in and commitment from stakeholders
* 2. Will be the same for every P3O

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: A

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 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 4
- (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 5
- (Exam Topic 1)
Which is NOT a factor that affects the design of a P3O model?

A. Whether a framework agreement exists with an external PPM consultancy company
B. Existing level of PPM maturity of the organization
C. Whether local or central investment decisions drive the business
D. The number of distinct geographical divisions within the organization

Answer: A

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 is NOT a way that tools may be used?

A. Community
B. Individual
C. Integrated

D. Collaborative

Answer: A

NEW QUESTION 8
- (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 9
- (Exam Topic 1)
Which is a COE function or service offered within a P3O?

A. Capacity planning of PPM resources
B. Support to Programme Managers through internal consultancy
C. Support for escalated risks
D. Maintaining a Risk Register on behalf of a project

Answer: B

NEW QUESTION 10
- (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 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 13
- (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 16
- (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 17
- (Exam Topic 1)
Why should staff delivering non-PPM functions within a P3O model be treated as distinct administrative resources?

A. Avoid discouraging people from choosing a career within a P3O
B. Provide non-PPM functions with a logical home
C. Meet business efficiency needs
D. Deliver a secretariat service to management boards

Answer: A

NEW QUESTION 20
- (Exam Topic 1)
Which applies to the Define' process in the permanent P3O model lifecycle?

A. Can commence once the Mandate for change has been received
B. Will be the same for every P3O implementation, irrespective of the size of the P3O
C. Requires careful planning to ensure continued alignment with strategic objectives throughout implementation
D. Is the same as the process used to set up temporary P3Os

Answer: C

NEW QUESTION 23
- (Exam Topic 1)
What does a Hub Portfolio Office support?

A. Definition and delivery of a portfolio of change across an organization
B. Delivery of a specific change initiative being delivered as a programme
C. Consistent definition of standards across an organization
D. Definition and delivery of programmes within a division

Answer: D

NEW QUESTION 27
- (Exam Topic 1)
Which is a delivery support function offered within a P3O?

A. Reporting on progress through management dashboards
B. Provision of independent assurance of programmes
C. Provision of project support resources to projects
D. Alignment of change initiatives to strategy

Answer: C

NEW QUESTION 32
- (Exam Topic 1)
Which is a key activity of the Identify' process in the permanent P3O lifecycle?

A. Delivering the new capability
B. Planning tranches of delivery
C. Analysing stakeholders and planning communications
D. Assessing the current state of P3O provision

Answer: D

NEW QUESTION 36
- (Exam Topic 1)
Which is NOT a section of a Blueprint?

A. Practices
B. Information and data requirements
C. Technology (including tools and techniques)
D. Organizational structure

Answer: A

NEW QUESTION 41
- (Exam Topic 1)
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

Answer:

A

NEW QUESTION 42
- (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 44
- (Exam Topic 1)
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

Answer: A

NEW QUESTION 46
- (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 51
- (Exam Topic 1)
Which role has the authority to champion the setup of a P3O set-up?

A. Head of Programme Office
B. Head of P3O
C. Portfolio Analyst
D. P3O Sponsor

Answer: D

NEW QUESTION 54
- (Exam Topic 1)
Which is a permanent office supporting the definition of a portfolio of programmes and projects within a geographical region?

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

Answer: B

NEW QUESTION 56
- (Exam Topic 1)
Which is a factor to consider when sizing a permanent office?

A. Estimate of time taken to deliver each service provided by an office
B. Number of people working on a single programme
C. Amount of money being invested in a single programme
D. Number of templates already produced

Answer: A

NEW QUESTION 61
- (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 66
- (Exam Topic 1)
Which role should be the final point of escalation for a P3O which supports all change in an organization?

A. Portfolio Analyst
B. Finance
C. Head of P3O
D. Main board director

Answer: D

NEW QUESTION 71
- (Exam Topic 1)
Which is NOT a typical Key Performance Indicator which can be used to measure the success of a P3O?

A. Increased success of programmes delivering to budget
B. Improved portfolio balance in relation to spend on short term contract resource
C. Increased use of implemented tools by operations staff
D. Enhanced contribution measured against the Benefits Realization Plan

Answer: C

NEW QUESTION 74
- (Exam Topic 1)
Which role's purpose is to facilitate the development of the portfolio, programme or project dependency logs?

A. Change Control
B. Issue
C. Information Management
D. Planning and Estimating

Answer: D

NEW QUESTION 75
- (Exam Topic 1)
Which is a specified constraint that may impact the benefits delivered by implementing a P3O model?

A. An organization's ability to adapt to change
B. Overall programme and project success rates
C. A P3O champion providing senior management commitment
D. Belief that complying with repeatable processes is bureaucratic

Answer: A

NEW QUESTION 76
- (Exam Topic 1)
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

Answer: D

NEW QUESTION 78
- (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 82
- (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 87
- (Exam Topic 1)
Who does a P3O support by providing practical hands-on help?

A. Customer/user community
B. Programme and Project Managers
C. Suppliers
D. Senior managers

Answer: B

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 95
- (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 100
- (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 105
- (Exam Topic 2)
What does a P3O provide to support the principle 'govern effectively'?

A. Coaching and training to P3O roles
B. Independent gated review coordination and assurance
C. A benefits tracking service to business owners
D. A fast track mobilization service to programmes and projects

Answer: B

NEW QUESTION 110
- (Exam Topic 2)
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

Answer: A

NEW QUESTION 111

- (Exam Topic 2)
Which is a purpose of measuring Key Performance Indicators for a P3O?

A. Demonstrate a P3O's successes to the organization
B. Determine project progress against its plan
C. Identify the resources required within a P3O
D. Identify areas of personal improvement for Project Managers

Answer: A

NEW QUESTION 115
- (Exam Topic 2)
Which is NOT a typical factor that may affect the design of a P3O model?

A. Organizational PPM maturity
B. Geographical divisions
C. Size of the organization
D. Challenge to current culture

Answer: D

NEW QUESTION 118
- (Exam Topic 2)
Which is a purpose of getting senior managers to buy into the benefits a P3O will deliver?

A. Contribute to planning tranches of delivery
B. Document the desired future state
C. Use their influence to champion the change
D. Implement appropriate PPM tools

Answer: C

NEW QUESTION 121
- (Exam Topic 2)
Which is a characteristic of the Vision Statement?

A. Describes the current state
B. Defines how to deliver the P3O model
C. Links the P3O model to achievement of business goals
D. Documents detailed processes for the P3O

Answer: C

NEW QUESTION 123
- (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 127
- (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 130
- (Exam Topic 2)
Which of the following are recommended for the implementation of a P3O model?
* 1. Follow a recognized programme or project methodology
* 2. Define a budget and associated timescales to deliver
* 3. Appoint a P3O Sponsor
* 4. Use a programme approach to implement a single office P3O staffed by one individual

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

Answer: A

NEW QUESTION 133
- (Exam Topic 2)
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

Answer: C

NEW QUESTION 136
- (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 139
- (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 143
- (Exam Topic 2)
What is a portfolio, programme and project management standards office?

A. Organization Portfolio
B. Hub Portfolio
C. Programme
D. COE

Answer: D

NEW QUESTION 144
- (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 146
- (Exam Topic 2)
What technique provides the benefit of checking the quality of the decision-support information being provided to the P3O?

A. Gated reviews
B. Business process svvimlanes
C. Capacity planning for resource management
D. Management dashboards

Answer: A

NEW QUESTION 148
- (Exam Topic 2)
Which is delivered by the Blueprint's information flows?

A. P3O implementation plan

B. Management of risk
C. Principle of management by exception
D. Realization of benefits

Answer: C

NEW QUESTION 149
- (Exam Topic 2)
Which is NOT a specific area where KPIs should be set as a minimum to measure a P3O model's success?

A. Reduced cost of skilled resources
B. Enhanced contribution to strategic objectives
C. Improved portfolio balance in terms of overall risk
D. Increased overall programme success rates in relation to benefits realization

Answer: A

NEW QUESTION 150
- (Exam Topic 2)
Which of the following describe the governance responsibilities of a P3O model?
* 1. Provides the governance and control backbone for an organization's change initiatives
* 2. Provides a single source for all data relating to the organization's change initiatives
* 3. Implements rules for decision-making relating to programmes and projects
* 4. Makes decisions on behalf of the main board

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

Answer: A

NEW QUESTION 151
- (Exam Topic 2)
Which information should a Business Case for a P3O provide?

A. Reasons why any form of P3O is needed
B. Roles of the staff working in the P3O
C. Processes to be implemented by the P3O
D. Appointed Head of P3O

Answer: A

NEW QUESTION 152
- (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 155
- (Exam Topic 2)
Which is a purpose of the Consultancy and Performance Management role?

A. Assists with budget control
B. Creates, maintains and distributes good practice
C. Provides benefits realization support
D. Identifies, monitors and resolves issues

Answer: B

NEW QUESTION 158
- (Exam Topic 2)
Which is a function of strategic mapping software?

A. Distributes and shares learning among the PPM community
B. Models an organization's systems and processes
C. Matches programmes and projects to portfolio benefits and outcomes
D. Supports a common, integrated approach to risk management

Answer: C

NEW QUESTION 160
- (Exam Topic 2)
How does a P3O model increase an organization's ability to deliver its strategy?

A. Ensures current projects are unaffected by changes to policy or strategy
B. Enables projects to efficiently develop their own financial processes
C. Provides decision support to ensure the right projects are launched
D. Allows senior managers to delegate their governance responsibilities

Answer: C

NEW QUESTION 164
- (Exam Topic 2)
Which activity occurs as part of the 'Identify' process?

A. Refine the Vision Statement
B. Document an outline Business Case
C. Plan tranches of delivery
D. Deliver the new capability

Answer: B

NEW QUESTION 166
- (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 171
- (Exam Topic 2)
What is defined as the decision-enabling and support business model for all business change within an organization?

A. Programme
B. P3O
C. Project
D. Portfolio

Answer: B

NEW QUESTION 172
- (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 176
- (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 181
- (Exam Topic 2)
What role provides facilitated workshops to promote consistent project management practice?

A. Project Specialist
B. Project Officer
C. Head of Project Office
D. Secretariat/administrator

Answer: A

NEW QUESTION 182
- (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)
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 189
- (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 191
......

Thank You for Trying Our Product

We offer two products:

1st - We have Practice Tests Software with Actual Exam Questions

2nd - Questons and Answers in PDF Format

P3OF Practice Exam Features:

* P3OF Questions and Answers Updated Frequently

* P3OF Practice Questions Verified by Expert Senior Certified Staff

* P3OF Most Realistic Questions that Guarantee you a Pass on Your FirstTry

* P3OF Practice Test Questions in Multiple Choice Formats and Updatesfor 1 Year

100% Actual & Verified — Instant Download, Please Click
[Order The P3OF Practice Test Here](#)