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**Question: 1**

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

1. Identify the benefits a tool will provide to an organization before focussing on its features
2. Ensure the complexity of the tools and techniques matches the capability maturity of the organization
3. Implement new tools as part of an organizational change programme
4. Implement tools simultaneously across all programmes and projects

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

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**Answer: A**

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**Question: 2**

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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

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**Answer: A**

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**Question: 3**

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Which is NOT a way that tools may be used?

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

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**Answer: A**

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**Question: 4**

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Which tool provides integrated reports for multiple users from a single set of data?

- A. Benefit realization

- B. Facilitated workshops
- C. Complexity modelling
- D. Enterprise PPM solutions

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**Answer: D**

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**Question: 5**

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Where may standard techniques for a P3O exist in an organization?

- A. Reported in management dashboards
- B. Within a Business Case
- C. As part of the P3O implementation plan
- D. Within corporate standards and policies

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**Answer: D**

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**Question: 6**

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Which is a key activity of the Identify' process in the permanent P3O lifecycle?

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

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**Answer: D**

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**Question: 7**

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Which role is responsible for developing a Portfolio Dependencies Register?

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

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**Answer: B**

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**Question: 8**

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Which is an activity in the definition and implementation of a temporary Programme Office?

- A. Create a Vision Statement for the office
- B. Transfer the realization of benefits to the operational environment
- C. Identify existing processes defined by the COE that may used

D. Design the future state Blueprint

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**Answer: C**

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**Question: 9**

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What model has permanent decentralized offices with temporary Programme Offices, as required?

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

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**Answer: A**

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**Question: 10**

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Which describes how P3M3 assessments are used when implementing a P3O?

- A. Document new processes to be followed
- B. Define the skills needed in the implementation team
- C. Develop a tranche-based plan that suits maturity levels
- D. Assess project or programme complexity

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**Answer: C**

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**Question: 11**

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Which P3O capability is MOST likely to lead to unviable projects being stopped at the initial investment gate?

- A. Tracking of progress on programmes against key outcomes
- B. Selection of the right programmes and projects via an established structure
- C. Identification of potential duplication of scope or double counting of benefits
- D. Coordinated change control process across multiple projects and business operations

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**Answer: B**

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**Question: 12**

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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

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**Answer: C**

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**Question: 13**

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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

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**Answer: C**

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**Question: 14**

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Which is an Information Assurance concept that ensures a P3O can supply information to the business when needed?

- A. Asset management
- B. Configuration management
- C. Availability
- D. Confidentiality

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**Answer: C**

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**Question: 15**

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Which defines what a P3O provides?

- A. Decision-making forum for Programme and Project Managers
- B. Decision-enabling model for the entire organization.
- C. Integration with governance arrangements and other corporate support functions
- D. Replacement for Programme and Project Boards

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**Answer: C**

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