



The Foundation Examination

Rationale

Exam Paper

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- 1 Syllabus Topic: BC0204 - Why have a P3O? Correct Answer: B
LL2: Identify the P3O Value Matrix and how it can be used to identify stakeholder needs.
- a) Incorrect: Managing the delivery of programmes is the responsibility of the programme team, not a P3O. A P3O provides decision support, assurance and other supporting services. Ref Tab 1.2
 - b) Correct: Providing tools, templates and data to assist Project Managers in delivery is a support/enabling activity. Ref 2.4.2.2/Fig 2.2
 - c) Incorrect: Ensuring on-going viability of desired strategic outcomes is an assurance/restraining activity - programme outcomes are aligned to the organization strategy. Ref 2.4.2.2/Fig 2.2
 - d) Incorrect: Verifying achievement towards planned outputs where schedule, cost and quality components are known is an assurance/restraining activity. Ref 2.4.2.2/Fig 2.2
- 2 Syllabus Topic: MO0214 - Models and Tailoring Correct Answer: B
LL2: Identify independent P3O assurance services and how they can be delivered.
- a) Incorrect: Assurance functions can take many forms, including health checks and stage reviews. Ref 3.3.4
 - b) Correct: The P3O itself should be subject to independent assurance and external audit and should not therefore audit its own functions. Ref 3.3.4
 - c) Incorrect: Assurance teams can provide independent advice / guidance on tailoring processes. Ref 3.3.4
 - d) Incorrect: A P3O can provide independent assurance external to assurance delegated from the Programme Board. Ref 3.3.4
- 3 Syllabus Topic: BC0202 - Why have a P3O? Correct Answer: A
LL2: Identify the Best Management Practice principles for extracting value from programme and project management and how a P3O model can help deliver them.
- a) Correct: Safeguard value ensures that business owners can identify via the benefits tracking service provided by a P3O whether the benefits are being achieved. Ref Tab 2.1
 - b) Incorrect: Prioritize investment provides senior managers with decision support - analysing options and consequences to ensure prioritization of all business change. Ref Tab 2.1
 - c) Incorrect: Hold people to account ensure that the right decisions are escalated to the right people with relevant information to support the decision-making process. Ref Tab 2.1
 - d) Incorrect: Govern effectively ensures effective governance and issue/risk escalation. Ref Tab 2.1

4 Syllabus Topic: MO0203 - Models and Tailoring Correct Answer: C

LL2: Identify the different centre of excellence (COE) functions or services offered within a P3O.

- a) Incorrect: The COE's role is to provide standard risk management strategy, process and templates, not to monitor actual risks. Ref 3.3.2
- b) Incorrect: Delivery of programme communications would be either a programme function or a function of a temporary Programme Office set up to support the delivery of a specific initiative. Ref 1.5.2
- c) Correct: A COE typically provides knowledge management. Ref 3.1
- d) Incorrect: Portfolio prioritization would typically be done by a strategic planning or portfolio support function within an Organization Portfolio Office. Ref 3.1

5 Syllabus Topic: RO0205 – Roles Correct Answer: B

LL2: Understand the key responsibilities of each management role, specifically the P3O Sponsor role.

- a) Incorrect: This is the purpose of the Quality Assurance role (Ref A.3.10.1) which is a functional role. Functional roles may be allocated to multiple people. Ref App A
- b) Correct: This is one of the responsibilities of the P3O Sponsor and should be carried out by an individual. Ref App A.1.1
- c) Incorrect: This is a purpose of the Finance role (Ref A.3.6.1), and which is a functional role. Functional roles may be allocated to multiple people. Ref App A
- d) Incorrect: Ensuring a consistent 'fit for purpose' approach to benefits and value management is one of the purposes of the Benefits and Value role (Ref A.3.1.1), which is a functional role. Functional roles may be allocated to multiple people. Ref App A

6 Syllabus Topic: TT0201 - How to operate a P3O (including tools and techniques)

Correct Answer: C

LL2: Identify what tools and techniques are, how they can be used and where they can typically be found within an organization.

- a) Incorrect: Enterprise PPM software would typically be implemented in an integrated manner so that multiple users access it. Ref 5.2
- b) Incorrect: Knowledge management software designed to share information and processes would typically be implemented in a collaborative manner so that multiple users access it. Ref 5.2
- c) Correct: Desktop applications such as spreadsheets can be used in an individual manner with one user per business change initiative. Ref 5.2
- d) Incorrect: Strategic mapping software would typically be implemented in a collaborative or integrated manner so that multiple users access it. Ref 5.5

7 Syllabus Topic: BC0205 - Why have a P3O? Correct Answer: B

LL2: Identify how to recognize the problem and the analysis of recent issues and reviews.

- a) Incorrect: (4) Analysis of recent issues and reviews is a way of identifying the problem and analysing the current state. Ref 2.4.2.1
- b) Correct: (3) Reviewing P3Os in other organizations will not assist an organization in identifying their own current state of provision. Ref 2.4.2/2.4.2.1
- c) Incorrect: (2) Understanding the problems that need to be solved is a way of identifying the problem and analysing the current state. Ref 2.4.2
- d) Incorrect: (1) Analysis of recent issues and reviews is a way of identifying the problem and analysing the current state. Ref 2.4.2 /2.4.2.1

8 Syllabus Topic: IM0201 - Implement and Re-energize Correct Answer: A

LL2: Identify the need to use a defined process to implement the P3O, typically based on MSP principles.

- a) Correct: It is recommended that the implementation be run as a programme using Best Management Practice MSP or, at least, as a project. Ref 2.2/4.1
- b) Incorrect: The significant level of business change involved requires a Best Management Practice MSP programme approach that alters mindsets and behaviours as well as process. Ref 2.2
- c) Incorrect: it is important to adopt an incremental approach to implementation to reduce the adverse impacts of a 'big bang' implementation and to demonstrate early benefits to senior management from the investment. Ref 2.2/4.1 /4.2.2.7
- d) Incorrect: For a simple office set-up or where programme management has not been adopted, the P3O model may be delivered as a project. Ref 4.1

9 Syllabus Topic: IM0207 - Implement and Re-energize Correct Answer: D

LL2: Identify the key activities and outputs of the Deliver and Close processes.

- a) Incorrect: Deliver new capability is part of the 'Deliver' process. Ref 4.2.3.1
- b) Incorrect: Deliver transition is part of the 'Deliver' process. Ref 4.2.3.1
- c) Incorrect: Deliver stabilized operations is part of the 'Deliver' process. Ref 4.2.3.1
- d) Correct: Deliver is about delivering the new capability and realizing the benefits. Ref 4.3.3.1. Post-implementation reviews are part of Closure. Ref 4.2.4

- 10 Syllabus Topic: BC0209 - Why have a P3O? Correct Answer: B
LL2: Identify typical P3O capabilities and linked outcomes.
- a) Incorrect: Maximising returns from investment ensures the portfolio returns the right mix of strategically aligned benefits. Ref Tab 2.2
 - b) Correct: Identifying and managing interdependencies between programmes and projects ensures reduction in delays and prioritization of critical path activities. Ref Tab 2.2
 - c) Incorrect: Coordinating change control processes ensures that requests for change are passed to the correct service organization. Ref Tab 2.2
 - d) Incorrect: Rationalizing programmes and projects enables achievement of value-for-money savings and efficiency gains. Ref Tab 2.2
- 11 Syllabus Topic: OV0204.2 - Overview Correct Answer: C
LL2: To identify what a P3O is including the objectives and key functions of each P3O model element.
- a) Incorrect: An Organization Portfolio Office supports the definition and delivery of a portfolio of change across the entire organization. Ref Tab 1.2
 - b) Incorrect: A Programme Office supports the delivery of a specific change initiative being delivered as a programme. Ref Tab 1.2
 - c) Correct: A COE defines standards and provides skills and training. Ref Tab 1.2
 - d) Incorrect: A Hub Portfolio Office supports the definition and delivery of a portfolio of programmes and projects within a department, division, geographical region or business unit. Ref Tab 1.2
- 12 Syllabus Topic: TT0207.2 - How to operate a P3O (including tools and techniques)
Correct Answer: D
LL2: Identify typical objectives, uses and benefits of P3O techniques, specifically the facilitation - workshop techniques.
- a) Incorrect: The purpose of this workshop is to brainstorm and consider options for the programme or project solution. Ref Tab 5.7
 - b) Incorrect: The purpose of this workshop is to brainstorm all lessons from a programme or project. Ref Tab 5.7
 - c) Incorrect: The purpose of this workshop is to resolve issues and generate solutions, or consider options for assessing change requests or exceptions. Ref Tab 5.7
 - d) Correct: This is the purpose of the risk identification and risk assessment workshop. Ref Tab 5.7

- 13 Syllabus Topic: MO0205 - Models and Tailoring Correct Answer: C
LL2: Identify where a P3O should report in order to add value to an organization.
- a) Incorrect: A COE often reports to a corporate services function because it is aligned to other cross-organizational standards and assurance departments. Ref 3.2.1
 - b) Incorrect: A Hub Portfolio Office should report to the divisional director to align to a division or department. Ref 3.2.1
 - c) Correct: An Organization Portfolio Office should report to a main board director to add maximum value. Ref 3.2.1
 - d) Incorrect: A Hub Portfolio Office aligned to a division or department should report to the divisional director to align to a division or department. Ref 3.2.1
- 14 Syllabus Topic: BC0212.1 - Why have a P3O? Correct Answer: B
LL2: Identify typical KPIs to measure the success of a P3O.
- a) Incorrect: (4) Enhanced contribution – benefits tracked against the Benefits Realization Plan is a P3O KPI. Ref Tab 2.4
 - b) Correct: (3) A P3O cannot add to resource capacity. Therefore, increased organizational resource capacity is not a P3O KPI. At best, the Resource Management role of the P3O will be able to summarize total resource capacity requirements and provide better intelligence about anticipated periods of resource shortfall and oversupply. Ref Tab 2.4/A.3.11
 - c) Incorrect: (2) Improved portfolio balance is a P3O KPI. Ref Tab 2.4
 - d) Incorrect: (1) Increased programme and project success rates is a P3O KPI. Ref Tab 2.4
- 15 Syllabus Topic: RO0202 - Roles Correct Answer: B
LL2: Identify the purpose, including skills and attributes where stated, of each P3O management role, specifically the Head of P3O role in an Organization Portfolio Office model.
- a) Incorrect: Financial management is beneficial, but not required background knowledge for heading up a P3O. Ref A.1.2/Tab 3.5
 - b) Correct: The Head of P3O must be able to develop and maintain working relationships with senior managers and PPM teams. Ref A.1.2/Tab 3.5
 - c) Incorrect: Extensive experience of knowledge management is a beneficial background for heading up a P3O containing a COE element, but it is not a requirement. Ref A.1.2/Tab 3.5
 - d) Incorrect: While job descriptions will need to be written for Organization Portfolio Office staff, this does not have to be done by the Head of Portfolio Office. In fact, it may be done by a member of the COE as part of standards development. Ref A.1.2/Tab 3.5

16 Syllabus Topic: IM0202 - Implement and Re-energize Correct Answer: C

LL2: Identify the key activities and outputs of the Identify process.

- a) Incorrect: (4) An assessment of the current state of P3O provision is made in the 'Identify the P3O' process. Ref Fig 4.1
- b) Incorrect: (3) The outline Business Case is created in the 'Identify the P3O' process. Ref Fig 4.1
- c) Correct: The team structure for the on-going operation of the P3O is defined in the 'Define the P3O' process as part of the Blueprint. Ref 4.2.2.4.2/Fig 4.1
- d) Incorrect: (1) The Outline Vision Statement is created in the 'Identify the P3O' process. Ref Fig 4.1

17 Syllabus Topic: TT0204 - How to operate a P3O (including tools and techniques)

Correct Answer: C

LL2: Identify common P3O tools and their functions, specifically the strategic mapping software tool.

- a) Incorrect: Knowledge management systems are used to disseminate and share learning. Ref 5.5
- b) Incorrect: Requirements management systems are used to manage the detailed scope of projects. Ref 5.5
- c) Correct: Strategic mapping software maps projects to benefits, outcomes and strategy. Ref. 5.5
- d) Incorrect: Enterprise architecture systems model an organization's structure, systems and process. Ref 5.5

18 Syllabus Topic: TT0202 - How to operate a P3O (including tools and techniques)

Correct Answer: C

LL2: Identify typical benefits of using standard tools and techniques.

- a) Incorrect: Compliance to business process is delivered through automation of workflows, approvals and governance mechanisms. Ref 5.3
- b) Incorrect: Improved decision-making is delivered through integration of data elements into central repositories, providing higher visibility and analysis of objective information. Ref 5.3
- c) Correct: Improved management across geography is delivered through connectivity that allows for improvements to collaboration between project or programme team members. Ref 5.3
- d) Incorrect: Improved quality of decision support information is delivered by providing a structured way to gather information and setting expectations for decision support information requirements. Ref 5.3

19 Syllabus Topic: RO0204 - Roles Correct Answer: C

LL2: Identify the purpose, including skills and attributes where stated, of each P3O functional role, specifically the Information Management role.

- a) Incorrect: The purpose of the Change Control role is to ensure that the portfolio, programme or project has effective processes in place to identify, monitor and resolve changes. Ref A.3.8.1
- b) Incorrect: The purpose of the Finance role is to establish a professional finance function within the portfolio, programme or project. Ref A.3.6.1.
- c) Correct: The Information Management role may also take on asset management within the role as custodian and guardian of master copies of portfolio information. Ref A.3.4.1
- d) Incorrect: The purpose of the Resource Management role is to ensure that current and future programmes and projects are equipped with enough human resources of the right skills. Ref A.3.11.1

20 Syllabus Topic: OV0202.1 - Overview Correct Answer: A

LL2: Identify the organizational context of P3O, specifically the relationship between business as usual, change and PPM.

- a) Correct: Business as usual and change may be regarded as separate activities but cannot survive without each other. Therefore, any decisions relating to either need to be made collaboratively at the correct level. Ref 1.3.4
- b) Incorrect: Business as usual and change may be regarded as separate activities but cannot survive without each other, because each affects the other. Ref 1.3.4
- c) Incorrect: Change must deliver what the business wants at a pace and to a timescale that ensures least disruption to business as usual. Ref 1.3.4
- d) Incorrect: Decisions about business as usual and change initiatives must be made collaboratively in order to deliver an organization's strategic objectives. Whilst change and business as usual may be regarded as separate activities, they cannot survive without each other. Ref 1.3.4

21 Syllabus Topic: TT0101 - How to operate a P3O (including tools and techniques)

Correct Answer: C

LL1: Recall the ways tools may be used, specifically integrated tools.

- a) Incorrect: For individual tools there may be multiple installations or instances of the tool across the organization but the relationship is generally one business change initiative to one user. Ref 5.2
- b) Incorrect: For collaborative tools multiple people access a single set of information through a tool. There may be multiple installations or instances of the tool across the organization; however, the relationship is one business change initiative to multiple users. Ref 5.2
- c) Correct: Integrated tools have the ability to link information in a hierarchical manner. The relationship is multiple business change initiatives to multiple users. Ref 5.2
- d) Incorrect: Assurance, gated reviews and health checks are techniques not tools and Assurance does not link information in a hierarchical manner. Ref 5.6.10

22 Syllabus Topic: IM0204 - Implement and Re-energize Correct Answer: B

LL2: Identify the use and typical content of a P3O Blueprint.

- a) Incorrect: Identifying risks to setting up a P3O is part of developing and confirming the Business Case, not part of developing the Blueprint. Ref 4.2.2.6
- b) Correct: Reporting requirements must integrate with the organization structure in order to understand who needs what information. Ref 4.2.2.4
- c) Incorrect: The Benefits Management Strategy and Blueprint are developed separately in the 'Define' process. The Benefits Management Strategy states how to identify profile and monitor P3O benefits; it does not state what the P3O model will look like in its final state (Blueprint). Ref 4.2.2.5
- d) Incorrect: The Risk Management Strategy and Risk Register are developed in the 'Define' process separately from the Blueprint. The risk information states how to identify, assess and control the risks of setting up the P3O model; it does not state what the P3O model will look like in its final state (Blueprint). Ref 4.2.2.6

23 Syllabus Topic: OV0201 - Overview Correct Answer: B

LL2: Identify the key concepts of a P3O, specifically the differences between portfolio, programme and project management and how they help to deliver change.

- a) Incorrect: Portfolio management enables the most effective balance of organizational change and business as usual and will take into account operational and strategic priorities. Ref 1.3.1
- b) Correct: Existing programmes and projects that are not aligned to strategy may be realigned or terminated or put on hold while higher priority initiatives which support strategy are delivered. Ref 1.3.1
- c) Incorrect: Existing programmes and projects that are not aligned to strategy may be realigned or terminated or put on hold while initiatives that offer greater strategic contribution are delivered. Ref 1.3.1
- d) Incorrect: Operational programmes or projects may also be put on hold while projects that will contribute more to the organization's strategic objectives are delivered. Ref 1.3.1

24 Syllabus Topic: MO0206 - Models and Tailoring Correct Answer: A

LL2: Identify the types of P3O models and how they differ for centralized versus decentralized offices.

- a) Correct: The P3O model with hub and spoke offices has a permanent central Organization Portfolio Office connected to a number of smaller decentralized permanent offices. Ref 3.2.2.2
- b) Incorrect: This describes a COE, which develops standards and provides capability support through training and coaching. Ref Tab 1.2
- c) Incorrect: This describes an Organization Portfolio Office model, which has one single permanent office supporting the definition and delivery of change across an entire organization or enterprise. Ref 3.2.2.1
- d) Incorrect: This describes the Distributed Model, which has no permanent Portfolio Office because functions are carried out by a distributed team. This is likely to characterize a Virtual P3O model. Ref 3.2.4

- 25 Syllabus Topic: RO0201 - Roles Correct Answer: A
LL2: Identify the skills and competencies needed for P3O staff.
- a) Correct: The skills and competencies of the Portfolio Office staff will need to include investment management and strategic management. Ref 3.4.1/A.2.1.1
 - b) Incorrect: A Programme Office will require staff with good PPM skills, such as a Programme Officer role, in order to provide support to the planning and delivery process.
Ref A.2.3.1
 - c) Incorrect: A COE will require staff with good PPM skills such as Programme or Project Specialist role to provide hands on support for programme and Project Managers. Ref A.2.2.1
 - d) Incorrect: A Project Office will require staff with good PPM skills, such as a Project Officer role, in order to provide support to the planning and delivery process. Ref A.2.3.1
- 26 Syllabus Topic: MO0212 - Models and Tailoring Correct Answer: A
LL2: Identify how and why the emphasis of functions and services offered by the different offices in a P3O model can differ to add value at the point of delivery.
- a) Correct: Management of common risks at the portfolio level is a strategic planning / portfolio support function. Ref 3.3.2
 - b) Incorrect: Deployment of project staff to individual projects is a delivery support function. Ref 3.1
 - c) Incorrect: Development of standards and templates is a COE function. Ref Tab 1.2
 - d) Incorrect: Provision of a fast-track start-up service is a delivery support function. Ref 3.1
- 27 Syllabus Topic: BC0101.1 - Why have a P3O? Correct Answer: C
LL1: Recall the ways that a P3O can help an organization deliver its strategy, specifically the elements of Business Change Governance support and enablement.
- a) Incorrect: Business Change Delivery answers the question 'Are we getting things done well?' Ref Fig 2.1
 - b) Incorrect: Business Change Design answers the question 'Are we doing things the right way?' Ref Fig 2.1
 - c) Correct: Business Change Strategy answers the question 'Are we doing the right things?' Ref Fig 2.1
 - d) Incorrect: Business Change Value answers the question 'Are we getting the business benefits?' Ref Fig 2.1

28 Syllabus Topic: IM0101 - Implement and Re-energize Correct Answer: C

LL1: Recall the key activities in the implementation lifecycle for a permanent P3O and their sequence.

- a) Incorrect: The correct order is Identify; Define; Deliver Capability / Realize Benefits and then Close. Ref Fig 4.1
- b) Incorrect: The correct order is Identify; Define; Deliver Capability / Realize Benefits and then Close. Ref Fig 4.1
- c) Correct: The correct order is Identify; Define; Deliver Capability / Realize Benefits and then Close. Ref Fig 4.1
- d) Incorrect: The correct order is Identify; Define; Deliver Capability / Realize Benefits and then Close. Ref Fig 4.1

29 Syllabus Topic: TT0203.1 - How to operate a P3O (including tools and techniques)

Correct Answer: A

LL2: Identify typical critical success factors that will ensure the successful implementation of tools and techniques.

- a) Correct: The ownership of the tool must be agreed so that there is a single point of accountability for it. Ref 5.4
- b) Incorrect: It is critical that the focus is on adding value as a result of using the tool and not on the features of the tool. Ref 5.4
- c) Incorrect: Not all features may be needed. The focus should be on adding value to the organization as a result of using of the tool. Ref 5.4
- d) Incorrect: The tool sophistication should match the organization's capability maturity, not drive it. Ref 5.4

30 Syllabus Topic: IM0208.3 - Implement and Re-energize Correct Answer: A

LL2: Identify the implementation lifecycle for a temporary Programme or Project Office, specifically the definition and implementation of a temporary Programme or Project Office.

- a) Correct: Only 1 is true. The requirements of the programme as defined in the programme or project initiation document will drive the information flows and processes of the temporary Programme Office. Ref 4.3.2
- b) Incorrect: 2 is false. It would be the responsibility of the Head of Portfolio Office to manage the resources of the Portfolio Office. Ref A.1.2.1
- c) Incorrect: Only 1 is true. The requirements of the programme as defined in the programme or project initiation document will drive the information flows and processes of the temporary Programme Office. Ref 4.3.2
- d) Incorrect: Only 1 is true. The requirements of the programme as defined in the programme or project initiation document will drive the information flows and processes of the temporary Programme Office. Ref 4.3.2

31 Syllabus Topic: RO0206 - Roles Correct Answer: B

LL2: Identify the key responsibilities of each P3O generic role, specifically the Programme Officer role.

- a) Incorrect: The Quality Assurance role leads the work to ensure that new products or services delivered by the programme are fit for purpose. Ref A.3.10.1/Tab 3.7
- b) Correct: The Programme or Project Officer role implements guidelines, procedures and templates to collect and maintain consistent data and provides hands-on delivery support to a programme or project. Ref A.2.3.1/Tab 3.6
- c) Incorrect: The Programme Specialist promotes the use of best programme management practice. Ref A.2.2.1/Table 3.6
- d) Incorrect: The Tools Expert role provides expertise in software tools to support the change environment Ref A.3.15.1/Table 3.7

32 Syllabus Topic: MO0102 - Models and Tailoring Correct Answer: B

LL1: Recall the different types of offices which a P3O can consist of.

- a) Incorrect: A P3O can consist of permanent offices, temporary offices or a mixture of both. Ref 3.2.3
- b) Correct: A P3O can consist of permanent offices, temporary offices or a mixture of both. Ref 3.2.3
- c) Incorrect: A P3O can consist of permanent offices, temporary offices or a mixture of both. Ref 3.2.3
- d) Incorrect: A P3O can consist of permanent offices, temporary offices or a mixture of both. Ref 3.2.3

33 Syllabus Topic: IM0205 - Implement and Re-energize Correct Answer: A

LL2: Identify which reports are created at portfolio, programme and project level or by transition management and the typical information flows between the P3O model and senior management and the wider organization.

- a) Correct: Senior management / strategic planning should receive portfolio level reports. Ref Tab 4.1
- b) Incorrect: The needs of external suppliers / stakeholders may be included, but only if required. Ref 4.2.2.4/Tab 4.1
- c) Incorrect: Business unit senior manager / Programme Board are most likely to be a recipient of programme level reports. Ref Tab 4.1
- d) Incorrect: Project Managers and their Project Office (their delivery support) would usually provide information for P3O reports. Ref Tab 4.1

34 Syllabus Topic: OV0102.2 - Overview Correct Answer: C

LL1: Recall what a P3O is, specifically the potential elements of a P3O model and their definitions.

- a) Incorrect: This is the definition of the Organization Portfolio Office. Ref Tab 1.2
- b) Incorrect: This is the definition of a COE. Ref Tab 1.2
- c) Correct: This is the stated definition. Ref Tab 1.2
- d) Incorrect: This is the definition of a Project Office. Ref Tab 1.2

35 Syllabus Topic: MO0213 - Models and Tailoring Correct Answer: B

LL2: Identify the need to integrate a P3O model with the wider organizational model, the role of the Head of P3O in doing so, and the use of embedded resources.

- a) Incorrect: A P3O model must integrate with other departments and functions within an organization. Ref 3.3.3
- b) Correct: The Head of P3O needs to understand who is responsible for each of the functions performed within an organization and how the P3O will work with them. Ref 3.3.3
- c) Incorrect: Embedded resources are only assigned temporarily to a programme or project, but their originating department still controls the process that they will follow and is responsible for normal line management activities. Ref 3.3.3
- d) Incorrect: The P3O model seeks to provide a governance backbone for all change within an organization that ensures good decision-making and aligns with existing business as usual governance arrangements. Ref 3.3.5

36 Syllabus Topic: IM0102 - Implement and Re-energize Correct Answer: B

LL1: Recall the four sections of a P3O Blueprint.

- a) Incorrect: This is not a section of the Blueprint; this information would appear in a Business Case. Ref 4.2.2.4/2.4.4.1
- b) Correct: This is a section of the Blueprint. Ref 4.2.2.4
- c) Incorrect: This is not a section of the Blueprint; this information would appear in a P3O information portal. Ref 4.2.2.4/5.6.5
- d) Incorrect: This is not a section of the Blueprint; this information would appear in a Business Case. Ref 4.2.2.4/4.2.2.6

37 Syllabus Topic: BC0203 - Why have a P3O? Correct Answer: D

LL2: Identify how to recognize stakeholders and the typical requirements of different stakeholders.

- a) Incorrect: Disruption to operational plans is not likely to be of most concern to those delivering the change. Ref 2.4.2.2
- b) Incorrect: The Head of P3O role is delivering the P3O service, not using it. Ref 2.4.2.2
- c) Incorrect: Third party suppliers will be most concerned about forward visibility of requirements to ensure timely provision of services. Ref 2.4.2.2
- d) Correct: The customer/user community needs to be reassured that change will happen with least disruption to business as usual. Ref 2.4.2.2

38 Syllabus Topic: TT0206.2 - How to operate a P3O (including tools and techniques)

Correct Answer: C

LL2: Identify typical objectives, uses and benefits of P3O techniques, specifically the knowledge management technique.

- a) Incorrect: Assurance, gated reviews and health checks utilize checklists and other guidance, not communities of practice, to check the quality of decision support information. Ref 5.6.10
- b) Incorrect: Project complexity modelling uses a range of criteria to assess projects to give an overall business criticality or risk rating; it does not involve communities of practice that are seeking to embed learning. Ref 5.6.2
- c) Correct: Communities of practice are groups of people who work together to share their knowledge. Ref 5.6.4.2
- d) Incorrect: Management dashboards are a way of presenting rolled-up information to support highlight and exception-based reporting; they use reported project and programme progress information rather than communities of practice. Ref 5.6.3

39 Syllabus Topic: MO0211 - Models and Tailoring Correct Answer: B

LL2: Identify the reasons for and key considerations of distributed models.

- a) Incorrect: Only 2 is true. Staff being physically co-located describes a physically co-located model. The team being distributed describes a distributed model. Ref 3.2.4
- b) Correct: Only 2 is true. Staff being physically co-located describes a physically co-located model. The team being distributed describes a distributed model. Ref 3.2.4
- c) Incorrect: Only 2 is true. Staff being physically co-located describes a physically co-located model. The team being distributed describes a distributed model. Ref 3.2.4
- d) Incorrect: Only 2 is true. Staff being physically co-located describes a physically co-located model. The team being distributed describes a distributed model. Ref 3.2.4

40 Syllabus Topic: MO0204 - Models and Tailoring Correct Answer: C

LL2: Identify typical factors that may affect the design of the P3O model.

- a) Incorrect: Approach to organizational governance arrangements is a factor that influences the chosen model. Ref 3.1
- b) Incorrect: Centralization versus decentralization of core services is a factor that influences the chosen model. Ref 3.1
- c) Correct: Approach to service management is NOT a factor that influences the chosen model (Ref 3.1.), although service management teams are a key stakeholder that the P3O should engage with during its operation. Ref 1.3.4
- d) Incorrect: The number, size and duration of projects are factors that influence the chosen model. Ref 3.1

41 Syllabus Topic: MO0216 - Models and Tailoring Correct Answer: C

LL2: Identify the role of Information Assurance and the role the P3O will typically play in supporting it.

- a) Incorrect: Compliance with security policies should be considered early in the project lifecycle, not just at project completion. Ref 3.3.6
- b) Incorrect: Information should be changed only by those with the correct authority, which may not necessarily be the Head of P3O. Ref 3.3.6
- c) Correct: To ensure the correct availability of information, it should be accessible to those with the need and authority to access it. Ref 3.3.6
- d) Incorrect: Information should be available only to those who have correct authority to see it. Ref 3.3.6

42 Syllabus Topic: RO0203 - Roles Correct Answer: A

LL2: Identify the purpose, including skills and attributes where stated, of each P3O generic role, specifically the Programme Specialist role.

- a) Correct: (4) Improving the planning and delivery process by collecting and maintaining data in a consistent form, is the purpose of the Programme or Project Officer role. Ref A.2.3/ Tab 3.6
- b) Incorrect: (3) The Programme Specialist role promotes programme and project management methods. Ref A.2.2/Tab 3.6
- c) Incorrect: (2) The Programme Specialist role assists in the implementation of best programme and project management practice. Ref A.2.2/Tab 3.6
- d) Incorrect: (1) The Programme Specialist role plays a proactive role in knowledge management. Ref A.2.2/Tab 3.6

43 Syllabus Topic: TT0209.2 - How to operate a P3O (including tools and techniques)

Correct Answer: B

LL2: Identify typical objectives, use and benefits of P3O techniques, specifically the gated review technique.

- a) Incorrect: (4) The gated review technique is used to assure the quality of the decision-support information provided. Ref 5.6.10
- b) Correct: (3) Key Performance Indicators are established for each change initiative when the programme, project or portfolio is first set up. They are not established by using the gated review technique. Ref 2.4.4.2
- c) Incorrect: (2) The gated review technique is used to assess how a programme is performing relative to its objectives. Ref 5.6.10
- d) Incorrect: (1) The gated review technique is carried out at key decision points in the lifecycle of a programme, project or portfolio. Ref Glossary

44 Syllabus Topic: OV0101.3 - Overview Correct Answer: C

LL1: Recall key PPM definitions, namely project management.

- a) Incorrect: Project management is the planning, delegating, monitoring and control of all aspects of the project to successfully deliver products. Ref 1.3.3
- b) Incorrect: Project management is the planning, delegating, monitoring and control of all aspects of the project to successfully deliver products. Ref 1.3.3
- c) Correct: Programme management is the coordinated organization of a dossier of projects and transformation activities to achieve outcomes. Ref 1.3.2
- d) Incorrect: Project management is the planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved to successfully deliver products. Ref 1.3.3

45 Syllabus Topic: BC0201 - Why have a P3O? Correct Answer: D

LL2: Identify how a P3O can help an organization deliver its strategy and add value, including its role in supporting and enabling business change governance.

- a) Incorrect: P3Os do not make decisions, they enable them. Senior management will decide upon organizational priorities. Ref 2.3/Tab 2.1
- b) Incorrect: P3Os do not advise on running business as usual. They are focussed on assisting the delivery of change. Ref 2.3
- c) Incorrect: Maintaining project risk registers may contribute in a minor way to change delivery but at project / programme level rather than strategic level. The P3O will only record risks at the portfolio level that affect multiple projects. Ref 3.3.2/Tab F.2
- d) Correct: Maintaining the big picture of the portfolio of programmes and projects (and the achievability and relative attractiveness of those initiatives) is one of the ways a P3O model contributes to successful delivery of strategy. Ref 2.2/5.6.1

46 Syllabus Topic: TT0208.2 - How to operate a P3O (including tools and techniques)

Correct Answer: C

LL2: Identify typical objectives, uses and benefits of P3O techniques, specifically the business process swimlanes technique.

- a) Incorrect: The business process swimlanes technique documents standard and repeatable business processes. It is not a way of evaluating costs versus benefits: this is achieved by the Business Case. Ref 5.6.8/2.4.4.1
- b) Incorrect: The business process swimlanes technique documents standard business processes, for all projects, not just one. Ref 5.6.8
- c) Correct: The objective of developing business process swimlanes is to document standard and repeatable business processes with appropriate linkages. It is a specific P3O technique. Ref 5.6.8
- d) Incorrect: The business process swimlanes technique documents standard and repeatable business processes, but does not provide the skills to deliver them. This is achieved by the skills development and maintenance technique. Ref 5.6.8/5.6.7

47 Syllabus Topic: IM0203 - Implement and Re-energize Correct Answer: D

LL2: Identify the key activities and outputs of the Define process.

- a) Incorrect: The 'original idea' is the Mandate, which is an input to 'Identify the P3O'. Ref 2.4.1
- b) Incorrect: Identify the SRO is part of 'Identify'. Ref 2.3/2.4.1
- c) Incorrect: Periodic reviews are part of 'Deliver'. Ref 4.2.3.3
- d) Correct: It is one of the activities of the 'Define' process to develop, model and validate the benefits recorded in Benefit Profiles. Ref 4.2.2.5

48 Syllabus Topic: MO0209 - Models and Tailoring Correct Answer: B

LL2: Identify the characteristics and underlying success factors for a Virtual P3O model.

- a) Incorrect: This is an outcome of establishing a Virtual P3O model. It is not an underlying success factor for a Virtual P3O model. Ref 5.4/Tab 3.3
- b) Correct: An underlying success factor for a Virtual P3O model is a single point of ownership by a senior PPM professional (head of profession for PPM) for portfolio, programme and project standards. Ref Tab 3.3
- c) Incorrect: The organization has a P3M3 maturity level of 3 or above is an underlying success factor for a Virtual P3O model. Ref Tab 3.3
- d) Incorrect: Local variations start to creep in and the previous good work is undone are a consequence of failing to continually develop and embed standards with reference to external best practice. Ref Tab 3.3

49 Syllabus Topic: BC0206 - Why have a P3O? Correct Answer: D

LL2: Identify the use of P3M3 assessments to identify key P3O functions.

- a) Incorrect: P3M3 assessments are used to help produce the Blueprint by identifying the underlying PPM issues and documenting the current PPM state as well as establishing an appropriate target level of PPM maturity for an organization. However, a P3M3 assessment will not document the required future PPM state. Ref 2.4.2.3/4.2.2.4
- b) Incorrect: The P3O Value Matrix is a technique in its own right that is used to assist senior managers in determining their core problems. Ref 2.4.2.2
- c) Incorrect: Although as with any change programme it is essential to identify and engage stakeholders, it is not the P3M3 assessment that does this, but specific stakeholder analysis techniques. Ref 2.4.1/4.2.2.2
- d) Correct: P3M3 assessments provide a meaningful way to understand the underlying PPM issues and document the current PPM state. Ref 2.4.2.3

50 Syllabus Topic: IM0206 - Implement and Re-energize Correct Answer: C

LL2: Identify the likely sources of threats to achieving the Blueprint.

- a) Incorrect: Resistance to change from impacted staff members, including individual Project Managers is a key threat to achievement of the future state Blueprint. Ref 4.2.2.6
- b) Incorrect: Insufficient support to utilize or recruit required skills is a key threat to achievement of the future state Blueprint. Ref 4.2.2.6
- c) Correct: More effective use of resources is a benefit driver that a P3O may provide. Ref 4.2.2.5
- d) Incorrect: Lack of a common language across the programme team or impacted staff members is a key threat to achievement of the future state Blueprint. Ref 4.2.2.6

51 Syllabus Topic: MO0101 - Models and Tailoring Correct Answer: B

LL1: Recall the different functional areas in which the P3O can provide services, specifically COE functions and services.

- a) Incorrect: A P3O model with hub and spoke offices is a type of P3O model, not a functional area within a model. Ref 3.2.2.2
- b) Correct: The COE functions or services area is a functional area within a P3O model. Ref 3.1/Fig 1.2
- c) Incorrect: A virtual P3O model is a type of P3O model, not a functional area within a model. Ref 3.2.2.3
- d) Incorrect: Flexible resource pool is a service offered by the delivery support function/service but is not a functional area in its own right. Ref 3.1

52 Syllabus Topic: OV0101.1 - Overview Correct Answer: A

LL1: Recall key PPM definitions, specifically the definition of PPM.

- a) Correct: PPM stands for Portfolio, Programme and Project Management including Value and Risk Management (PPM). Ref 1.2
- b) Incorrect: PPM stands for Portfolio, Programme and Project Management including Value and Risk Management (PPM). Ref 1.2
- c) Incorrect: PPM stands for Portfolio, Programme and Project Management including Value and Risk Management (PPM). Ref 1.2
- d) Incorrect: PPM stands for Portfolio, Programme and Project Management including Value and Risk Management (PPM). Ref 1.2

53 Syllabus Topic: BC0207 - Why have a P3O? Correct Answer: B

LL2: Identify the role of the outline Vision Statement and initial Blueprint in defining how the P3O will add value.

- a) Incorrect: It is the Business Case that provides the justification for the proposed investment in P3O. Ref 2.4.4.1
- b) Correct: A clear link to the business strategy will show how these changes will contribute to an organization's objectives. Ref 2.4.3
- c) Incorrect: It is the Blueprint that documents the future state P3O processes. Ref 4.2.2.
- d) Incorrect: Complexity modelling is used to determine the appropriate governance for a programme. Ref 5.6.2

54 Syllabus Topic: MO0202 - Models and Tailoring Correct Answer: A

LL2: Identify the different delivery support functions offered within a P3O.

- a) Correct: The delivery support function may include a pool of professional Project Managers deployed temporarily to specific projects to manage their delivery. Ref 3.1
- b) Incorrect: The strategic planning or portfolio support function supports management decision-making through provision of management dashboards. Ref 3.1
- c) Incorrect: COE functions develop consistent working practices and ensure they are deployed appropriately. Ref 3.1
- d) Incorrect: COE functions provide independent assurance. Ref 3.1

- 55 Syllabus Topic: MO0218 - Models and Tailoring Correct Answer: B
LL2: Identify the key drivers and other factors which should be considered when sizing a P3O.
- a) Incorrect: 1 is false. The size of the organization is a key driver in sizing the P3O model.
Ref 3.1/3.5
 - b) Correct: 2 is true. The P3O size will depend on the business drivers it is set up to serve.
Ref 3.1/3.5
 - c) Incorrect: 1 is false. The size of the organization is a key driver in sizing the P3O model.
Ref 3.1/3.5
 - d) Incorrect: 2 is true. The P3O size will depend on the business drivers it is set up to serve. Ref 3.1/3.5
- 56 Syllabus Topic: BC0208 - Why have a P3O? Correct Answer: C
LL2: Identify the purpose, typical contents and approach to developing the P3O Business Case.
- a) Incorrect: A P3M3 assessment provides a way to document the current state of the organization in relation to portfolio, programme and project management. Ref 2.4.2.3
 - b) Incorrect: The P3O Value Matrix is a tool to assist senior managers in determining the value and scope of the P3O model. Ref 2.4.2.2
 - c) Correct: The Business Case should answer the question 'What value does it add to our investment portfolio?' Ref 2.4.4.1
 - d) Incorrect: Stakeholder analysis is used to identify stakeholders. Ref 4.2.2.2
- 57 Syllabus Topic: MO0210 - Models and Tailoring Correct Answer: D
LL2: Identify the characteristics and underlying success factors for a temporary P3O model.
- a) Incorrect: It is recommended that permanent offices are established to support the setting of generic standards for all change initiatives. Ref 3.3.3.
 - b) Incorrect: Some permanent offices have a core of permanent staff supplemented by contract staff to meet peaks and troughs of workload (a central flexible delivery team).
Ref 3.2.3
 - c) Incorrect: Portfolio prioritization is a strategic planning / portfolio support function within a permanent office. Ref 3.1
 - d) Correct: A Programme Officer should collect data in a consistent form as part of a Programme Office. Ref A.2.3.2. When a new programme is launched, it may require its own a temporary Programme Office. Ref 3.2.3

58 Syllabus Topic: OV0203 - Overview Correct Answer: D

LL2: Identify how a P3O model provides a decision-enabling/delivery-support model and how each component office helps to deliver change.

- a) Incorrect: Portfolio Offices ensure investment is made in the right programmes and projects for the organization. Ref 1.4
- b) Incorrect: Portfolio Offices are usually permanent and need to align with corporate financial governance structures. Ref 1.4
- c) Incorrect: Programme Offices are concerned with doing change right. Ref 1.4
- d) Correct: Portfolio Offices and COEs, not Project Offices, support consistent delivery of change across an organization. A COE may also provide independent assurance to ensure this consistency. Ref Tab 1.2

59 Syllabus Topic: MO0217 - Models and Tailoring Correct Answer: C

LL2: Identify typical non-PPM functions which are sometimes undertaken by a P3O and why, and the impact this can have on a P3O.

- a) Incorrect: Prioritize, align and adjust investment to business strategy is one of the Best Management Practice principles for extracting value and is therefore a PPM function. Ref Tab 2.1
- b) Incorrect: The provision of oversight, scrutiny and challenge is a strategic planning or portfolio support function of a P3O. Ref 3.1
- c) Correct: A P3O may provide a secretariat service to management boards as a non-PPM function. Ref 3.3.7
- d) Incorrect: Govern effectively is one of the Best Management Practice principles for extracting value and is therefore a PPM function. Ref Tab 2.1

60 Syllabus Topic: BC0210 - Why have a P3O? Correct Answer: A

LL2: Identify typical constraints and how they impact on implementation.

- a) Correct: When evaluating the benefits in the Business Case consideration should be given to the constraints which may constrain the P3O capability being achieved. Ref 2.4.4.1
- b) Incorrect: The Blueprint defines the detailed future state P3O model. Ref 4.2.2.4
- c) Incorrect: The phased implementation plan shows the phasing of the programme to achieve the future state P3O business model. Ref 4.2.2.7
- d) Incorrect: Stakeholder analysis identifies all those involved in or impacted by the P3O model development. The stakeholder interests / requirements identified may help in selecting the P3O services to be implemented and the associated benefits to be recorded in the Business Case. Ref 4.2.2.2

61 Syllabus Topic: BC0211 - Why have a P3O? Correct Answer: B

LL2: Identify what Key Performance Indicators (KPIs) are, as well as their purpose.

- a) Incorrect: The full benefits of a P3O will not be realized overnight; therefore Key Performance Indicators (both quantitative and qualitative) should be used to maintain commitment from stakeholders. Ref 2.4.4.2
- b) Correct: It is a Business Case that is used to justify any investment decision. Ref 2.4.4.1
- c) Incorrect: The full benefits of a P3O will not be realized overnight. Key Performance Indicators are a measure of success which should be aligned to overall portfolio success. Ref 2.4.4.2
- d) Incorrect: Improvement targets and associated Key Performance Indicators should be set. Ref 2.4.4.2

62 Syllabus Topic: MO0215 - Models and Tailoring Correct Answer: D

LL2: Identify how P3O governance services align with the wider organization.

- a) Incorrect: The P3O model seeks to provide a governance backbone for all change within an organization that ensures good decision-making and aligns with existing corporate governance arrangements. Ref 3.3.5
- b) Incorrect: A P3O has a crucial cost-effective role in providing a number of information assurance-related resources and management functions. However, this is not how a P3O aligns its governance with the wider organization; this alignment is achieved by defining decision-making structures, processes and escalation / cascade routes. Ref 3.3.6
- c) Incorrect: Non-PPM functions are functions outside of the PPM area of operations that a P3O sometimes has to undertake. However, this is not how a P3O aligns its governance with the wider organization; this alignment is achieved by defining decision-making structures, processes and escalation / cascade routes. Ref 3.3.7
- d) Correct: Rules and routes for escalation and cascading of information need to be agreed and defined in order establish relationships with existing decision-making bodies. Ref 3.3.5

63 Syllabus Topic: RO0101 - Roles Correct Answer: C

LL1: Recall the three types of P3O roles and whether a role is a management, generic or functional role.

- a) Incorrect: The roles within a P3O can be considered as management, generic or functional, but not consultancy. Ref 3.5.2
- b) Incorrect: A Project Officer is a generic role. Ref Tab 3.6
- c) Correct: A Project Officer is a generic role. Ref Tab 3.6
- d) Incorrect: A Project Officer is a generic role. Ref Tab 3.6

64 Syllabus Topic: IM0210 - Implement and Re-energize Correct Answer: A

LL2: Identify the implementation lifecycle for a temporary Programme or Project Office, specifically recycling.

- a) Correct: Recycling is important to provide lessons and reusable elements for subsequent temporary offices to draw from. Ref 4.3.6
- b) Incorrect: The Blueprint is developed as part of the implementation lifecycle of a permanent P3O. Ref 4.2.2.4
- c) Incorrect: Recycling is important to provide lessons and reusable elements for subsequent temporary offices to draw from rather than to justify the development of a permanent P3O. Ref 4.3.6
- d) Incorrect: The transfer of resources back to operational areas is part of closing down a temporary Project Office. Ref 4.3.5

65 Syllabus Topic: MO0208 - Models and Tailoring Correct Answer: C

LL2: Identify the characteristics and underlying success factors for a P3O model with Hub Portfolio Offices.

- a) Incorrect: Delivery support is one of the three functional areas provided by a P3O. It is not a P3O model type. Ref 3.1
- b) Incorrect: The Virtual P3O model is the ultimate decentralized model with no permanent office. Ref 3.2.2.3
- c) Correct: A P3O model with Hub and Spoke Offices has a permanent Portfolio Office with permanent decentralized offices which act as a Hub Portfolio Office to temporary programmes. Ref 3.2.2.2
- d) Incorrect: In this model there is only one permanent centralized office. Ref 3.2.2.1

66 Syllabus Topic: IM0209.2 - Implement and Re-energize Correct Answer: B

LL2: Identify the implementation lifecycle for a temporary Programme or Project Office, specifically the treatment of internal resources.

- a) Incorrect: Staff should be assessed against clear objectives and their line managers should be made aware of their staff's additional skills, knowledge and experience. Ref 4.3.4
- b) Correct: More careful consideration needs to be given to career development for individuals seconded to a project rather than buying in experienced people. Ref 4.3.4
- c) Incorrect: A Project Office is temporary and staff will be seconded to project delivery support work on a temporary basis. Ref 4.3.4
- d) Incorrect: Staff should be assessed against clear objectives and their line managers should be made aware of their staff's additional skills, knowledge and experience. Ref 4.3.4

67 Syllabus Topic: TT0205.2 - How to operate a P3O (including tools and techniques)

Correct Answer: B

LL2: Identify typical objectives, uses and benefits of P3O techniques, specifically the complexity modelling technique.

- a) Incorrect: The objective of this technique is to check the quality of the decision support information being provided to the P3O for amalgamated reporting. Ref 5.6.10
- b) Correct: The purpose of complexity modelling is to determine the appropriate lifecycle and governance for the programme based on its complexity. Ref 5.6.2
- c) Incorrect: The objective of the facilitation - workshop technique is to ensure the effective management of workshops. Ref 5.6.6
- d) Incorrect: Knowledge management means creating an environment and providing tools and processes that support creation of new knowledge and sharing of what people and organizations know. Ref 5.6.4

68 Syllabus Topic: OV0205 - Overview Correct Answer: A

LL2: Identify the governance responsibilities of, and services offered by, a P3O and its links with other aspects of corporate governance.

- a) Correct: Where a P3O comprises multiple offices, rules regarding escalation of risks should be established to ensure the right decision is taken by the right person or group based on the right supporting information. Ref 1.6
- b) Incorrect: Where a P3O comprises multiple offices, rules regarding escalation of risks should be established to ensure the right decision is taken by the right person or group based on the right supporting information. Ref 1.6
- c) Incorrect: A COE defines standards and tools to allow consolidation of information to provide a single version of the truth. Ref 1.6
- d) Incorrect: A COE defines standards and tools to allow consolidation of information to provide a single version of the truth. Ref 1.6

69 Syllabus Topic: MO0201 - Models and Tailoring Correct Answer: A

LL2: Identify the different strategic planning or portfolio support functions offered within a P3O.

- a) Correct: Provision of support for decision-making may include escalated risks, issues changes, or information. This is a portfolio support / strategic planning function. Ref 3.1
- b) Incorrect: Provision of delivery staff to programmes or projects is a delivery support function. Ref 3.1
- c) Incorrect: Development of standard methods is a COE function. Ref 3.1
- d) Incorrect: Deployment of staff at programme or project start-up is a delivery support function. Ref 3.1

70 Syllabus Topic: BC0213 - Why have a P3O? Correct Answer: C

LL2: Identify common barriers to P3O implementation and how to overcome them.

- a) Incorrect: A P3O champion who is a senior manager is an underlying success factor for, not a barrier to, the implementation of an Organization Portfolio Office. Ref Tab 3.1
- b) Incorrect: The continual development and embedding of standards that are refined through reference to external best practice is an underlying success factor for, not a barrier to, the implementation of the Virtual Office Model. Ref Tab 3.3
- c) Correct: Lack of focus on the full P3O model and only on a single P3O component is a common barrier that needs to be overcome. Ref 2.5
- d) Incorrect: An established programme / project management forum (community of practice) is an underlying success factor for, not a barrier to, the implementation of an Organization Portfolio Office. Ref Tab 3.1

71 Syllabus Topic: OV0202.2 - Overview Correct Answer: B

LL2: Identify the organizational context of P3O, specifically how the elements of a P3O model align to portfolio, programme and project lifecycles.

- a) Incorrect: The Portfolio Office triggers post-programme reviews to assess return on investment/benefits. A Programme Office is temporary and would not exist post-programme. Ref 1.6.1/Fig 1.3
- b) Correct: The Portfolio Office triggers post-programme reviews to assess return on investment/benefits. Ref 1.5.1/Fig 1.3
- c) Incorrect: COE is a functional area within which a P3O can provide services and is responsible for development of standards and methods. Ref 3.1
- d) Incorrect: The Virtual P3O model is a type of model not an office. Ref 3.2.2.3

72 Syllabus Topic: MO0209.2 - Models and Tailoring Correct Answer: D

LL2: Identify the characteristics and underlying success factors for a Virtual P3O model.

- a) Incorrect: The Virtual P3O model generally exists in organizations with high levels of PPM maturity where consistent standards are embedded. Ref 3.2.2.3
- b) Incorrect: The Virtual P3O model is the ultimate decentralized model. Ref 3.2.2.3
- c) Incorrect: In a Virtual P3O model, P3O functions are provided across an organization without the need for a physical office to support them. Ref 3.2.2.3
- d) Correct: The Virtual P3O model generally exists in organizations with high levels of PPM maturity where consistent standards are embedded. Ref 3.2.2.3

73 Syllabus Topic: IM0208.1 - Implement and Re-energize Correct Answer: C

LL2: Identify the implementation lifecycle for a temporary Programme or Project Office, specifically the focused set of stakeholders.

- a) Incorrect: A temporary office has a 'more focussed set of stakeholders'. Ref 4.3
- b) Incorrect: They do include other offices within the P3O, but also include other stakeholders such as suppliers and programme team members. Ref 4.3
- c) Correct: Stakeholders of a temporary Programme Office include Programme Board and programme team members. Ref 4.3
- d) Incorrect: P3O has a more focussed set of stakeholders, but stakeholder analysis still needs to take place. Ref 4.3

74 Syllabus Topic: TT0206.1 - How to operate a P3O (including tools and techniques)

Correct Answer: A

LL2: Identify typical objectives, uses and benefits of P3O techniques, specifically the management dashboards technique.

- a) Correct: A management dashboard is generally provided as a top-tier report (exception-based) with links to programme information. Ref 5.6.3
- b) Incorrect: The objective of the business process swimlanes technique is to document standard and repeatable processes. Ref 5.6.8
- c) Incorrect: Communities of practice are groups of people with a shared interest and is a knowledge management technique. Ref 5.6.4.2
- d) Incorrect: The purpose of complexity modelling is to determine the appropriate lifecycle and governance for a programme. Ref 5.6.2

75 Syllabus Topic: MO0207 - Models and Tailoring Correct Answer: A

LL2: Identify the characteristics and underlying success factors for a P3O model with an Organization Portfolio Office.

- a) Correct: An Organization Portfolio Office model is a centralized model that can occur in any size of organization. Ref 3.2.2.1
- b) Incorrect: The P3O model with Hub and Spoke offices is a decentralized model which has an Organization Portfolio Office connected to a number of permanent decentralized offices. Ref 3.2.2.2
- c) Incorrect: The Virtual P3O model has no physical central office; business or functional units across the organization carry out P3O services. Ref 3.2.2.3
- d) Incorrect: The temporary office P3O model has no permanent office; temporary Programme and Project Offices are set up as new initiatives are launched to support the individual programme and are therefore not a centralized model. Ref 3.2.3

