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Exam Questions P3OF

Portfolio, Programme and Project Offices® Foundation

NEW QUESTION 1

- (Exam Topic 1)

Which office within a P3O model provides delivery support to the 'Identify' process of a programme?

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

Answer: B

NEW QUESTION 2

- (Exam Topic 1)

Which is a characteristic of a Temporary Office model?

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

Answer: B

NEW QUESTION 3

- (Exam Topic 1)

Which is an area where improvement targets and related Key Performance Indicators should be set?

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

Answer: A

NEW QUESTION 4

- (Exam Topic 1)

Which is NOT a way that tools may be used?

- A. Community
- B. Individual
- C. Integrated
- D. Collaborative

Answer: A

NEW QUESTION 5

- (Exam Topic 1)

Which of the following describe the services that a COE typically provides when a temporary Programme Office is defined?

- * 1. Supply standard processes, tools and templates
- * 2. Provide advice on tailoring processes to meet the needs of the programme being supported
- * 3. Act as a source of lessons learned
- * 4. Define the information flows required by the Programme Board

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

Answer: A

NEW QUESTION 6

- (Exam Topic 1)

Which of the following are governance responsibilities of a P3O model?

- * 1. Ensure the right level of decision is taken by the right person or group based on the right level of supporting information
- * 2. Provide approval at a stage gate without other sign-off if all issues are resolved
- * 3. Equip management boards with exception reports and associated options
- * 4. Provide appropriate rules for summarizing progress information

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

Answer: C

NEW QUESTION 7

- (Exam Topic 1)

Which does NOT describe how services are provided within a Virtual P3O model?

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

Answer: C

NEW QUESTION 8

- (Exam Topic 1)

Which role provides consultancy advice and guidance to Project Managers across the organization?

- A. Project Specialist
- B. Project Officer
- C. Portfolio Analyst
- D. P3O Sponsor

Answer: A

NEW QUESTION 9

- (Exam Topic 1)

Which should be checked when a temporary Project Office is closing down?

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

Answer: C

NEW QUESTION 10

- (Exam Topic 1)

Why should staff delivering non-PPM functions within a P3O model be treated as distinct administrative resources?

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

Answer: A

NEW QUESTION 10

- (Exam Topic 1)

Which is a delivery support function offered within a P3O?

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

Answer: C

NEW QUESTION 13

- (Exam Topic 1)

Which information should a P3O Business Case typically contain?

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

Answer: A

NEW QUESTION 15

- (Exam Topic 1)

What is the key benefit of using gated reviews on programmes?

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

Answer: C

NEW QUESTION 19

- (Exam Topic 1)

Which role is responsible for developing a Portfolio Dependencies Register?

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

Answer: B

NEW QUESTION 22

- (Exam Topic 1)

Which is NOT a typical Key Performance Indicator which can be used to measure the success of a P3O?

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

Answer: C

NEW QUESTION 24

- (Exam Topic 1)

Which is a strategic planning and portfolio support function of a P3O?

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

Answer: A

NEW QUESTION 29

- (Exam Topic 1)

Which benefit of implementing standard tools and techniques is MOST likely to reduce the number of staff required to operate P3O services?

- A. Automation of business processes
- B. Enhanced quality of decision support information
- C. Enhanced management across geography
- D. Improved timeliness of decision support information

Answer: A

NEW QUESTION 32

- (Exam Topic 1)

Which are the activities of the implementation lifecycle for a permanent P3O?

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

Answer: D

NEW QUESTION 36

- (Exam Topic 1)

Which should the outline Vision Statement NOT describe?

- A. What the organization s new business model will be
- B. How success of the P3O will be measured
- C. Plan of how the P3O will be delivered
- D. How a P3O will contribute to achieving organizational objectives

Answer: C

NEW QUESTION 39

- (Exam Topic 1)

Why do senior managers need to agree on which PPM problems they rate as critical?

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

Answer: B

NEW QUESTION 41

- (Exam Topic 1)

Who does a P3O support by providing practical hands-on help?

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

Answer: B

NEW QUESTION 43

- (Exam Topic 1)

Which of the following actions are recommended when implementing a P3O model with Hub Portfolio Offices?

- * 1. Appoint a P3O Sponsor to act as Senior Responsible Owner
- * 2. Allow temporary offices to define their own standards and processes
- * 3. Run the implementation as a programme with appropriate governance
- * 4. Use appropriate programme management lifecycles and processes

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

Answer: C

NEW QUESTION 45

- (Exam Topic 1)

What is the definition of a portfolio?

- A. The way the business normally achieves its objectives
- B. Implementation of related projects to deliver benefits related to the organization's strategic objectives
- C. Totality of an organization's investment in the changes required to achieve its strategic objectives
- D. Collection of strategic processes that enable the balance of organizational change and business as usual

Answer: C

NEW QUESTION 49

- (Exam Topic 2)

Which is an underlying success factor of a P3O model with Hub Portfolio Offices that enables appropriate localized application of standards?

- A. Tailoring core standards to meet local need
- B. Planning resource capacity at a local level
- C. Reviewing the Blueprint regularly
- D. Following a clearly defined business strategy

Answer: A

NEW QUESTION 50

- (Exam Topic 2)

Which should be documented in a Blueprint?

- A. Benefit Profiles for individual benefits to be delivered by the P3O
- B. Transition plans for the implementation of business change into business as usual
- C. Need for Business Cases for mission-critical programmes to be reported to the Portfolio Board
- D. Actual Highlight Reports issued by individual projects

Answer: C

NEW QUESTION 54

- (Exam Topic 2)

What does a P3O provide to support the principle 'govern effectively'?

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

Answer: B

NEW QUESTION 55

- (Exam Topic 2)

Which is a purpose of measuring Key Performance Indicators for a P3O?

- A. Demonstrate a P3O's successes to the organization
- B. Determine project progress against its plan

- C. Identify the resources required within a P3O
- D. Identify areas of personal improvement for Project Managers

Answer: A

NEW QUESTION 59

- (Exam Topic 2)

Which P3O capability is MOST likely to result in being able to stop inappropriate programmes?

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

Answer: B

NEW QUESTION 64

- (Exam Topic 2)

What technique enables people to share experiences by connecting people to information or to other people?

- A. Complexity modelling
- B. Knowledge management
- C. Management dashboards
- D. Skills development and maintenance

Answer: B

NEW QUESTION 66

- (Exam Topic 2)

Which is NOT a functional role?

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

Answer: C

NEW QUESTION 69

- (Exam Topic 2)

How should the Head of P3O overcome the barrier of 'lack of focus on the full P3O model'?

- A. Gain acceptance of component offices delivered in tranches
- B. Build a vision and Business Case
- C. Develop minimalist processes with tailoring guidelines
- D. Address culture changes through targeted communications

Answer: A

NEW QUESTION 71

- (Exam Topic 2)

Which P3O model features a single permanent office providing strategic planning and portfolio support?

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

Answer: B

NEW QUESTION 74

- (Exam Topic 2)

What is defined as a temporary, flexible organization created to coordinate the implementation of a set of related projects and activities?

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

Answer: A

NEW QUESTION 78

- (Exam Topic 2)

Which of the following are key stakeholders in a temporary Project Office?

* 1. Organization Portfolio Office

- * 2. Business as usual staff
- * 3. Suppliers to the project
- * 4. Project Board members

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

Answer: C

NEW QUESTION 83

- (Exam Topic 2)

Which is delivered by the Blueprint's information flows?

- A. P3O implementation plan
- B. Management of risk
- C. Principle of management by exception
- D. Realization of benefits

Answer: C

NEW QUESTION 85

- (Exam Topic 2)

Which is NOT a specific area where KPIs should be set as a minimum to measure a P3O model's success?

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

Answer: A

NEW QUESTION 86

- (Exam Topic 2)

Which is a functional area within a P3O model?

- A. Hub Portfolio Office connected by spokes
- B. COE functions or services
- C. Virtual Office
- D. Flexible resource pool

Answer: B

NEW QUESTION 87

- (Exam Topic 2)

Which describes P3O assurance services?

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

Answer: A

NEW QUESTION 89

- (Exam Topic 2)

Which is needed when getting the investment for a P3O?

- A. Independence of assurance services
- B. Defined portfolio of change
- C. Provision of secretariat services
- D. Recognition of the need for change

Answer: D

NEW QUESTION 92

- (Exam Topic 2)

Why is the same function carried out with a different focus by different offices within a P3O model?

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

Answer: C

NEW QUESTION 93

- (Exam Topic 2)

Which of the following are key responsibilities of the Portfolio Analyst role?

- * 1. Balance the portfolio in terms of strategic change against business as usual
- * 2. Make recommendations on an appropriate programme/project balance
- * 3. Provide a fast-track prog
- * 4. Highlight problems relating to project interdependences

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

Answer: B

NEW QUESTION 96

- (Exam Topic 2)

Which is a COE function or service?

- A. Support PPM tools
- B. Support delivery of a specific programme
- C. Provide capacity planning
- D. Align projects to strategy

Answer: A

NEW QUESTION 97

- (Exam Topic 2)

Which activity should take place when recycling capability within a temporary Programme Office lifecycle?

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

Answer: C

NEW QUESTION 101

- (Exam Topic 2)

Which is an underlying success factor for a Virtual P3O model?

- A. Good Heads of Hub Portfolio Offices are available
- B. Standards continue to be developed by monitoring external best practice
- C. Current culture and approaches are challenged
- D. P3O costs are seen as an unnecessary overhead

Answer: B

NEW QUESTION 105

- (Exam Topic 2)

What resource commitments should be taken into account as part of portfolio management?

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

Answer: D

NEW QUESTION 109

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 114

- (Exam Topic 2)

What can be used to assess and document the current state of PPM functions?

- A. Capacity planning for resource management
- B. Complexity modelling
- C. P3O vision

D. P3M3 assessments

Answer: D

NEW QUESTION 119

- (Exam Topic 2)

Which is a typical information assurance role of a P3O?

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

Answer: C

NEW QUESTION 124

- (Exam Topic 2)

Which describes the focus of a Portfolio Office in relation to programmes?

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

Answer: D

NEW QUESTION 125

- (Exam Topic 2)

Which non-PPM function is often provided by a P3O in the interests of business efficiency?

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

Answer: D

NEW QUESTION 129

- (Exam Topic 2)

Which is a purpose of the Head of P3O role?

- A. Provide a consultancy service to Programme and Project Managers
- B. Facilitate the development of an optimized portfolio
- C. Ensure alignment with wider policy and strategic initiatives
- D. Ensure the organization carries out the role of Informed Customer

Answer: C

NEW QUESTION 131

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