



The Practitioner Examination

PX11

Scenario Booklet

This is a 2½ hour objective test examination. This booklet contains the scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 4 questions is worth 20 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the P30 Guide only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the P30 Guide is to be used.

Candidate Number:

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Scenario

(Note: The companies and people within the Scenario are fictional.)

BUYITALL

Buyitall is a national retailer of clothes and general household items and it owns 385 shops throughout the country. The headquarters (HQ) is in Northtown. Over the past year revenue from sales and overall profitability have been falling because Buyitall has been losing customers to competitors such as Cutprice and Sellmore. Buyitall previously attempted a rationalization exercise to reduce operating costs. Unfortunately, the benefits were never realized because the changes were inappropriate, poorly managed and resulted in a fragmented culture. A recent article in Retail World magazine noted that shops are laid out inconsistently and that staff morale is low. Disappointing trading results have meant that staff bonuses were not paid this year. As a result, Buyitall is losing some of its best staff, including some of its key managers - those best placed to make sure that the business is successful in the future. The accelerating rate of staff turnover has resulted in increased recruitment and training costs.

Governance

The Buyitall Corporate Board is located in the Northtown HQ and consists of the Chief Executive Officer, the Chief Financial Officer and all the directors of the company. Each director has one or more divisional managers reporting to them, and each of the 385 shop managers is responsible for the management of their own particular shop (**see Figure 1**). Strategic decisions are referred to the Corporate Board. Core services such as Human Resources (HR) and Finance are provided by centralized divisions, and resources are deployed from these as and when they are needed to meet business needs. Buyitall does not currently use the advice given in the P3O Guide. The company has historically relied on the expertise of its contractors and suppliers, sometimes buying in PPM expertise to manage its projects and programmes. This led to problems when the managers of change initiatives applied PPM practices either inconsistently or not at all.

The Rescue Package

The Chief Executive Officer has decided to bring together several of Buyitall's key programmes and projects into the Rescue Package. The objectives of the Rescue Package are to make Buyitall a market leader in sales, and to increase Buyitall's profitability by 50% over the next five years.

Scenario continues on the next page

Scenario continued

The Rescue Package consists of the following programmes:

- **The Training Programme**

To re-design Buyitall's training services in order to increase the number of staff taking up training to develop their product knowledge and so improve customer service.

All internal training is currently carried out in two training centres: one in Southtown and one in the HQ in Northtown. The Training Programme will sell the Southtown Training Centre to part-fund other programmes within the Rescue Package, and will also arrange for external suppliers to supply training.

This programme is dependent on the Retail Rationalization Programme.

- **The Retail Rationalization Programme**

To carry out a comprehensive review of all 385 retail shops and make recommendations for closure of the lowest performing shops. Closing shops and laying off or redeploying staff.

- **The Shop Modernization Programme**

To provide a common standard shop design and improve energy efficiency across all shops. Maximizing the benefits of new technology to improve in-shop security arrangements.

This programme is heavily dependent on the Retail Rationalization Programme.

- **The Online Programme**

To provide a comprehensive web-based retail capability. Customers will be able to shop online for home delivery.

- **The Information Technology (IT) Refresh Programme**

To update Buyitall's ageing IT infrastructure. Ensuring the growth of the capability required to meet the anticipated additional demand for the network when the Online Programme is implemented.

Scenario continues on the next page

Scenario continued

P3M3® Maturity Assessment

A P3M3 Maturity Assessment has been undertaken to identify any gaps or weaknesses in Buyitall's current PPM processes. The assessment found that Buyitall's portfolio and programme/project management was at maturity level 1 overall. Extracts from the review report are given in Tables 1 and 2 below.

Table 1: Extract from the portfolio management findings

P3M3 Area	Maturity level	Comment
Management Control	2	There is some prioritization of change initiatives, but there is no organization-wide knowledge of them
Organizational Governance	1	The information reaching the Corporate Board is not sufficient to enable strategic decisions to be made with any confidence
Resource Management	1	Finding enough people with the right skills to deliver current initiatives is always difficult

Table 2: Extract from the programme and project findings

P3M3 Area	Maturity level	Comment
Management Control	1	No repeatable or consistent PPM processes
Resource Management	1	No evidence of in-house expertise

Scenario continues on the next page

Scenario continued

Current Situation

There is an existing Centre of Excellence (COE) but no other P3O functions formally exist. The Chief Executive Officer has proposed to the Corporate Board that Buyitall should initially aim for the Proposed Interim P3O Model (**see Figure 2**) consisting of an Organization Portfolio Office (Portfolio Office) and a separate COE providing the assurance function. The Chief Executive Officer will act as Senior Responsible Owner (SRO) for a programme being initiated to set up this P3O model. The existing Head of COE and a new post of Head of Portfolio Office will independently report to the Chief Executive Officer. The Corporate Board will undertake the role of a Corporate Portfolio Board, responsible for ensuring ongoing strategic alignment and prioritization across all initiatives throughout the organization. It is recognized that this is only an intermediate state and that the P3O model will then continue to evolve as the portfolio of work develops and the needs of Buyitall change. It is estimated that it will take Buyitall six months to establish the Portfolio Office and a further six months to set up the programme offices described (**see Figure 3**).

The Training Programme

Background

This three-year programme has been set up to change the way Buyitall carries out the training of its 18,000 staff. The company aims to dramatically increase the amount of training it undertakes, and to improve its staff's knowledge of the business and the levels of customer service it provides. This programme consists of over 20 projects. Of these, the six largest projects are the most critical:

Project 1 (Southtown Training Centre)

To close and sell the current Southtown Training Centre and to redeploy all existing Southtown staff to other regional centres. A recent survey has reduced the expected sale price of the Southtown property, and this may result in a shortfall in funding to the Rescue Package.

Project 2 (Outsourcing)

To decide which courses will be outsourced, and to contract with a suitable supplier.

Project 3 (Training Design)

To review and update the current training catalogue.

Project 4 (Training Methods)

To develop new training delivery methods including distance learning.

Scenario continues on the next page

Scenario continued

Project 5 (Working Practices)

To set up a new centralized booking system.

To determine the staff numbers required at each centre.

To create job descriptions for managers and staff to emphasize the new focus on training.

To revise working practices affected by the new ways of working.

Project 6 (Regional Training Centres)

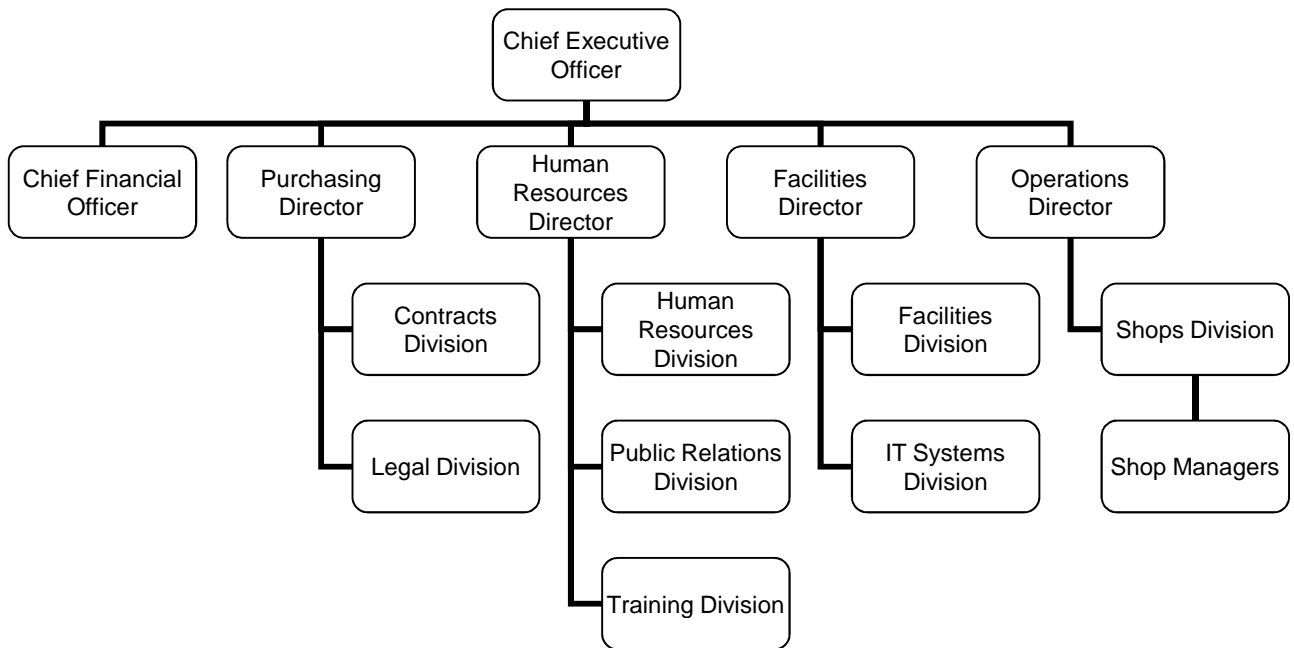
To lease or buy four new regional centres to give good geographical coverage of the country.

To equip the Northtown training centre and the four new regional centres with demonstration shop equipment.

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Scenario continued

Figure 1: Corporate Organization Structure



Scenario continues on the next page

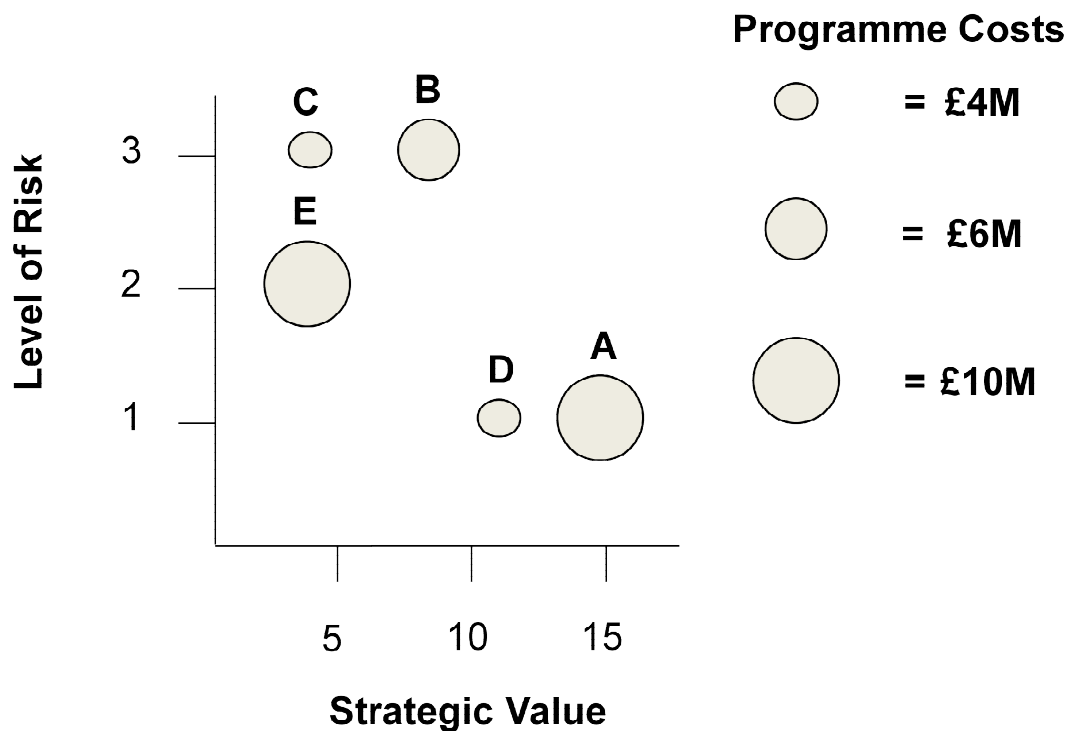
Question 2: How to operate a P3O (including tools and techniques) - Additional Information

Continued

Section B

Strategic Alignment and Risk Level Diagram

Note: The legend identifying the five programmes labelled 'A' through to 'E' below is deliberately missing from this diagram. The identification of these programmes is part of the question.



Additional Information continues on the next page

Question 2: How to operate a P3O (including tools and techniques) - Additional Information

Continued

Section C

Rescue Package Management Dashboard

Distributed on paper to the Corporate Portfolio Board (6 months after Portfolio Office setup)

Retail Rationalization Programme

# Projects at each stage	Not started	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
	5	5	5	5	5	3

Projects at each status	Red	Amber	Green
	8 (35%)	10 (43%)	5 (22%)

Shop Modernization Programme

# Projects at each stage	Not started	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
	15	8	5	3	3	1

Projects at each status	Red	Amber	Green
	16 (81%)	1 (5%)	3 (14%)

Online Programme

# Projects at each stage	Not started	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
	8	4	3	0	0	0

Projects at each status	Red	Amber	Green
	0 (0%)	0 (0%)	7 (100%)

Additional Information continues on the next page

Question 2: How to operate a P3O (including tools and techniques) - Additional Information

Continued

IT Refresh Programme

# Projects at each stage	Not started	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
	10	3	4	0	0	0

Projects at each status	Red	Amber	Green
	4 (57%)	1 (14%)	2 (29%)

Training Programme

# Projects at each stage	Not started	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
	0	0	0	5	8	10

Projects at each status	Red	Amber	Green
	0 (0%)	8 (26%)	15 (74%)

Prioritization Model

Programme name	Total Risk Rating	Investment Driver Weighting	Effort	Priority
Retail Rationalization Programme	High	8	Medium	9
Shop Modernization Programme	High	3	Low	4
Online Programme	Low	10	High	15
IT Refresh Programme	Medium	2	High	4
Training Programme	Low	8	Low	11

Gate 1 = assurance review of the Strategic Business Case (Project Mandate)

Gate 2 = assurance review of the Outline Business Case (Project Brief)

Gate 3 = assurance review of Full Business Case (Project Initiation Document)

Gate 4 = assurance review of readiness of the project and operations to go live (readiness for service)

Gate 5 = confirms desired benefits are being achieved and business changes are operating smoothly (project closure)

Question 3: Implement and Re-energize - Additional Information

Interim Priorities

As an interim measure, the Corporate Portfolio Board has decided that Project 1 (Southtown Training Centre) and the Retail Rationalization Programme will be given priority over the other change initiatives in the Rescue Package because:

1. Funding is needed to support the remainder of the Rescue Package. The sale of Southtown Training Centre will provide this funding
2. Cutprice and Sellmore, two new entrants into the market, have very aggressive pricing strategies and Buyitall is continuing to lose customers to them. The Retail Rationalization Programme will reduce the cost base of Buyitall by disposing of the less profitable shops.



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Question Booklet

Candidate Number:

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Syllabus areas covered:

Question 1 - Why have a P3O?

Question 2 - How to operate a P3O (including tools and techniques)

Question 3 - Implement and Re-energize

Question 4 - Models and Tailoring

Question Number 1

Syllabus Area Why have a P3O?

Syllabus Area	Question Number	Part	Marks
Why have a P3O?	1	A	3

Using the Scenario, answer the following questions.

Remember to select 2 answers to each question.

1	Which 2 costs should be included in the Business Case for the Proposed Interim P3O Model?
A	Training staff in use of new software after the roll out of the IT Refresh Programme.
B	Planned staff lay offs as a result of shop closures.
C	Updating the current staff training catalogue.
D	Salaries for the P3O roles in future years after the Proposed Interim P3O Model has been implemented and is in operation.
E	Training members of staff working in the Training Programme Office in knowledge management techniques.
2	Which 2 costs should NOT be included in the Business Case for the Proposed Interim P3O Model?
A	The project investment appraisal for outsourcing staff training courses.
B	Assumptions about how quickly staff will be recruited to fill the three new Portfolio Office roles.
C	The Retail Rationalization Programme benefits of closing the lowest performing stores.
D	The implications of implementing a distributed P3O model instead of the Proposed Interim P3O Model.
E	The consequences if Buyitall were to continue at the current levels of P3M3 maturity.
3	Which 2 statements should NOT be included in the Vision Statement for the Proposed Interim P3O Model?
A	The COE will work closely with the providers of PPM training to make sure that training is tailored closely to Buyitall's needs.
B	Success of the Rescue Package will be measured by retail sales and profit margins.
C	The current Head of the Human Resources Division will be appointed as Head of the Proposed Interim P3O Model.
D	The Portfolio Office will provide a risk management service to projects across Buyitall.
E	The Portfolio Office will make sure that information reaching the Corporate Board is sufficient to allow it to make strategic decisions with confidence.

Syllabus Area	Question Number	Part	Marks
Why have a P3O?	1	B	3

Using the Scenario, answer the following question about the Business Case for the Proposed Interim P3O Model.

Column 1 is a list of statements included in the Business Case. Column 2 is a selection of headings from the Business Case. For each statement in Column 1, select from Column 2 the Business Case heading under which it should be recorded. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The establishment of the Proposed Interim P3O Model will enable Buyitall to focus its investment in the Rescue Package on the elements which offer the highest strategic value.	A Aims/Objectives B Background/reasons C Cost-benefit analysis D High risks
2	Use of facilitated workshops at the start of each programme or project in the Rescue Package will reduce start-up timeframes by 10%.	
3	Within 24 months of implementing the Proposed Interim P3O Model, Buyitall will improve its portfolio maturity level.	

Syllabus Area	Question Number	Part	Marks
Why have a P3O?	1	C	5

Using the Scenario, answer the following questions about Best Management Practice principles for extracting value from programme and project investment.

Each question provides a list of only **true statements** about the P3O, but only 2 statements are appropriate entries for the suggested Best Management Practice principle.

Remember to select 2 answers to each question.

1	Which 2 statements indicate that the P3O is adopting the principle 'govern effectively'?
A	The Programme Manager for the Training Programme has been given a minimum acceptable value for the sale of the Southtown Training Centre.
B	The Portfolio Office will produce a monthly management dashboard including performance statistics of the lowest performing shops.
C	All new initiatives within the IT Refresh Programme will be required to have a robust Business Case.
D	The Head of Portfolio Office is to be accountable to the Chief Executive Officer for the P3O Implementation Programme.
E	Objectives for regulatory compliance projects will be aligned to strategic objectives.
2	Which 2 statements indicate that the P3O is adopting the principle 'safeguard value'?
A	The COE is to run a workshop to tailor best practice benefits management for the Online Programme.
B	The Online Programme must demonstrate that the claimed increase in brand awareness can be quantified and validated.
C	The P3O will maintain a register to ensure that improvements in customer service are assigned to the correct programme.
D	The key benefit of the sale of the Southtown Training Centre will be owned by the SRO of the Training Programme.
E	The P3O will escalate, to the portfolio level, any delays from the Retail Rationalization Programme that may impact the Shop Modernization Programme.
3	Which 2 statements indicate that the P3O is adopting the principle 'invest in people and process' appropriately?
A	The COE is offering a mentoring service for Project Managers engaged on the Training Programme.
B	Project Managers will be required to use PRINCE2® to manage any project within Buyitall with immediate effect.
C	The Portfolio Office is to implement a clear escalation process for exception reporting from the Training Programme and the Retail Rationalization Programme.
D	The P3O will implement state of the art risk collection software across all programmes in the portfolio.
E	The P3O will develop a simple risk management model to be applied across the Retail Rationalization and Training Programmes.

Question continues on the next page

4	Which 2 statements indicate that the P3O is adopting the principle 'hold people to account'?
	<p>A The Human Resources Director's performance bonus will be directly linked to the operational performance of the department.</p> <p>B The P3O will produce a monthly management dashboard highlighting key risks for senior management attention.</p> <p>C The Human Resources Director will be accountable for ensuring the redeployment of staff from shop closures is carried out smoothly.</p> <p>D The Head of COE will be responsible for assurance of all programmes and projects in the portfolio.</p> <p>E All Programme Managers must hold current Best Practice PPM qualifications.</p>
5	Which 2 statements indicate that the P3O is adopting the principle 'prioritize investment, align and adjust to business strategy'?
	<p>A The P3O will escalate to the Head of Portfolio Office any major delays to the Retail Rationalization Programme which threaten the Training Programme.</p> <p>B The P3O will periodically review Business Cases of all projects within the Training Programme to ensure they still represent value for money.</p> <p>C The Head of Portfolio Office will review how well the Retail Rationalization Programme is delivering the objective of increased profitability.</p> <p>D The P3O will provide a fast track service for any new projects within the Training Programme to align them to the objective of increased sales.</p> <p>E All projects within the Retail Rationalization Programme must successfully pass through the gated reviews of the Business Case.</p>

Syllabus Area	Question Number	Part	Marks
Why have a P3O?	1	D	5

Using the Scenario, answer the following questions about the Proposed Interim P3O Model.			
1	The Chief Executive Officer is to act as SRO for the programme being initiated to set up the P3O. Is this an appropriate application of P3O for this portfolio?	A	No, because the P3O Sponsor should not be a member of the Corporate Board.
		B	No, because senior managers will want to see some personal incentive for making the required change.
		C	Yes, because a critical success factor is having a proactive senior manager as P3O sponsor.
		D	Yes, because P3O sponsors should be members of the Corporate Board for all model types.
2	The Chief Executive Officer intends to deliver the Proposed Interim P3O model without delay even if managers have not had time to reach a consensus. Is this an appropriate application of P3O for this portfolio?	A	No, because the target level of PPM maturity should be realistic.
		B	No, because a P3O Sponsor needs to understand differing business viewpoints to develop a common P3O vision.
		C	Yes, because once managers understand the benefits they can champion the change.
		D	Yes, because in any change programme there are likely to be both winners and losers.
3	A P3O Value Matrix has been produced which shows the P3O costs versus benefits to be achieved through greater management control of the Retail Rationalization and Training Programmes. Is this an appropriate application of P3O for this portfolio?	A	No, because the investment appraisal in the P3O Business Case should show costed options against expected benefits.
		B	No, because the P3O Blueprint should show operational costs and processes.
		C	Yes, because the P3O Value Matrix is used to demonstrate the scope of the P3O.
		D	Yes, because the P3O Value Matrix provides validation of who will receive the benefits from the P3O.
4	The COE has identified that the PPM community may resist the implementation of a P3O as initiatives within Buyitall are well underway. The initial roll-out of P3O services will, therefore, focus on providing templates and data collection services for the Retail Rationalization and Training Programmes. Is this an appropriate application of P3O for this portfolio?	A	No, because an assurance function is required to get the full benefits of a P3O.
		B	No, because those in the assurance function of existing programmes will require resource to be available when they need it.
		C	Yes, because ensuring all projects adhere to agreed Business Case templates will allow optimization of investments.
		D	Yes, because it is often beneficial to focus initially on support services to demonstrate the P3O's value.

Question continues on the next page

5	The P3O Vision Statement includes a statement about how the P3O will support Buyitall's aim to increase profitability by 50% over the next 5 years. Is this an appropriate application of P3O for this portfolio?
A	No, because the aims of the P3O should be documented in the Business Case.
B	No, because the Blueprint will contain operational performance levels.
C	Yes, because the Vision Statement should describe the new business model.
D	Yes, because the Vision Statement should demonstrate the value that the P3O will provide to the business.

Syllabus Area	Question Number	Part	Marks
Why have a P3O?	1	E	4

Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. Each line relates to one of the items in the Extract from the Further P3M3 Assessment Report in the additional information. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	Entry 1 indicates that the Portfolio Office has set up correct processes regarding decision escalation.	BECAUSE	The Portfolio Office should decide which projects each programme should initiate.
2	Entry 2 indicates that the Portfolio Office is preparing for the process of prioritizing investment.	BECAUSE	Understanding all of the change initiatives is a key input to portfolio prioritization.
3	Entry 3 indicates that the Portfolio Office is adding value to the management of the change initiatives at Buyitall.	BECAUSE	An office within a P3O model can monitor benefits on behalf of the business owners.
4	Entry 4 indicates that the Portfolio Office is NOT operating effectively.	BECAUSE	A Portfolio Office should manage all the risks to an organization's change objectives.

Question Number 2

Syllabus Area How to operate a P3O (including tools and techniques)

Syllabus Area	Question Number	Part	Marks
How to operate a P3O (including tools and techniques)	2	A	2

Answer the following questions.

Remember to select 2 answers to each question.

1	<p>Which 2 factors should be taken into account when determining the governance and lifecycle for a project based on its complexity scoring?</p> <p>A How important it is to the organization.</p> <p>B The portfolio management level of maturity.</p> <p>C The programme management level of maturity.</p> <p>D The project management level of maturity.</p> <p>E Number of business functions involved in delivery.</p>
2	<p>Which 2 questions relating to strategic functions are MOST important when developing a tools requirements document for a PPM solution?</p> <p>A Will the PPM solution help Project Managers in delivery?</p> <p>B Will it be possible to validate the data that has been transferred into the PPM solution?</p> <p>C Will the tool be used to support strategic planning as well as PPM?</p> <p>D What risks need to be managed when implementing the PPM solution?</p> <p>E Will we need to appoint someone to maintain the PPM solution?</p>

Syllabus Area	Question Number	Part	Marks
How to operate a P3O (including tools and techniques)	2	B	4

Using only Section A and Section B of the Portfolio Prioritization and Optimization Report provided as additional information for this question in the *Scenario Booklet*, answer the following question about the programmes in the Rescue Package.

Column 1 is a list of some of the programmes in the Rescue Package. For each programme in Column 1, select from Column 2 the appropriate letter which correctly represents the position of that programme in the Strategic Alignment and Risk Level Diagram.

Each selection in Column 2 can either be used once only or not at all.

	Column 1	Column 2
1	Retail Rationalization Programme	A
2	Shop Modernization Programme	B
3	Online Programme	C
4	IT Refresh Programme	D
		E

Syllabus Area	Question Number	Part	Marks
How to operate a P3O (including tools and techniques)	2	C	4

Using only Section A and Section B of the Portfolio Prioritization and Optimization Report provided as additional information for this question in the *Scenario Booklet*, answer the following questions.

The Buyitall Corporate Board has agreed that programmes should be prioritized based on their strategic value against level of risk.

1	With a total of £10m available for programmes in the Rescue Package, Buyitall intends to implement Programme A in preference to Programme E. Is this an appropriate application of P3O for this portfolio?
A	No, because the selected optimization technique should be validated by the Corporate Portfolio Board.
B	No, because programmes with a lower level of risk should be given higher priority for investment.
C	Yes, because organizations should seek to implement programmes that offer greater strategic value and lower risk.
D	Yes, because force ranking will indicate the overall priority of each programme.
2	With a total of £12m available for programmes in the Rescue Package, Buyitall intends to implement Programme B and Programme C in preference to Programme A. Is this an appropriate application of P3O for this portfolio?
A	No, because the investment decision should be based on how a programme aligns with strategic objectives.
B	No, because portfolio prioritization should be carried out quarterly.
C	Yes, because priority should be given to allocating available funds so that as many programmes as possible can be implemented.
D	Yes, because the average risk level of smaller programmes will be medium.
3	Buyitall intends to implement Programme C before any of the other programmes from the Rescue Package. Is this an appropriate application of P3O for this portfolio?
A	No, because programmes with a higher strategic value should be given a higher priority.
B	No, because lower cost programmes should be given a higher priority.
C	Yes, because programmes which have low cost should be given the highest priority.
D	Yes, because programme cost is one of the most common measures used in portfolio prioritization.

Question continues on the next page

Question continued

4	The Business Case contains an explanation of how the 'Strategic Alignment and Risk Level Diagram' should be used to best optimize cost against risk. Is this an appropriate application of P3O for this portfolio?
A	No, because the complexity model should explain how cost will be optimized against risk.
B	No, because the Blueprint should explain processes and techniques to be used by the P3O.
C	Yes, because the purpose of the Business Case is to clearly identify the benefits of the P3O model.
D	Yes, because the Business Case should show how the P3O will add value.

Syllabus Area	Question Number	Part	Marks
How to operate a P3O (including tools and techniques)	2	D	4

Using the Scenario and the Rescue Package Management Dashboard provided as Section C of the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the information derived from the management dashboard.

1	Which statement BEST DESCRIBES the reporting provided by this summary management dashboard?
A	An overall assessment of the likely success of each programme.
B	Information on why projects are in red status.
C	Details of the risks facing the projects in the Shop Modernization Programme.
D	How many projects are about to go live.
2	Which statement BEST DESCRIBES the reporting provided by this summary management dashboard?
A	Summarises areas of concern.
B	Identifies how many projects are behind schedule.
C	Identifies which programmes are expected to contribute the most to delivering strategic objectives.
D	Provides information on whether the expected outcomes will be delivered.
3	Which programme would be MOST LIKELY to receive extra funding if the level of investment for the Rescue Package were increased?
A	Online Programme.
B	IT Refresh Programme.
C	Shop Modernization Programme.
D	Retail Rationalization Programme.
4	Which programme would be MOST LIKELY to be considered for early closure if the level of investment for the Rescue Package were decreased?
A	Online Programme.
B	IT Refresh Programme.
C	Training Programme.
D	Retail Rationalization Programme.

Syllabus Area	Question Number	Part	Marks
How to operate a P3O (including tools and techniques)	2	E	6

Using the Scenario and the Rescue Package Management Dashboard provided as additional information for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The Corporate Portfolio Board should immediately focus attention on the Shop Modernization Programme.	BECAUSE	The viability of programmes with poor gated review assessment statuses should be reviewed.
2	The Online Programme appears to be the most advanced in terms of implementation.	BECAUSE	To achieve a gated review assessment of 'green' a project should be near to delivery.
3	There is evidence to suggest that the Training Programme has an appropriate risk rating.	BECAUSE	Programmes with a low effort rating should be rated as low risk.
4	There is sufficient information to determine that the risk rating of the Online Programme should be increased.	BECAUSE	If projects in a programme are progressing according to plan, this indicates a medium risk profile.
5	The Training Programme should be allocated resources ahead of the Retail Rationalization Programme.	BECAUSE	A programme which requires fewer resources to deliver and has a higher priority should typically have a higher priority in terms of resource allocation.
6	The Shop Modernization Programme should be the first to be considered for early closure if the level of investment in the Rescue Package needs to be reduced.	BECAUSE	Highly complex programmes often have a high risk rating.

Question Number 3

Syllabus Area Implement and Re-energize

Syllabus Area	Question Number	Part	Marks
Implement and Re-energize	3	A	6

Answer the following question about the establishment of the Proposed Interim P3O Model.

The activities required as part of the ‘Define’ process to establish the Proposed Interim P3O Model need to be identified.

Column 1 is a list of the activities Buyitall is planning in order to establish the Proposed Interim P3O Model. For each statement in Column 1, select from Column 2 the appropriate definition activity. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Deciding how often the Head of Portfolio Office should meet with the Manager of the Contracts Division during the set-up of the Portfolio Office.	A Establish the implementation team
2	Setting the frequency that capacity planning forecasts are published.	B Identify and analyse stakeholders
3	Interviewing candidates to identify whether they have sufficient P3O expertise to prepare draft terms of reference for the Retail Rationalization Programme Office.	C Refine the Vision Statement
4	Asking for the Chief Financial Officer's comments on the following statement: "The Portfolio Office will support the Corporate Board in its decision-making so that the Rescue Package will make Buyitall a market leader in terms of sales volume and profitability within five years."	D Develop the P3O Blueprint
5	Defining the process that will be used to enable the Corporate Board to determine which shops are to be disposed of.	E Develop, model and validate the benefits
6	Reviewing the P3M3 assessment recommendations to identify appropriate methods and tools to improve portfolio prioritization.	F Develop and confirm the Business Case
		G Develop a Risk Management Strategy and Risk Register

Syllabus Area	Question Number	Part	Marks
Implement and Re-energize	3	B	4

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

1	Which should appear in the Processes section of the Blueprint for the Portfolio Office?
A	The Retail Rationalization Programme will alert the Portfolio Office when the closure of a shop is unlikely to yield a sufficient cost saving.
B	A timesheet will be made available to shop staff to record hours spent on Retail Rationalization Programme work.
C	The Portfolio Office will review the Retail Rationalization and Shop Modernization Programmes on a quarterly basis to identify interdependencies.
D	The Online Programme will deliver a 10% increase in sales.
2	Which should appear in the Organization section of the Blueprint for the Proposed Interim P3O Model?
A	The activities of Cutprice and Sellmore will be reviewed on a quarterly basis to assess the possible impact on the Retail Rationalization Programme.
B	Issues relating to both the Training and the IT Programmes should be resolved by the Corporate Portfolio Board in line with its governance responsibilities.
C	All Programme Managers will be surveyed after 3 months to find out if the P3O is providing the right level of support.
D	The Retail Realization Programme will have access to a standard resource scheduling application.
3	The following information flows had been set up as a short-term measure to communicate directly to the Corporate Board until the Portfolio Office is established and fully functioning. Which information flow should the Corporate Portfolio Board continue to receive AFTER the Portfolio Office is established and functioning?
A	Updates to the Business Cases for the Retail Rationalization Programme and Project 1 (Southtown Training Centre).
B	Regular detailed progress reports from the Retail Rationalization Programme and Project 1 (Southtown Training Centre).
C	Plans showing how staff lay offs will be made on a shop-by-shop basis, including details of how staff wishing to transfer to other shops will be re-located.
D	Progress with contract negotiations between Buyitall and the estate agents who are supporting the sale of the Southtown Training Centre.

Question continues on the next page

4	<p>The Chief Executive Officer wants a 'big bang' approach to the implementation of the Proposed Interim P3O Model in order to bring about rapid improvements to the way programmes and projects are being prioritized and implemented.</p> <p>Which action should an experienced Head of P3O recommend?</p>
A	<p>The Portfolio Office should be established and fully functioning before setting up the programme offices.</p>
B	<p>The Portfolio Office should focus on assisting the optimization of the delivery of the Retail Rationalization Programme.</p>
C	<p>The whole P3O structure should be set up at the same time.</p>
D	<p>All initiatives within Buyitall should be supported as soon as the Portfolio Office is setup.</p>

Syllabus Area	Question Number	Part	Marks
Implement and Re-energize	3	C	5

Using the Scenario, answer the following questions about the implementation of the Proposed Interim P3O Model.

Each question provides a list of only **true statements** about activities undertaken within the P3O Implementation Programme, but only 2 statements are appropriate for that part of the implementation.

Remember to select 2 answers to each question.

1	Which 2 activities should be undertaken as part of the 'Identify' process?
A	Analyse the P3M3 assessment results showing a maturity level of 1 to identify an appropriate tranche-based plan.
B	Involve the Head of COE in initial problem identification workshops.
C	Produce new Business Case approval procedures based on processes followed by contractors in the past.
D	Identify the members of the COE as part of the team to implement the Proposed Interim P3O Model.
E	Involve the Purchasing Director in identifying the enabling and restraining governance that the P3O model should deliver.
2	Which 2 activities should be undertaken as part of the 'Define' process?
A	Analyse the P3M3 assessment results showing a maturity level of 1 to identify an appropriate tranche-based plan.
B	Produce a plan for communicating early successes of the P3O to the Human Resources and Purchasing Directors throughout the implementation.
C	Produce an initial P3O organization structure diagram showing the Retail Rationalization and Training Programme Offices reporting to the Portfolio Office.
D	Measure the effect of early delivery of the Training Programme.
E	Involve the Purchasing Director in identifying the enabling and restraining governance that the P3O model should deliver.
3	Which 2 activities should be undertaken as part of the 'Deliver New Capability' process?
A	Document that the COE will mandate the use of an EPM solution once the maturity level of 3 is achieved.
B	Bring in external PPM consultants to speed up the implementation.
C	Monitor the impact on the existing COE staff to ensure that they are adapting to the new processes as they are rolled out.
D	Ensure that external PPM contractors brought into fast track the P3O implementation transfer their knowledge to the P3O staff.
E	Discuss with the Contracts Division how they view the value being added by the P3O implementation.

Question continues on the next page

4	Which 2 activities should be undertaken as part of the 'Realize Benefits' process?
	<ul style="list-style-type: none">A Ensure that external PPM contractors brought into fast track the P3O implementation transfer their knowledge to the P3O staff.B Identify which COE services will be delivered first.C Measure the effectiveness of optimizing the portfolio and reducing the number of programmes being delivered at once.D Plan when further reviews should be conducted to see whether the Training Programme was delivered earlier than originally anticipated.E Evaluate whether the new Business Case approval procedures enabled faster approval of Business Cases.
5	Which 2 activities should be undertaken as part of the 'Close' process?
	<ul style="list-style-type: none">A Measure whether the Training and Retail Rationalization Programmes were set up more effectively as a result of the new COE functions.B Convince the Facilities Director that the Proposed Interim P3O Model will assist Buyitall in delivering the required increase in profitability.C Manage the risk that existing Buyitall staff members do not have sufficient PPM skills to deliver an appropriate model.D Plan whether the Training Programme or the Retail Rationalization Programme will use the new COE services first.E Ensure that external PPM contractors brought into fast track the P3O implementation transfer their knowledge to the P3O staff before releasing them.

Syllabus Area	Question Number	Part	Marks
Implement and Re-energize	3	D	5

THE FOLLOWING QUESTION SHOULD BE ANSWERED IN RELATION TO THE IMPLEMENTATION OF THE PROPOSED INTERIM P30 MODEL AT PROGRAMME/PROJECT LEVEL.

Using the Scenario, answer the following question about the Training Programme Office.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The resourcing of the Training Programme Office should be the responsibility of the local line managers.	BECAUSE	A temporary Programme Office should only use internal resources.
2	A priority for the Training Programme Office should be to work with the COE to trial standard PPM processes.	BECAUSE	The COE should provide the Programme Office with standards and templates.
3	Contract resources should use their own templates to speed up the establishment of the Programme Office.	BECAUSE	Where there are no existing standards, adopting templates used on previous assignments should allow a team to get started quickly.
4	It would be appropriate to expect to spend more than 12 weeks setting up the Training Programme Office.	BECAUSE	Typically 10% of a programme lifecycle should be allocated to set up a Programme Office.
5	The Head of Programme Office should make appropriate procurement expertise available to deal with the outsourcing arrangements.	BECAUSE	A Programme Accountant should be engaged to deal with complex commercial arrangements.

Question Number 4

Syllabus Area Models and Tailoring

Syllabus Area	Question Number	Part	Marks
Models and Tailoring	4	A	3

Using the Scenario, answer the following questions about the Proposed Interim P3O Model.	
1	<p>Which statement describes the MOST LIKELY potential relationship between existing corporate functions and the Proposed Interim P3O Model?</p> <p>A The COE should set the procurement standards for the Contracts Division.</p> <p>B The Portfolio Office should work with the Human Resources (HR) Division to understand the conflict between business as usual commitments and demands to deliver the Rescue Package.</p> <p>C The Portfolio Office should advise the Chief Executive Officer on the best international markets for Buyitall to expand into.</p> <p>D The Portfolio Office should assist a capacity planning exercise in the IT Systems Division to make sure that the Division has enough resources to meet its operational demands.</p>
2	<p>Which statement indicates that a P3O model with Hub Portfolio Offices may be more appropriate than the structure in the Proposed Interim P3O Model?</p> <p>A The IT Refresh Programme will deliver the technology that provides the services the Rescue Package requires.</p> <p>B Buyitall needs to recruit specialist staff to provide coaching and training in PPM areas.</p> <p>C As the overall director for business change, the Chief Executive Officer requires all the programme offices to be located in the Northtown HQ.</p> <p>D The IT Refresh and Online programmes will both be reporting to the IT Systems Division which is located in Southtown.</p>
3	<p>Which statement indicates that a P3O model with Hub Portfolio Offices may be more appropriate than the structure in the Proposed Interim P3O Model?</p> <p>A The Operations and the Facilities Divisions are working in silos, and co-ordination between the two should improve if centralized common standards are adopted.</p> <p>B The Chief Executive Officer has stated that divisions should have more autonomy to prioritize their own initiatives.</p> <p>C Buyitall wishes to achieve a P3M3 maturity level of 3 or above.</p> <p>D The Corporate Portfolio Board requires an integrated Management Dashboard report for the whole of the Rescue Package.</p>

Syllabus Area	Question Number	Part	Marks
Models and Tailoring	4	B	7

Using the Scenario, answer the following question about the functions and services of the Proposed Interim P3O Model.

Column 1 is a list of potential services to be delivered by the Proposed Interim P3O Model. Column 2 is a selection of services that the P3O may provide. For each service in Column 1, decide if it is a valid P3O service and select the relevant key functional area from Column 2.

Each option can be used once, more than once or not at all .

	Column 1	Column 2
1	Analysing Buyitall's IT resource commitments across business as usual, the Online Programme and the IT Refresh programmes.	A This is NOT a suitable function or service for the Proposed Interim P3O Model B A strategic planning or portfolio support function or service C A delivery support function or service D A COE function or service
2	Reviewing document templates introduced by external consultants on previous projects, to identify which templates to use across Buyitall's projects.	
3	Advising the Facilities Director on possible job requirements when recruiting a replacement manager for the IT Systems Division.	
4	Assisting the Programme Manager in monitoring the impact of in-shop security requirements, when the Shop Modernization Programme is rolled out.	
5	Providing risk management training for the Programme Manager of the IT Refresh Programme.	
6	Providing model role descriptions for Project Managers for use across the Rescue Package.	
7	Delivering the required 50% increase in profitability from the Rescue Package over the next five years.	

Syllabus Area	Question Number	Part	Marks
Models and Tailoring	4	C	5

THE FOLLOWING QUESTION SHOULD BE ANSWERED IN RELATION TO THE IMPLEMENTATION OF THE PROPOSED INTERIM P3O MODEL AT PROGRAMME/PROJECT LEVEL.

Using the Scenario answer, the following questions about the Proposed Interim P3O Model.

1	<p>A report explaining how problems encountered during the set-up of the new training centre were resolved has been passed to the COE. Is this an appropriate application of P3O for this programme?</p> <p>A No, because assisting the delivery of change is a delivery support function.</p> <p>B No, because each programme office is responsible for updating the risk management standards to be used in future projects.</p> <p>C Yes, because knowledge management is a COE responsibility.</p> <p>D Yes, because knowledge management is a strategic planning/portfolio support function.</p>
2	<p>The Head of the Project Office for Project 2 (Outsourcing) has run workshops to teach the Project Manager for Project 2 the process for identifying benefits. Is this an appropriate application of P3O for this programme?</p> <p>A No, because it is the responsibility of the COE to provide coaching in the use of the organization's PPM standards.</p> <p>B No, because it is the responsibility of the temporary project office to eliminate double counting of benefits.</p> <p>C Yes, because the multi-tasking project support officer should provide support on small projects.</p> <p>D Yes, because it is the responsibility of the Head of Project Office to promote PPM standards within the organization.</p>
3	<p>Which office should assist in tailoring standard risk management processes to meet the needs of Project 1 (Southtown Training Centre)?</p> <p>A COE, because delivery support is most needed during project start-up.</p> <p>B COE, because internal consultancy is most needed during project start-up.</p> <p>C Portfolio Office, because strategic planning services are most needed during project start-up.</p> <p>D Portfolio Office, because internal consultancy is most needed during project start-up.</p>
4	<p>The Contracts Division has to comply with specific external regulatory requirements relating to change initiatives. A Hub Portfolio Office has been set up to support the planned change initiatives in the Contracts Division. Is this an appropriate application of P3O for this programme?</p> <p>A No, because temporary programme offices should be set up for each of the planned initiatives.</p> <p>B No, because P3O functions should be carried out by each business unit across Buyitall.</p> <p>C Yes, because a Hub Portfolio Office supports local application of standards.</p> <p>D Yes, because a Hub Portfolio Office ensures that each new programme launched is staffed with local business managers.</p>

Question continues on the next page

5	A separate 'Strategic Portfolio Office' is to be established to carry out strategic planning functions. The existing Portfolio Office will be renamed the 'Delivery Portfolio Office' and will carry out delivery support functions. The new Strategic Portfolio Office is to track spend against budget for the Training Programme. Is this an appropriate application of P3O for this programme?
A	No, because a Portfolio Office should establish planning standards across the portfolio.
B	No, because tracking spend against budget is a delivery function and should be carried out by the Delivery Portfolio Office.
C	Yes, because monitoring the costs of resources against plans is a strategic planning function.
D	Yes, because establishing a framework for assessing the portfolio's projects against financial parameters is a strategic planning function.

Syllabus Area	Question Number	Part	Marks
Models and Tailoring	4	D	5

THE FOLLOWING QUESTIONS SHOULD BE ANSWERED IN RELATION TO THE IMPLEMENTATION OF THE PROPOSED INTERIM P3O MODEL AT PROGRAMME/PROJECT LEVEL.

Using the Scenario, answer the following questions about the Training Programme Office.

The Corporate Portfolio Board has given its approval to setting up a temporary Programme Office to support the Training Programme and its Programme Board. The Training Programme and all its projects will use common standards developed by the COE, which is to be set up as a separate function alongside the Portfolio Office.

1	<p>The Training Programme Office will help to identify dependencies between the six critical projects in the Training Programme. Is this an appropriate application of P3O for this programme?</p> <p>A No, because identifying dependencies is the responsibility of the Programme Manager.</p> <p>B No, because defining planning standards should be carried out by the COE.</p> <p>C Yes, because the Programme Office should provide a resource tracking service across the programme.</p> <p>D Yes, because a key function of the Programme Office is to provide planning support for the programme and its projects.</p>
2	<p>The COE will provide a consultancy service on appropriate project reporting to the Training Programme Office throughout the Training Programme. Is this an appropriate application of P3O for this programme?</p> <p>A No, because the training provided at the start of the programme should reduce the continued need for support.</p> <p>B No, because it is important to maintain a minimum headcount in the programme office throughout its life.</p> <p>C Yes, because it is a key responsibility of the programme office to produce accurate reports on every project's progress.</p> <p>D Yes, because specialist PPM skills may need to be bought in.</p>
3	<p>At the end of the Training Programme, the Training Programme Office is to make resources available to oversee the embedding of the new working practices. Is this an appropriate application of P3O for this programme?</p> <p>A No, because any assistance with embedding should be delivered by internal consultants provided by the COE.</p> <p>B No, because experienced resources should be automatically allocated to another programme.</p> <p>C Yes, because additional support should be provided to operational staff going through the transformation.</p> <p>D Yes, because a programme office has responsibility for ensuring the risk of failing to embed the new practices does not materialize.</p>

Question continues on the next page

4	<p>Resources have been supplied to the Training Programme Office by the COE to verify that the new working practices are fit for purpose. These resources are to be reallocated fully once the programme is underway. Is this an appropriate application of P3O for this programme?</p>
A	No, because during delivery a programme may require additional support.
B	No, because the assurance role should continue as a programme progresses into delivery.
C	Yes, because internal consultancy requirements should reduce as the programme moves into delivery.
D	Yes, because a temporary programme office should ensure that resources are released when no longer required.
5	<p>The Training Programme Office plans to run a workshop to identify aspects of the Regional Training Centres Project which may have a negative effect on the delivery of the programme. Is this an appropriate application of P3O for this programme?</p>
A	No, because the COE should provide information on standards and processes to be adopted.
B	No, because a temporary project office should track project issues.
C	Yes, because a Programme Office should proactively seek out risks from projects which may threaten the programme.
D	Yes, because a Programme Office should develop a risk management policy for compliance by programmes.

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

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Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (BC)	A	CL	1	0	0	0	1	1				
			2	1	0	1	0	0				
			3	0	1	1	0	0				
	B	MG	1	1	0	0	0					
			2	0	0	1	0					
			3	1	0	0	0					
	C	CL	1	1	0	0	1	0				
			2	0	1	1	0	0				
			3	1	0	0	0	1				
			4	0	0	1	1	0				
			5	0	0	1	1	0				
	D	CL	1	0	0	1	0					
			2	0	1	0	0					
			3	1	0	0	0					
			4	0	0	0	1					
			5	0	0	0	1					
	E	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	0	1	0	0	0				
			4	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I	
2 (TT)	A	CL	1	1	0	0	0	1					
			2	0	0	1	1	0					
			B	MG	1	0	1	0	0	0			
					2	0	0	1	0	0			
	3	1			0	0	0	0					
	4	0			0	0	0	1					
	C	CL	1	0	0	1	0						
			2	1	0	0	0						
			3	1	0	0	0						
			4	0	1	0	0						
	D	CL	1	0	0	0	1						
			2	0	0	1	0						
			3	1	0	0	0						
			4	0	1	0	0						
	E	AR	1	1	0	0	0	0					
			2	0	0	0	0	1					
			3	0	0	1	0	0					
			4	0	0	0	0	1					
			5	1	0	0	0	0					
			6	0	1	0	0	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (IM)	A	MG	1	0	1	0	0	0	0	0		
			2	0	0	0	1	0	0	0		
			3	1	0	0	0	0	0	0		
			4	0	0	1	0	0	0	0		
			5	0	0	0	1	0	0	0		
			6	0	0	0	1	0	0	0		
	B	CL	1	0	0	1	0					
			2	0	1	0	0					
			3	1	0	0	0					
			4	0	1	0	0					
	C	MR	1	0	1	0	0	1				
			2	1	1	0	0	0				
			3	0	0	1	0	1				
			4	0	0	1	0	1				
			5	1	0	0	0	1				
	D	AR	1	0	0	0	0	1				
			2	0	1	0	0	0				
			3	0	0	0	1	0				
			4	1	0	0	0	0				
			5	0	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
4 (MO)	A	CL	1	0	1	0	0					
			2	0	0	0	1					
			3	0	1	0	0					
	B	MG	1	0	1	0	0					
			2	0	0	0	1					
			3	1	0	0	0					
			4	0	0	1	0					
			5	0	0	0	1					
			6	0	0	0	1					
			7	1	0	0	0					
	C	CL	1	0	0	1	0					
			2	1	0	0	0					
			3	0	1	0	0					
			4	0	0	1	0					
			5	0	1	0	0					
	D	CL	1	0	0	0	1					
			2	1	0	0	0					
			3	0	0	1	0					
			4	0	1	0	0					
			5	0	0	1	0					



The Practitioner Examination

Rationale

Exam Paper: GB-PX11-1.1

Question: 1, Syllabus: BC, Part: A, Type: CL, SyllabusRef: BC0304 BC0302, Level: 3			
1	A	Incorrect:	The Business Case for the P3O would include the costs of setting up and running the P3O model, which would include the costs of setting up and running the Programme Offices. But it would NOT include the cost of implementation of changes to operational BAU delivered by the programmes (Section 2.4.4.1).
	B	Incorrect:	The Business Case for the P3O would include the costs of setting up and running the P3O model, which would include the costs of setting up and running the Programme Offices. But it would not include the cost of implementation of changes to operational BAU delivered by the programmes (Section 2.4.4.1).
	C	Incorrect:	The Business Case for the P3O would include the costs of setting up and running the P3O model, which would include the costs of setting up and running the Programme Offices. But it would not include the cost of developing products to be delivered by projects - such as these costs which should be part of the Business Case for Project 3 - Training Design (Section 2.4.4.1).
	D	Correct:	Ongoing costs of running a P3O should be considered along with ongoing benefits (Appendix B.4.1).
	E	Correct:	The Programme Office is part of the proposed P3O structure, and training costs for those staff should be considered (Table B.1).
2	A	Correct:	This should appear in the Business Case for Project 2 (Outsourcing) (Section 2.4.4.1).
	B	Incorrect:	The pace of change is a key constraint and should be stated. Slow recruitment will save salaries, but will delay the benefits of the new P3O model (Section 2.4.4.1).
	C	Correct:	This is a benefit expected from the Retail Rationalization Programme and should be in the Business Case for that programme (Section 2.4.4.1).
	D	Incorrect:	Options should be included (Section 2.4.4.1 and Appendix B.6).
	E	Incorrect:	The option of continuing with the current processes (the 'do nothing' option) should be assessed (Section 2.4.4.1 and Appendix B.6).
3	A	Incorrect:	The Vision Statement should contain information about stakeholder involvement (Section 2.4.3).
	B	Correct:	This is the measure of success for programmes, not a measure of success for a P3O model and therefore should NOT be included in the P3O Vision Statement (Section 2.4.3).
	C	Correct:	The Vision Statement should not contain this level of detail about staffing as it would have no relevance as a means of engaging stakeholders and therefore should NOT be included in the P3O Vision Statement (Section 2.4.3).
	D	Incorrect:	The Vision Statement should describe the major services that are to be provided therefore this should be included (Section 2.4.3).
	E	Incorrect:	This is a value statement that addresses one of the key P3M3 assessment findings and would be an appropriate inclusion in the Vision Statement (Section 2.4.3).

Question: 1, Syllabus: BC, Part: B, Type: MG, SyllabusRef: BC0304, Level: 3		
1	Correct [A]:	Enabling Buyitall to focus on the elements of the Rescue Package which offer the highest strategic value would be a high-level objective of a P3O model to help it achieve its aims (Appendix B.1).
2	Correct [C]:	Reducing start-up timeframes by 10% is a measurable benefit which should be included as part of the cost-benefit analysis (Appendix B.4.2).
3	Correct [A]:	Achievement of improved portfolio maturity levels by a given date is an aim of a P3O model (Appendix B.1).

Question: 1, Syllabus: BC, Part: C, Type: CL, SyllabusRef: BC0303, Level: 3

1	A	Correct:	The 'govern effectively' principle requires that governance is provided by delegated limits of authority (tolerances) with escalation routes and rules for risks, issues and changes (Table 2.1)
	B	Incorrect:	A monthly dashboard would be how the P3O would support the 'track progress through highlight and exception-based reporting' principle (Table 2.1).
	C	Incorrect:	Requiring all initiatives to have a Business Case would support the 'safeguard value' principle (Table 2.1).
	D	Correct:	The 'govern effectively' principle requires a hierarchy based on achieving scalability with a focus on single points of accountability (Table 2.1).
	E	Incorrect:	Requiring initiatives to be clearly aligned to business strategy would support the 'prioritize investment, align and adjust to business strategy' principle (Table 2.1).
2	A	Incorrect:	Developing tailored approaches based on Best Management Practice approaches would support the 'invest in people and process' principle (Table 2.1).
	B	Correct:	The 'safeguard value' principle requires that all investments have a valid Business Case throughout the lifecycle and investment funds are awarded on the basis of realizable benefits (Table 2.1).
	C	Correct:	Ensuring benefits aren't double counted and that the measurement process is robust and usable is how the P3O could support 'safeguard value' principle (Table 2.1).
	D	Incorrect:	A hierarchy based on achieving scalability with a focus on single points of accountability would support the 'govern effectively' principle (Table 2.1).
	E	Incorrect:	Providing timely reporting and exception management service from project to portfolio level would support the 'track progress through highlight and exception-based reporting' principle (Table 2.1).
3	A	Correct:	Providing mentoring for Project Managers would support the 'invest in people and process' principle (Table 2.1).
	B	Incorrect:	Having standard Best Management Practice approaches in place, e.g. PRINCE2, would support the 'invest in people and process' principle but it would be inappropriate for the interim P3O model to apply these with immediate effect due to the time required to train staff and revise processes (Table 2.1).
	C	Incorrect:	Providing timely reporting and exception management service from project to portfolio level would support the 'track progress through highlight and exception-based reporting' principle (Table 2.1).
	D	Incorrect:	The Invest in People and Process principle requires risk models in place that are aligned to organizational maturity and culture. Currently Buyitall has a low level of maturity so sophisticated models would be inappropriate (Table 2.1).
	E	Correct:	The 'invest in people and process' principle requires risk models to be in place that are aligned to organizational maturity and culture. Currently Buyitall has a low level of maturity so sophisticated models would be inappropriate (Table 2.1).
4	A	Incorrect:	Rewarding the HR Director for business as usual performance is not related to a P3O principle (Table 2.1).
	B	Incorrect:	A monthly management dashboard that focuses senior managers on the key risks would be how the P3O would support the 'track progress through highlight and exception-based reporting' principle (Table 2.1).
	C	Correct:	The 'hold people to account' principle requires clear accountability of business managers for change transition and benefits management (Table 2.1).
	D	Correct:	The 'hold people to account' principle requires clarity of roles and

		responsibilities in programme and project teams and the P3O (Table 2.1).
	E	Incorrect: Having standard Best Management Practice approaches in place would support the 'invest in people and process' principle (Table 2.1).
5	A	Incorrect: Ensuring risks and issues are escalated to right decision-making authority would support the 'govern effectively' principle (Table 2.1).
	B	Incorrect: Periodically re-evaluating the ongoing viability of Business Cases would support the 'safeguard value' principle (Table 2.1).
	C	Correct: Supporting feedback from programmes and projects to strategy is how the P3O can support the 'prioritize investment, align and adjust to business strategy' principle (Table 2.1).
	D	Correct: Providing a fast-track mobilization service and projects, ensuring alignment of scope and plans to strategy is how the P3O can support the 'prioritize investment, align and adjust to business strategy' principle (Table 2.1).
	E	Incorrect: The use of gated reviews – strategy, business justification, etc. through to benefits review would support the 'govern effectively' principle (Table 2.1).

Question: 1, Syllabus: BC, Part: D, Type: CL, SyllabusRef: BC0401, Level: 4

1	A	Incorrect:	The P3O sponsor should be a senior manager with authority, influence and charisma who can see the P3O vision and engender commitment from the organization at all levels. The CEO has the appropriate authority and influence. If a portfolio-level P3O is required (i.e. the organization's entire portfolio of programmes and projects is in scope), then the P3O sponsor should be a member of the main board (Section 2.4.1).
	B	Incorrect:	The P3O sponsor should be a senior manager with authority, influence and charisma who can see the P3O vision and engender commitment from the organization at all levels. The CEO has the appropriate authority and influence. Senior managers responsible for providing investment for designing and implementing the P3O model will want to see some personal success as an incentive for supporting the change (Section 2.4.1).
	C	Correct:	A critical success factor is having a proactive champion for the P3O (P3O sponsor) – a senior manager with authority, influence and charisma who can see the P3O vision and engender commitment from the organization at all levels. The CEO has the appropriate authority and influence (Section 2.4.1).
	D	Incorrect:	The CEO has the authority and influence to be SRO but it is not always necessary for P3O Sponsors to be members of the main board - if a business unit or divisional level P3O is required, then the P3O sponsor should be the director or senior manager for that division or business unit (Section 2.4.1).
2	A	Incorrect:	It is important to set a realistic target level of maturity and the associated outcomes based on a fit-for-purpose approach. Regardless of maturity levels, consensus is required, preferably at the main board level (Section 2.4.2 and 2.4.2.3).
	B	Correct:	Consensus is required, preferably at the main board level. This ensures that the P3O sponsor understands what success looks like across the organization from differing viewpoints and allows them to gain consensus on a common P3O vision (Section 2.4.2).
	C	Incorrect:	Consensus is required, preferably at the main board level. It is critical that senior managers who will benefit from the change are identified and engaged. Once they understand and buy into the benefits they will receive, they can use their influence and leadership to champion the change (Section 2.4.1 and 2.4.2).
	D	Incorrect:	Any change programme that affects multiple stakeholders is likely to have both winners and losers but consensus is required, preferably at the main board level (Section 2.4.1 and 2.4.2).
3	A	Correct:	The P3O Value Matrix considers portfolios, programmes and projects – and provides a high level description of the potential role a P3O can play in providing governance over both enabling and restraining activities. Whereas, the investment appraisal in the Business Case should include costed options to developing the approach being suggested, so that a balanced decision on the return on investment may be made (Section 2.4.2.2 and Appendix B.6).
	B	Incorrect:	The Blueprint does show operational costs and performance levels, but the investment appraisal in the Business Case, not the P3O Value Matrix, should include costed options to developing the approach being suggested, so that a balanced decision on the return on investment may be made (Section 2.4.2.2 and Appendix B.6).
	C	Incorrect:	The investment appraisal in the Business Case, not the P3O Value Matrix, should include costed options to developing the approach being suggested, so that a balanced decision on the return on investment may be made. One of the benefits of the P3O Value Matrix is to demonstrate to senior managers that the wider the scope of the P3O, the greater the level of business change that needs to be effected (Section 2.4.2.2 and Appendix B.6).

	D	Incorrect:	The investment appraisal in the Business Case, not the P3O Value Matrix, should include costed options to developing the approach being suggested, so that a balanced decision on the return on investment may be made. The Value Matrix can provide validation of who the key stakeholders are in the process areas that are affected by the scope of the P3O model and who will get the benefits from any P3O that is implemented (Section 2.4.2.2 and Appendix B.6).
4	A	Incorrect:	Although it is true that an assurance function is required to get the full benefits of a P3O, given the resistance identified this is not a reason to not initially focus on providing templates and data collection services. It may, however, be beneficial to give early focus to support functions and services in order to build relationships with the PPM community (Section 2.4.2.2).
	B	Incorrect:	Those in the assurance function of existing programmes are stakeholders and may require resource to be available. It may, however, be beneficial to give early focus to support functions and services in order to build relationships with the PPM community (Section 2.4.2.2).
	C	Incorrect:	Where there is little support or low confidence in the P3O, it may be beneficial to give early focus to support functions and services in order to build relationships with the PPM community and demonstrate the P3O's value, before introducing the assurance functions and services. Ensuring initiatives have a standard Business Case is a step towards optimization but would still be considered a support function (Section 2.4.2.2).
	D	Correct:	Where there is little support or low confidence in the P3O, it may be beneficial to give early focus to support functions and services in order to build relationships with the PPM community and demonstrate the P3O's value, before introducing the assurance functions and services (Section 2.4.2.2).
5	A	Incorrect:	The aims will typically be documented in the Business Case but the Vision should have a clear link to the business strategy showing how these changes will contribute to the organization's key objectives (Section 2.4.3 and Appendix B.1).
	B	Incorrect:	The performance levels will be documented in the Blueprint but the Vision should have a clear link to the business strategy showing how these changes will contribute to the organization's key objectives (Section 2.4.3 and 4.2.2.4).
	C	Incorrect:	The Vision should have a clear link to the business strategy and should also be a clear vision of what the organization's new business model will be (Section 2.4.3).
	D	Correct:	The Vision should have a clear link to the business strategy showing how these changes will contribute to the organization's key objectives. The goal of developing the Vision Statement and the Business Case is that focus is applied to the value provided by the P3O services, not simply to the cost (Section 2.4.3 and 2.5.2).

Question: 1, Syllabus: BC, Part: E, Type: AR, SyllabusRef: BC0402, Level: 4

1	False:	The Corporate Board (acting as a portfolio board) should leave analysis of intra-programme dependencies (a type of issue and the associated risks) to the Programme Board of each programme (Table 4.1).	False:	It is up to the SRO/Programme Board of each programme to decide on the projects for that programme, and a portfolio board would only review those decisions and decide to intervene, if required (Table 2.1). A P3O provides a decision-enabling/delivery support structure for change and does not make decisions (Section 3.1).
2	True:	Setting up and maintaining a register of all programmes and projects in the portfolio is part of prioritizing investment, aligning and adjusting to business strategy (Table 2.1, Figure 1.3 and Section 1.3.1).	True:	Key inputs to prioritization are information on planned or current programmes and projects in the portfolio and an agreed framework for prioritization (Section 5.6.1 and Figure 1.3). Option A because all identified programmes and projects would then be included in the register of programmes and projects.
3	True:	The Portfolio Office is adding value by ensuring that there is no double counting of benefits (Table 2.1).	True:	A Portfolio Office can offer a benefits tracking service for benefit owners (Table 2.1). However, this is not the same as avoiding double counting of benefits. Option B
4	False:	The Portfolio Office should only deal with escalated programme and project risks and not all risks within the Rescue Package (Table 2.1).	False:	The Portfolio Office should provide exception-based reporting and only be monitoring escalated project and programme risks, not managing them (Table 4.1).

Question: 2, Syllabus: TT, Part: A, Type: CL, SyllabusRef: TT0210 TT0211, Level: 2

1	A	Correct:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating (Section 5.6.2).
	B	Incorrect:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating. Criteria include budget, timescale, innovation, number of suppliers, type of customer, brand awareness, size of team, number of business functions involved. The level of portfolio maturity is not a factor that will assist in assessing project complexity (Section 5.6.2).
	C	Incorrect:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating. Criteria include budget, timescale, innovation, number of suppliers, type of customer, brand awareness, size of team, number of business functions involved. The level of programme maturity is not a factor that will assist in assessing project complexity (Section 5.6.2).
	D	Incorrect:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating. Criteria include budget, timescale, innovation, number of suppliers, type of customer, brand awareness, size of team, number of business functions involved. The level of project maturity is not a factor that will assist in assessing project complexity (Section 5.6.2).
	E	Correct:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating. Criteria include budget, timescale, innovation, number of suppliers, type of customer, brand awareness, size of team, number of business functions involved (Section 5.6.2).
2	A	Incorrect:	'Will the architecture support project delivery' is one of the questions to be asked relating to tools and technology when developing a requirements document for a PPM solution (Table 5.2).
	B	Incorrect:	'Can data be easily validated after migration to maintain quality' is one of the questions to be asked relating to information flows when developing a requirements document for a PPM solution (Table 5.2).
	C	Correct:	'Is the organization planning to use the PPM solution to support strategic or business planning cycles' is one of the strategic function questions to be asked when developing a requirements document for a PPM solution (Table 5.2).
	D	Correct:	'What are the risks associated with the implementation of the PPM solution and how will they be managed' is one of the strategic function questions to be asked when developing a requirements document for a PPM solution (Table 5.2).
	E	Incorrect:	'What roles and responsibilities are required to support the PPM solution' is one of the organization function questions to be asked when developing a requirements document for a PPM solution (Table 5.2).

Question: 2, Syllabus: TT, Part: B, Type: MG, SyllabusRef: TT0303, Level: 3		
1	Correct [B]:	The Retail Rationalization Programme has a priority of 9 and risk of 3 (Figure 5.1 and Table 5.4).
2	Correct [C]:	The Shop Modernization Programme has a priority of 4 and a risk of 3 (Figure 5.1 and Table 5.4).
3	Correct [A]:	The Online Programme has a priority of 15 and a risk of 1 (Figure 5.1 and Table 5.4).
4	Correct [E]:	The IT Refresh Programme has a priority of 4 and a risk of 2 (Figure 5.1 and Table 5.4).

Question: 2, Syllabus: TT, Part: C, Type: CL, SyllabusRef: TT0401, Level: 4		
1	A	Incorrect: With £10m to invest it would be appropriate to invest in Programme A as this has a lower level of risk and a greater overall priority. The selected optimization technique should be validated by the Corporate Portfolio Board but this does not explain why it would not be appropriate to invest in Programme A (Section 5.6.1).
	B	Incorrect: With £10m to invest it would be appropriate to invest in Programme A as this has a lower level of risk and a greater overall priority. Level of risk is considered in conjunction with strategic value but does not override strategic value (Section 5.6.1).
	C	Correct: With £10m to invest it would be appropriate to invest in Programme A as this has a lower level of risk and a greater overall priority. A key benefit of portfolio prioritization and optimization is in supporting senior management investment decisions using an objective alignment technique (Section 5.6.1).
	D	Incorrect: With £10m to invest it would be appropriate to invest in Programme A as this has a lower level of risk and a greater overall priority. Force ranking would indicate the overall priority but is not the reason for selecting Programme A over Programme E as risk would also be a consideration (Section 5.6.1).
2	A	Correct: The investment decision should be based on how a programme aligns with strategic objectives. Both Programmes B and C have lower strategic value than Programme A, and Programme B and C are also higher risk (Section 5.6.1).
	B	Incorrect: Although portfolio prioritization should be carried out periodically (e.g. quarterly) Programmes B and C have lower strategic value than Programme A, and Programme B and C are also higher risk which is the reason for not selecting them (Section 5.6.1).
	C	Incorrect: Programmes B and C have lower strategic value than Programme A, and Programme B and C are also higher risk which is the reason for not selecting them. P3O does not advocate implementing as many programmes as possible as failure to prioritize at board level will usually result in initial chaos and significantly increase the risk of non-delivery. Optimizing the portfolio may involve increasing capacity or reducing commitments (Section 5.6.1).
	D	Incorrect: Each programme is given its own risk level so that an appropriate decision can be made. Each of the programmes is rated as high risk, irrespective of programme size. There is no suggestion in the portfolio prioritization technique that these should be averaged out (Section 5.6.1).
3	A	Correct: Programme C has a lower strategic value than others in the Rescue Package so should not be selected as others would have a higher priority (Section 5.6.1).
	B	Incorrect: Programme C has a lower strategic value than others in the Rescue Package so should not be selected. Lower cost programmes do not necessarily have a higher priority (Section 5.6.1).
	C	Incorrect: Programme C has a lower strategic value than others in the Rescue Package

		so should not be selected. Where possible, organizations should give a high priority to programmes which offer a high strategic value and low risk (Section 5.6.1).
	D	Incorrect: Programme C has a lower strategic value than others in the Rescue Package so should not be selected. Programme cost is one of the most common measures used in portfolio prioritization (Section 5.6.1).
4	A	Incorrect: The P3O Blueprint should contain details of business processes to be used, not the Business Case. The purpose of the complexity model is to determine the appropriate lifecycle based on complexity. It does not explain how cost will be optimized against risk (Section 4.2.2.4 and 5.6.2).
	B	Correct: The P3O Blueprint should contain details of business processes to be used, not the Business Case (Section 4.2.2.4).
	C	Incorrect: The P3O Blueprint should contain details of business processes to be used, not the Business Case. The Business Case should clearly identify the plan, benefits and risks involved with the implementation of the P3O model (Section 4.2.2.4 and 2.4.4.1).
	D	Incorrect: The P3O Blueprint should contain details of business processes to be used, not the Business Case. It is essential that the Business Case demonstrates that the P3O will add value and lead to sustained improvement (Section 4.2.2.4 and 2.4.4.1).

Question: 2, Syllabus: TT, Part: D, Type: CL, SyllabusRef: TT0303, Level: 3

1	A	Incorrect:	There is no overall assessment of the likely success of the programme in terms of delivery on time, cost or benefits, only the progression of the individual projects through the stage gates and the status of each project (Section 5.6.3).
	B	Incorrect:	It does not provide any exception-based reporting at project level. There is no text in the report explaining the key problems in each programme (Section 5.6.3).
	C	Incorrect:	This management dashboard provides an overview of the programmes within portfolio and an assessment of the overall risk rating. However, a detailed analysis of individual projects would be provided by drill down to an individual project (Figure 5.3). This drill down is not available as part of this summary management dashboard.
	D	Correct:	A dashboard should allow the reader to determine progress. The example shows that 16 projects are at Gate 4 and also explains that this means that readiness for service assessments are complete (Section 5.6.3).
2	A	Incorrect:	It should indicate where attention should be focussed. This report contains data, but no analysis. There is no highlight to draw attention to the key areas that need to be discussed and what decisions are needed (Section 5.6.3).
	B	Incorrect:	It should allow decision-makers to determine progress. Although it counts how many projects are in 'red' status, it does not identify which have delivery progress problems (Section 5.6.3).
	C	Correct:	'Investment Driver Weighting' indicates relative importance of benefits expected from each programme. The Online Programme has the greatest relative priority and contributes most to achievement of strategic objectives (Section 5.6.1 and Table 5.4).
	D	Incorrect:	It does not give information on outcomes achieved to date, and project Gate Reviews will be oriented towards delivery, not outcomes (Section 5.6.3).
3	A	Correct:	The Online Programme has the highest priority rating and investment driver weighting. In addition, it has a low risk rating so is the most likely to be considered for extra funding (Section 5.6.1).
	B	Incorrect:	The IT Refresh Programme has a lower priority and investment driver weighting than the Online Programme. In addition, its risk rating is medium, so is unlikely to be considered for investment ahead of the Online Programme (Section 5.6.1).
	C	Incorrect:	The Shop Modernization Programme has a lower priority and investment driver weighting than the Online Programme so is unlikely to be considered for investment ahead of the Online Programme (Section 5.6.1).
	D	Incorrect:	The Retail Rationalization Programme has a lower priority and investment driver weighting than the Online Programme. In addition, its risk rating is high so is unlikely to be considered for investment ahead of the Online Programme (Section 5.6.1).
4	A	Incorrect:	The Online Programme has a higher priority and investment driver weighting than the IT Refresh Programme. In addition, its risk rating is low so is unlikely to be considered for early closure ahead of the IT Refresh Programme (Section 5.6.1).
	B	Correct:	The IT Refresh Programme has a lower priority and investment driver weighting than the other programmes. In addition, its risk rating is high so is most likely to be considered for early closure (Section 5.6.1).
	C	Incorrect:	The Training Programme has a higher priority and investment driver weighting than the IT Refresh Programme. Although its risk rating is high it is unlikely to be considered for early closure ahead of the IT Refresh Programme (Section 5.6.1).

	D	Incorrect: The Retail Rationalization Programme has a higher Priority and Investment Driver weight than the IT Refresh Programme so is unlikely to be considered for early closure ahead of the IT Refresh Programme (Section 5.6.1).
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Question: 2, Syllabus: TT, Part: E, Type: AR, SyllabusRef: TT0401, Level: 4			
1	True:	The Shop Modernization Programme should be a focus of attention for the Corporate Portfolio Board as it has 81% of its projects in 'red' status, has a low overall priority and has a high risk rate (Section 5.6.3).	True: The viability of Business Cases should be re-evaluated through a gated decision process (Table 2.1). By focussing attention, the CPB will carry out the necessary review. Option A
2	False:	None of its projects have yet reached Gate 3. According to the additional information, the higher the Gate, the closer a project is to implementation.	False: Gated reviews provide health checks as a type of independent assurance typically concluding in a report of Gate Status of Red/Amber/Green (Section 3.3.4) and do not indicate how close to delivery a programme is. Only Gate 4 includes criteria for readiness for service.
3	True:	The Training Programme is near to completion and has no 'red' status projects.	False: Risk is independent of programme size (Figure 5.1).
4	False:	Programme risk should be considered with regard to ability to achieve the planned outcomes, not just whether the outputs are being achieved on time (Section 3.3.2).	False: Risk profile may rise due to risks in later project stages. Specific risks to delivery are project level, and are independent of risks to benefits which are at programme level (Figure 5.2).
5	True:	The Training Programme has a priority of 11, versus the Retail Rationalization Programme priority of 9 and effort is also lower on the Training Programme which might also be considered in allocation of resources (Table 5.4).	True: Prioritization here is based on the Investment Driver Weight plus the relative effort (Table 5.4). Option A
6	True:	The Shop Modernization Programme is high risk and although it has a low effort rating, it does have an overall low overall priority. It is also one of the riskiest, and is proving troublesome with the majority of its projects in 'red' status (Section 5.6.2 and Table 2.1).	True: Complexity is a factor in assessing the risk level of a programme, but not a factor in identifying this programme for early closure (Section 5.6.1 and Table 5.4). Option B

Question: 3, Syllabus: IM, Part: A, Type: MG, SyllabusRef: IM0301, Level: 3

1	Correct [B]:	Determining the importance of a stakeholder and how to engage with them is part of Define - Identify and analyse stakeholders (Section 4.2.2.2).
2	Correct [D]:	Acceptable performance levels, such as the frequency of reports, should be set as part of Define - Develop the P3O Blueprint (Section 4.2.2.4).
3	Correct [A]:	Interviewing candidates to establish their suitability for a P3O role is part of Define - Establish the implementation team (Section 4.2.2.1).
4	Correct [C]:	The statement is appropriate to appear in the Vision Statement. The review by key stakeholders would be part of Define - Refine the Vision Statement (Section 4.2.2.3).
5	Correct [D]:	Defining the processes is part of Define - Develop the P3O Blueprint (Section 4.2.2.4).
6	Correct [D]:	The tools needed to implement a Portfolio Office should be documented as part of Define – Develop the P3O Blueprint (Section 4.2.2.4).

Question: 3, Syllabus: IM, Part: B, Type: CL, SyllabusRef: IM0301, Level: 3

1	A	Incorrect:	This relates to information flows between the Retail Rationalization Programme and the Portfolio Office and would appear in the Information and data requirements section of the Blueprint rather than under Processes (Table 4.1).
	B	Incorrect:	This is describing a tool to be used rather than a process to be followed and should be recorded in the Technology section of the Blueprint (Section 4.2.2.4 – 3).
	C	Correct:	This is a function that a Portfolio Office should fulfil to address the interdependencies between programmes. Functions are documented in the Process section of the Blueprint (Section 4.2.2.4 - 1 and Table F.1 - Function 4).
	D	Incorrect:	This is a programme benefit not an operational cost/performance level or KPI associated with the implementation of a P3O (Section 4.2.2.4 - 1).
2	A	Incorrect:	This is a risk management function and should appear in the Blueprint section 1 - Processes (Section 4.2.2.4).
	B	Correct:	The Organization section of the Blueprint should contain the governance model describing governance responsibilities and how they align to the business governance structures (Section 4.2.2.4).
	C	Incorrect:	This is an assessment of the P3O's performance and should appear in the Blueprint section 1 – Processes (including operational costs and performance levels) (Section 4.2.2.4).
	D	Incorrect:	This is a resource management tool and would appear in the Blueprint section 3 – Technology (including tools and techniques) (Section 4.2.2.4).
3	A	Correct:	The Corporate Board is acting as a portfolio board, and so should receive Mission Critical Business Cases for review (Table 4.1).
	B	Incorrect:	A portfolio board should not need to concern itself with detailed progress reports from every programme/project. The Portfolio Office should review and submit an updated Management Dashboard to the Corporate Portfolio Board (Table 4.1).
	C	Incorrect:	Plans relating to lay offs being carried out within the Retail Rationalization Programme would be referred to the relevant programme or project boards (Table 4.1).
	D	Incorrect:	Contract negotiations with suppliers would be the remit of the Project or Programme Manager. If this were escalated, it would be escalated to either the Project or Programme Board (Table 4.1).
4	A	Incorrect:	Trying to implement all functions of a Portfolio Office at the same time is likely to lead to a lack of focus. This is typical of rushed 'big bang' implementations (Section 4.2.2.7).
	B	Correct:	A short-term focus on supporting a particular set of initiatives (e.g. the Rescue Package) and/or Portfolio Office functions will reduce the risks of 'big bang' implementation (Section 4.2.2.7).
	C	Incorrect:	It is important to adopt an incremental approach to reduce the adverse impacts of a 'big bang' implementation and to demonstrate benefits to senior management from the investment (Section 4.2.2.7).
	D	Incorrect:	This will lead to a lack of focus and will not demonstrate benefits to senior management from the investment (Section 4.2.2.7).

Question: 3, Syllabus: IM, Part: C, Type: MR, SyllabusRef: MO0301, Level: 3

1	A	Incorrect:	The maturity level of 1 requires an appropriate tranche-based plan to be produced. However, this activity would take place in the 'Define' process (Section 4.2.2.7).
	B	Correct:	As part of the 'Identify' process, key stakeholders such as the Head of COE should have been identified. Key stakeholders should be involved in identifying the problem (Sections 2.4.1 and 2.4.2).
	C	Incorrect:	Delivering the new processes would be part of the 'Deliver Capability' process (Figure 4.1).
	D	Incorrect:	Identifying members of the programme team to implement the P3O model is part of the activity to identify the implementation team – part of the 'Define' process (Section 4.2.2.1).
	E	Correct:	Involving senior managers in discussing the P3O Value Matrix and the scope of the P3O is part of the 'Identify' process (Section 2.4.2.2).
2	A	Correct:	The maturity level of 1 requires an appropriate tranche-based plan to be produced. This activity would take place in the 'Define' process (Section 4.2.2.7).
	B	Correct:	Develop an effective communications plan to educate stakeholders in the value of the P3O is part of identify and analyse stakeholders which is part of the 'Define' process (Section 4.2.2.2).
	C	Incorrect:	As part of the 'Identify' process, the outline Vision Statement will be supported by the first iteration of the Blueprint defining what the new P3O model will look like in terms of organization (Section 2.4.3/Figure 2.4).
	D	Incorrect:	Early delivery of the Training Programme would be a result of the P3O Implementation Programme. These would be measured at benefit reviews as part of the 'Realize Benefits' process (Figure 4.1).
	E	Incorrect:	Involving senior managers in discussing the P3O Value Matrix and the scope of the P3O is part of the 'Identify' process (Section 2.4.2.2).
3	A	Incorrect:	The tools to be used would be defined in the Technology section of the Blueprint (Section 4.2.2.4 - 3). The timeline for delivery would be documented as part of the implementation plan as part of plan stages or tranches of delivery (Section 4.2.2.7). Both of these activities occur during the 'Define' process.
	B	Incorrect:	Identifying members of the programme team to implement the P3O model is part of the activity to identify the implementation team – part of the 'Define' process (Section 4.2.2.1).
	C	Correct:	It is important to maintain close links with impacted business areas to ensure the rate of change is bearable. This is part of the 'Deliver New Capability' process (Section 4.3.2.1).
	D	Incorrect:	Releasing external contracts and ensuring knowledge transfer is part of the 'Close' process (Section 4.2.4).
	E	Correct:	Delivery offers an ideal opportunity for those in the implementation team who are going to work in the P3O to build relationships with future customers of the functions and services provided (Section 4.3.2.1).
4	A	Incorrect:	Releasing external contracts and ensuring knowledge transfer is part of the 'Close' process (Section 4.2.4).
	B	Incorrect:	Plan the stages or tranches of delivery occurs as part of the 'Define' process (Section 4.2.2.7).
	C	Correct:	One of the early deliverables of the Proposed Interim P3O Model is the Portfolio Office. Measuring the success of this would occur during the implementation programme as part of 'Realize Benefits' (Section 4.3.2.3).

	D	Incorrect:	Planning post-implementation benefit reviews would occur as part of the 'Close' process (Section 4.2.4).
	E	Correct:	One of the early deliverables of the Proposed Interim P3O Model is the COE functions and services. Measuring the success of this would occur during the Implementation Programme as part of 'Realize Benefits' (Section 4.3.2.3).
5	A	Correct:	Benefit reviews should be carried out as part of the 'Close' process. Assessing whether the two programmes have been set up more effectively would be assessing the benefits (Section 4.2.4).
	B	Incorrect:	Convincing key stakeholders that the P3O will add value occurs as part of the 'Identify' process (Section 2.2).
	C	Incorrect:	Identifying risks to the implementation of the P3O model would occur as part of the activity to develop and confirm the Business Case (including risks). These would then be managed as part of the 'Deliver New Capability' process (Sections 4.2.2.6 and 4.3.2.1).
	D	Incorrect:	An appropriate tranche-based plan would be produced during in the 'Define' process (Section 4.2.2.7).
	E	Correct:	Releasing external contracts and ensuring knowledge transfer is part of the 'Close' process (Section 4.2.4).

Question: 3, Syllabus: IM, Part: D, Type: AR, SyllabusRef: MO0403, Level: 4

1	False:	In organizations where there is no COE or delivery support function, the set up and resourcing will rely on the local business team. However Buyitall already has a COE function and is proposing a delivery support function so wherever these resources are available they should be used (Section 4.3.1).	False:	Local business resources may be assigned to provide programme or project office functions or they may be sourced from the contract market or through framework partnerships (Section 4.3.1).
2	True:	The current P3M3 maturity is at level 1. This is an important area for Buyitall to focus on if the programme is to succeed (Table E.3, Management Control). The legacy of methods used to support a temporary programme office should be recycled (Section 4.3.6).	True:	The COE should provide the programme office with standards and templates. However, the reason why Buyitall should prioritize PPM processes is that they currently have very low management control at programme level. Option B
3	False:	Buyitall has an established COE which should provide the Programme Office with standards and templates (Section 4.3.2).	True:	Where there are no organization standards, external resources often bring their own from previous assignments, in the short term this will enable the team to get started quickly (Section 4.3.2).
4	True:	The Training Programme is planned to take 3 years. Allocating 10% set-up time equates to 15 weeks (Table 4.2).	True:	It is generally reasonable to allocate up to 10% of the programme or project lifecycle timescale for the establishment of the temporary programme or project office (Section 4.3.2). Option A
5	True:	Where there are complex supplier contracts or relationships, the Programme Office would provide a commercial role that would focus on supplier relationships or procurement (Section 4.3.2).	False:	A commercial role should deal with procurement. In the case of complex finance arrangements a Programme Accountant should perform the Finance role (Section 4.3.2).

Question: 4, Syllabus: MO, Part: A, Type: CL, SyllabusRef: MO0302, Level: 3

1	A	Incorrect:	A COE sets PPM standards NOT business as usual (BAU) procurement standards (Table F.3, ref.19, COE bullet 1).
	B	Correct:	The Portfolio Office should work with HR to quantify current commitments to existing service levels and operations and assess the impact of additional demands from the programme (Table F.1, ref 1, column 2, bullet 4, last sub-bullet).
	C	Incorrect:	The Portfolio Office should coordinate feedback on initiatives, but is not in a position to provide operational advice on which markets to expand in to (Table F.1, ref1, column 2 main bullet 5).
	D	Incorrect:	The Portfolio Office should understand its impact on BAU, but has no responsibility for supporting BAU capacity planning (Section 1.3.1).
2	A	Incorrect:	Technology availability should not determine which model to implement whether with Hub Portfolio Office or any other model (Section 4.3.2.6 'Overly focussing on toolsets...').
	B	Incorrect:	Although coaching and training would be required, this is not a reason to justify or explain why a hub office model would be more appropriate. A COE provides training and coaching and this can support either Hub Portfolio Office or Organization Portfolio Office models (Table 3.1).
	C	Incorrect:	If there is a geographical spread of sites, this could indicate that a P3O model with Hub Portfolio Offices may be appropriate. However, the converse is NOT true - if all the Programme Offices are co-located, the need for face-to-face support at a distance is not a factor (Section 3.2.2.2).
	D	Correct:	A P3O model with Hub Portfolio Offices might be a useful approach when the Programme Offices are likely to be located in a particular division (Section 3.2.2.2).
3	A	Incorrect:	This statement may be true of a central COE within a corporate Portfolio Office - adding 'hubs' would not add the ability to break down silos between corporate functions within Buyitall (Section 3.2.2.2).
	B	Correct:	A P3O model with Hub Portfolio Offices supports local business ownership by maintaining a degree of decenralization (Section 3.2.2.2).
	C	Incorrect:	The need for a maturity level of 3 or above is a pre-requisite to implementing a 'virtual office' model and not a P3O model with Hub Portfolio Offices (Table 3.3). The majority of models could be used to achieve higher maturity levels (with the exception of the Temporary Office model).
	D	Incorrect:	The need for a single report has nothing to do with the appropriateness of a P3O model with Hub Portfolio Offices - any model should be able to deliver integrated reports, e.g. from an EPM tool (Section 5.5.1).

Question: 4, Syllabus: MO, Part: B, Type: MG, SyllabusRef: MO0302, Level: 3

1	Correct [B]:	Quantifying current commitments externally with partners/third parties and internally to existing service levels and operations would be a planning function of the Portfolio Office (Table F.1, ref.1).
2	Correct [D]:	Developing standards, processes and templates is a COE function (Table F.3, ref 19).
3	Correct [A]:	Portfolio management aligns the delivery of programmes and projects with business requirements but this would not be a P3O function. The P3O supports business change not business as usual. Therefore, because the IT Systems Manager is a BAU post it is the responsibility of HR/the relevant department head (Section 1.3.1 and 1.4).
4	Correct [C]:	Monitoring and reporting would be delivery support as it falls within a programme office's area of responsibility. It should report on any issues etc up to a Portfolio Office (Table F.2, ref 8 and 11)
5	Correct [D]:	The COE should take an active role in the training and development of staff (Section 3.1 and Table F.3, ref 22).
6	Correct [D]:	The COE should provide standard role descriptions for PPM staff, including support staff and programme/project delivery staff (Table F1, ref 5).
7	Correct [A]:	Although the Portfolio Office will provide services to support Benefits Management, it is not responsible for realizing benefits (Table F1, ref 6).

Question: 4, Syllabus: MO, Part: C, Type: CL, SyllabusRef: MO0401, Level: 4

1	A	Incorrect:	It is true that supporting the delivery of change is a delivery function but this answer is incorrect because the COE should be given this report as they have responsibility for analysis of lessons learned (Section 3.1 and Table F.3, ref 21).
	B	Incorrect:	The COE should be given this report as they have responsibility for analysis of lessons learned. The development and maintenance of standard P3O processes is a COE responsibility (Section 3.1 and Table F.3, ref 19 and 21).
	C	Correct:	How problems were overcome are 'lessons learned' and the COE has responsibility for dissemination of lessons learned to other projects and programmes as part of their knowledge management function so this report should be given to the COE (Section 3.1 and Table F.3, ref 21).
	D	Incorrect:	This report should be given to the COE, but in a Model that has a separate COE, such as in the Buyitall Scenario, it is the COE, not the Portfolio Office, that has responsibility for analysis and dissemination of lessons learned to other projects/programmes (Section 3.1 and Table F.3, ref 21).
2	A	Correct:	It is a COE responsibility to provide mentoring and coaching and advice (Section 3.1 and Table F.3, ref 22). The programme or project office could tailor (or adapt standards) processes and templates which is different to coaching (Table F.3, ref 19).
	B	Incorrect:	It is a COE responsibility to provide mentoring and coaching and advice (Section 3.1 and Table F.3, ref 22). The project office would be responsible for tracking benefits but double counting of benefits should be eliminated at portfolio level (Table F.1, ref 6).
	C	Incorrect:	Typically the COE would provide training and coaching to Project Managers (Section 3.1), though it is true that resources within a small project office are likely to need to multi- task (Section 1.5.3).
	D	Incorrect:	It is a COE responsibility to provide coaching, guidance and advice on standards, not the Head of Project Office. (Section 3.1 and Table F.3, ref 22). The Project or Programme specialist role should promote PPM standards (Appendix A.2.2.1) not the Head of Project Office.
3	A	Incorrect:	The COE function/services provides internal consultancy to assist in the tailoring of standard processes which is needed during project start-up, not delivery support (Section 3.1 and 3.6.4).
	B	Correct:	The COE function/services provides internal consultancy to assist in the tailoring of standard processes which is needed during project start-up, not delivery support (Section 3.2 and 3.5.4).
	C	Incorrect:	The COE function/services, not the portfolio support function/services from the Portfolio Office provides internal consultancy (Section 3.1 and 3.5.4). Strategic planning services do not relate to project start-up (Table F.1).
	D	Incorrect:	The COE function/services provide internal consultancy which is needed during project start-up (Section 3.1 and 3.5.4).
4	A	Incorrect:	Where an organizational unit has specific requirements, a Hub Portfolio Office could be set up to provide tailoring of standards and create a pool of delivery staff to meet specialist needs. Temporary offices might still be set up for each initiative but in these circumstances the Hub Office would be best placed to start up and staff those temporary offices (Section 3.2.2.2 and Figure 3.3).
	B	Incorrect:	A model where P3O functions are carried out by each business unit is a Virtual P3O for organizations at the higher levels of P3M3 maturity, so this would not suit Buyitall at its current maturity level (Section 3.2.2.3).
	C	Correct:	The addition of a permanent hub office to the existing P3O model would help decentralize functions and focus on specific business area needs. It is appropriate to Buyitall's geographical spread and complexity of its business. It

		would also support divisional ownership/accountability and provide the required local COE services (Section3.2.2.3).
	D	Incorrect: It is a Temporary Office model that would look at staffing each programme or project with local business people, not the permanent hub programme office, which would provide more expert support less dependent the competence of local business managers (Section 3.2.3).
5	A	Incorrect: Monitoring and reporting against plans is a delivery support function. Providing standard guidance is a service of the COE, not the Portfolio Office (Table F.1, Ref 4).
	B	Correct: Monitoring and reporting against plans is a delivery support function (Table F.3, ref 13 and Figure 3.4).
	C	Incorrect: Monitoring and reporting against plans is a delivery support function (Table F.3, ref 13 and Figure 3.4).
	D	Incorrect: Monitoring and reporting against plans is a delivery support function (Table F.3, ref 13 and Figure 3.4). It is true that it is a strategic planning function to establish financial parameters in building the portfolio, but tracking spend against budget is a delivery function and would be carried out by the Delivery Portfolio Office (Table F.1, ref 1, and Table F.2, ref 13 and Figure 3.4).

Question: 4, Syllabus: MO, Part: D, Type: CL, SyllabusRef: MO0402, Level: 4

1	A	Incorrect:	The Programme Manager would have overall responsibility for producing plans and identifying dependencies but the Programme Office would assist in this task (Section 3.5.4 and Table F.1, ref 4).
	B	Incorrect:	Defining standards is a COE responsibility but this task is identifying dependencies, not standards, so it is appropriate for the Programme Office (Section 3.5.4 and Table F.1, ref 4).
	C	Incorrect:	A Programme Office will provide resource tracking and capacity planning, but identifying dependencies is not part of that function/service (Table F.1, ref 5)
	D	Correct:	A temporary Programme Office will facilitate development of programme plans, as well as developing, tracking and maintaining dependencies for the programme and its projects (Section 3.5.4 and Table F.1, ref 4).
2	A	Correct:	The COE should provide internal consultancy, standard processes and templates at programme start-up (Section 4.3.2). However, the need for this ongoing advice should reduce when running the temporary office through to delivery (Section 4.3.3).
	B	Incorrect:	The requirement for Programme Office resources will change during the lifecycle of the Programme (Section 3.5.4).
	C	Incorrect:	A Programme Office may assist with producing regular progress reports for a single programme, not for all projects. The Programme and Project Managers have to take ownership of the update of the plans, assisted by the relevant temporary office (Section 3.5.4).
	D	Incorrect:	It is true (see Scenario) that some PPM skills may be bought in at a corporate level initially, due to the present low level of PPM maturity. But reducing reliance on external expertise is one reason for setting up the P3O and it is reasonable to expect that fewer resources will be required once the programme moves into the delivery phase (Section 3.5.4).
3	A	Incorrect:	Programme Offices can provide support through the transition from projects/programmes into business operations, so it would be appropriate for some resource to remain to assist business change managers during this period (Table F.2, ref 17). The COE does not provide delivery support services (Section 3.1).
	B	Incorrect:	Programme Office resources should be redeployed following completion of the Training Programme (Section 3.5.4) but where they are deployed depends on an assessment of the organization's needs, not the needs of a single programme.
	C	Correct:	Programme Offices can provide support through the transition from projects/programmes into business operations, so it would be appropriate for some resource to remain to assist business change managers during this period (Table F.2, ref 17).
	D	Incorrect:	The Programme office does have a function/service to actively monitor all risks, however, they are not responsible for ensuring that risks do not happen (Table F.2, ref 10.)
4	A	Incorrect:	During the delivery stage, the assurance role (to ensure the new working practices are fit for purpose) should continue on a part-time basis to provide continuity. There may additionally be a need for generic support from specialists or support officers or functional-based support from a finance, communications, commercial, risk, issue or change perspective (Section 3.5.4).
	B	Correct:	As the programme or project progresses into implementation and delivery the need for internal consultancy reduces to a coaching role (where required), but the assurance role should continue on a part-time basis to provide continuity (Section 3.5.4).

	C	Incorrect:	As the programme or project progresses into implementation and delivery the need for internal consultancy reduces to a coaching role (where required), but the assurance role should continue on a part-time basis to provide continuity (Section 3.5.4).
	D	Incorrect:	As the programme or project progresses into implementation staff should be released as the Project or Programme Manager takes ownership of delivery. However, the assurance role should continue on a part-time basis to provide continuity (Section 3.5.4).
5	A	Incorrect:	As part of the delivery support function, the P3O should proactively review risks across the individual projects to seek out those that should be managed by the programme rather than by individual projects. The COE should provide standards, processes and templates to be adopted (Section 3.5.4).
	B	Incorrect:	As part of the delivery support function, the P3O should proactively review risks across the individual projects to seek out those that should be managed by the programme rather than by individual projects. A temporary project office is responsible for tracking project issues (Section 3.3.2 and Table F.2, ref 11).
	C	Correct:	The P3O – delivery support function should proactively review risks across the individual projects to seek out those that should be managed by the programme rather than by individual projects (Section 3.3.2).
	D	Incorrect:	As part of the delivery support function, the P3O should proactively review risks across the individual projects to seek out those that should be managed by the programme rather than by individual projects. The strategic planning/portfolio support function should develop a risk management policy for compliance by programmes as part of the strategic planning function (Section 3.3.2).