



## **The Foundation Examination**

### ***Exam Paper***

### **Multiple Choice**

### ***1 hour paper***

#### ***Instructions***

- 1. All 75 questions should be attempted.**
- 2. All answers are to be marked on the answer sheet provided.**
- 3. Please use a pencil and NOT ink to mark your answers on the answer sheet provided.**
- 4. There is only one correct answer per question.**
- 5. You have 1 hour for this paper.**
- 6. You must get 35 or more correct answers to pass.**

***Candidate Number:*** .....

- 1 Which is an example of a support/enabling activity in the P3O Value Matrix?
- a) Managing the delivery of programmes
  - b) Providing tools to assist Project Managers in delivering projects
  - c) Ensuring programme outcomes are in line with business strategy
  - d) Checking whether the delivery of initiatives is on schedule
- 2 Which statement regarding P3O assurance functions and services is **FALSE**?
- a) Takes various forms including regular health checks
  - b) Carries out audits of its own P3O functions
  - c) Provides guidance in the start-up stage of projects
  - d) Provides independent assurance in addition to that provided by a Programme Board
- 3 Which of the Best Management Practice principles for extracting value helps answer the question 'Are we getting the business benefits?'
- a) Safeguard value
  - b) Prioritize investment
  - c) Hold people to account
  - d) Govern effectively

- 4 Which function or service should be provided by a COE?
- a) Monitoring programme risks
  - b) Delivering programme communications
  - c) Managing knowledge
  - d) Prioritizing the portfolio
- 5 Which should be a responsibility of the P3O Sponsor role?
- a) Checking that products delivered by the portfolio are fit for purpose
  - b) Ensuring the P3O meets the needs of the main board
  - c) Providing effective financial control to the overall portfolio
  - d) Providing a consistent approach to benefits and value management
- 6 Which is **MOST** likely to be used as an individual tool?
- a) Enterprise PPM software
  - b) Knowledge management systems
  - c) Spreadsheet software
  - d) Strategic mapping software

- 7 Which of the following assist in identifying the current state of P3O services provided?
1. Analysing recent issues
  2. Understanding the problems that need to be solved
  3. Reviewing P3Os in other organizations
  4. Analysing the results of reviews
- a) 1, 2, 3  
b) 1, 2, 4  
c) 1, 3, 4  
d) 2, 3, 4
- 8 Which action is recommended when implementing a P3O model?
- a) Use project or programme management processes to run the implementation
  - b) Treat the implementation as a change to processes rather than behaviour
  - c) Deliver the Blueprint in a single tranche of delivery
  - d) Use programme management to run the implementation irrespective of the size or maturity of the organization
- 9 Which is **NOT** created as part of the 'Deliver' process within the permanent P3O implementation lifecycle?
- a) New capability
  - b) Transition
  - c) Stabilized operations
  - d) Post-implementation reviews

- 10 Which P3O capability is **MOST** likely to reduce project delays?
- a) Maximising returns from investment
  - b) Identifying and managing interdependencies between programmes and projects
  - c) Coordinating change control processes across multiple projects
  - d) Ensuring there is no duplication of scope across programmes and projects
- 11 Which are objectives of a COE?
- a) Support the definition of a portfolio of change across an organization
  - b) Support the delivery of a specific change initiative being delivered as a programme
  - c) Provide training and skills transfer to the PPM community in defined standards
  - d) Support the delivery of a portfolio of change in a geographical region
- 12 What type of facilitated workshop is held for the purpose of identifying threats and opportunities?
- a) Business solution
  - b) Lesson sharing
  - c) Problem solving
  - d) Risk identification and risk assessment

- 13 Where should an Organization Portfolio Office ultimately report?
- a) Corporate services function
  - b) Divisional director
  - c) Main board director
  - d) Head of department
- 14 Which of the following Key Performance Indicators provide evidence of the performance improvements delivered by a P3O?
- 1. Increased programme and project success rates
  - 2. Improved portfolio balance
  - 3. Increased organizational resource capacity
  - 4. Enhanced contribution to the Benefits Realization Plan
- a) 1, 2, 3
  - b) 1, 2, 4
  - c) 1, 3, 4
  - d) 2, 3, 4
- 15 Which skill or experience must the Head of an Organization Portfolio Office have?
- a) Ability to manage portfolio finances
  - b) Credibility to work with middle and senior managers
  - c) Extensive experience of knowledge management
  - d) Ability to write job descriptions for Portfolio Office staff

16 Which of the following are created within the 'Identify ' process in the permanent P3O model lifecycle?

1. Outline of the future state vision of the P3O
2. Team structure for the on-going operation of the P3O
3. Initial justification of the investment in the P3O
4. Assessment of the current state of P3O services

- a) 1, 2, 3
- b) 1, 2, 4
- c) 1, 3, 4
- d) 2, 3, 4

17 What tool links projects to benefits, outcomes and strategy?

- a) Knowledge management systems
- b) Requirements management systems
- c) Strategic mapping software
- d) Enterprise architecture systems

18 'P3O tools enable improved collaboration between programme team members working in different locations.'

Which key strategic benefit does this capability contribute towards?

- a) Compliance to business process
- b) Decision-making
- c) Management across geography
- d) Quality of decision support information

- 19 What functional role can also take on asset management?
- a) Change Control
  - b) Finance
  - c) Information Management
  - d) Resource Management
- 20 Which statement describes the relationship between business as usual and change?
- a) Decisions affecting either must consider both elements of an organization
  - b) They are separate activities that can survive independently
  - c) Change initiatives should always take priority
  - d) Business as usual should always take priority
- 21 What tool links information in a hierarchical manner for multiple business change initiatives?
- a) Individual
  - b) Collaborative
  - c) Integrated
  - d) Assurance



- 22 What element of the Blueprint should reflect the proposed reporting requirements for the future state P3O?
- a) Risks to successfully setting up the P3O
  - b) Organization structure
  - c) Benefits Management Strategy
  - d) Risk Management Strategy
- 23 Which statement regarding the process of developing a balanced portfolio is **FALSE**?
- a) It is necessary to take into account both operational and strategic priorities
  - b) When resources are limited, existing programmes / projects should have priority over new initiatives
  - c) Termination of existing change initiatives not aligned to an organization's strategic objectives may be necessary
  - d) Operational improvements may be stopped while projects offering greater strategic contribution are delivered
- 24 Which statement describes a P3O model with hub and spoke offices?
- a) Permanent, organization-level Portfolio Office linked to smaller permanent offices in different locations
  - b) Portfolio, programme and project management standards unit, which defines standards, skills and training
  - c) Permanent, organization-level portfolio office supporting the delivery of change across an entire organization
  - d) Multiple locations with P3O functions carried out by a distributed team

- 25 What office within a P3O model needs staff members with investment management and strategic planning skills?
- a) Organization Portfolio Office
  - b) Programme Office
  - c) COE
  - d) Project Office
- 26 Which is a strategic planning function that a Portfolio Office should carry out?
- a) Reviewing a risk which may affect multiple programmes and projects
  - b) Deploying project staff to manage the delivery of individual projects or programmes
  - c) Developing a standard set of reporting templates for projects and programmes
  - d) Holding start-up workshops to fast-track projects or programmes
- 27 What part of Business Change Governance answers the question 'Are we doing the right things?'
- a) Business Change Delivery
  - b) Business Change Design
  - c) Business Change Strategy
  - d) Business Change Value

- 28 What is the sequence for the processes of the permanent P3O model implementation lifecycle?
- a) Define; Identify; Close; Deliver Capability / Realize Benefits
  - b) Define; Identify; Deliver Capability / Realize Benefits; Close
  - c) Identify; Define; Deliver Capability / Realize Benefits; Close
  - d) Identify; Deliver Capability / Realize Benefits; Define; Close
- 29 Which is a critical success factor when introducing standard tools to a P3O?
- a) Ensure there is agreed accountability for the tool
  - b) Focus on the tool features rather than the value from using it
  - c) Identify how all the tool's features can be used
  - d) Ensure the sophistication of the tool drives the organizational capability
- 30 Which of the following statements about processes for an existing temporary office are true?
- 1. Defined information flows for the supported programme should be implemented
  - 2. Resources within the Portfolio Office should be managed
- a) Only 1 is true
  - b) Only 2 is true
  - c) Both 1 and 2 are true
  - d) Neither 1 or 2 is true

- 31 What role implements procedures to collect data in a consistent format for programmes they support?
- a) Quality Assurance
  - b) Programme Officer
  - c) Programme Specialist
  - d) Tools Expert
- 32 What types of office does a P3O typically consist of?
- a) Permanent and transitioning
  - b) Permanent and temporary
  - c) Perpetual and temporary
  - d) Perpetual and transitory
- 33 Which stakeholder group is **MOST** likely to receive portfolio level reports?
- a) Senior management / strategic planning
  - b) External suppliers / stakeholders
  - c) Business unit senior manager / Programme Board
  - d) Project Manager / delivery support

34 What is a Programme Office?

- a) Permanent office set up to support the delivery of a portfolio of change across an entire organization
- b) Permanent office set up to develop standards to be applied to programmes and projects within a division
- c) Temporary office set up to support delivery of a specific change initiative being delivered as a programme
- d) Temporary office set up to support delivery of a specific change initiative being delivered as a project

35 Which describes how a successful P3O model should operate?

- a) Independently of all functions/departments in an organization
- b) With awareness of other functions in the organization and how the P3O will work with them
- c) With line management responsibility for resources embedded from other functions
- d) With business as usual governance applied to all change initiatives within an organization

36 Which is a section in a Blueprint?

- a) Business benefits
- b) Information and data requirements
- c) Standard templates
- d) Risks to a P3O implementation

- 37 Which users of P3O services are **MOST** likely to need reassurance that change initiatives will be delivered with minimal disruption to operational plans?
- a) Programme Manager
  - b) Head of P3O
  - c) Third party suppliers
  - d) The customer / user community
- 38 What technique uses communities of practice to share learning?
- a) Assurance, gated reviews and health checks
  - b) Project complexity modelling
  - c) Knowledge management
  - d) Management dashboards
- 39 Which of the following statements about a distributed model are true?
- 1. Staff are co-located
  - 2. Team is distributed
- a) Only 1 is true
  - b) Only 2 is true
  - c) Both 1 and 2 are true
  - d) Neither 1 or 2 is true

- 40 Which organizational factor has **LEAST** influence on the choice of P3O model?
- a) Approach to organizational governance arrangements
  - b) Centralization versus decentralization of core services
  - c) Approach to service management
  - d) Number, size and duration of projects
- 41 Which describes the treatment of information to comply with confidentiality, integrity and availability in Information Assurance?
- a) Checked by the P3O at project completion
  - b) Changed on the authority of the Head of the P3O
  - c) Available to those who have authority to see it
  - d) Available to anyone who requests it
- 42 Which of the following are purposes of the Programme Specialist role?
- 1. Play a proactive role in sharing knowledge
  - 2. Assist in implementing best programme management practice
  - 3. Play a proactive role in promoting programme management methods
  - 4. Improve programme monitoring by collecting and maintaining data in a consistent form
- a) 1, 2, 3
  - b) 1, 2, 4
  - c) 1, 3, 4
  - d) 2, 3, 4

- 43 Which of the following are attributes of gated reviews?
1. Are undertaken at key decision points in a programme or project
  2. Assess how a programme is performing compared with its objectives
  3. Establish the Key Performance Indicators for a programme or project
  4. Check the quality of decision support information provided
- a) 1, 2, 3  
b) 1, 2, 4  
c) 1, 3, 4  
d) 2, 3, 4
- 44 Which is **NOT** included within the definition of project management?
- a) Planning a project  
b) Monitoring a project  
c) Achieving outcomes  
d) Motivating a team
- 45 How does a P3O model significantly contribute to an organization's chances of successfully delivering its strategy?
- a) Makes decisions on the right priorities for the organization  
b) Provides advice and guidance on the day to day running of the business  
c) Maintains the risk registers for the organization's projects  
d) Maintains an overview of all business change programmes and projects



- 46 What is the objective of the business process swimlanes technique?
- a) Analyse the benefits of implementing a P3O against the related costs
  - b) Define the processes to be followed by one project
  - c) Document standard, repeatable business processes
  - d) Ensure the right skills are available to deliver business processes
- 47 Which activity occurs within the 'Define' process in the permanent P3O lifecycle?
- a) Receive the original idea to enhance the P3O model
  - b) Appoint the Senior Responsible Owner to implement the enhanced P3O model
  - c) Review progress at the end of each tranche
  - d) Document how the benefits of the P3O model will be tracked
- 48 Which is an underlying success factor for a Virtual P3O model?
- a) Predictability of project and programme delivery is increased
  - b) PPM standards owned by a senior PPM professional
  - c) A minimum P3M3 maturity level of 1 is achieved
  - d) Local variations to standards start to emerge

- 49 Which is provided by a P3M3 assessment when getting the investment for a P3O?
- a) Documented future state Blueprint
  - b) Replacement for a P3O Value Matrix
  - c) Identified and analysed stakeholders
  - d) Understanding of the underlying PPM issues
- 50 Which is **NOT** a likely threat to achieving a future state Blueprint?
- a) Resistance from PPM staff members who are impacted by the P3O implementation
  - b) Insufficient support from senior managers to recruit required skills
  - c) More effective use of PPM resources
  - d) Use of inconsistent language by PPM staff members when implementing a P3O
- 51 Which is a functional area within a P3O model?
- a) Model with hub and spoke offices
  - b) COE services
  - c) Virtual P3O model
  - d) Flexible resource pool

- 52 What does PPM stand for?
- a) Portfolio, Programme and Project Management (including Value and Risk Management)
  - b) Portfolio, Programme, Project Maturity
  - c) People, Process and Product Management (including Value and Risk Management)
  - d) Project, Programme and Portfolio Matrix
- 53 Why should the outline Vision Statement provide a clear link to an organization's business strategy?
- a) Justify the investment in a P3O model
  - b) Connect the implementation of a P3O to an organization's success
  - c) Document the processes that will be used to operate a P3O
  - d) Determine the governance to be applied to the P3O implementation programme
- 54 Which is a typical service offered as part of a delivery support function?
- a) Deploying experienced Project Managers to manage project delivery
  - b) Supporting decision-making through management dashboards
  - c) Developing consistent working practices for PPM staff
  - d) Providing independent assurance of project delivery

55 Which of the following statements about how the P3O size is influenced by organizational factors are true?

1. The size of the organization has little or no influence
2. The strategic objectives of the organization have an influence

- a) Only 1 is true
- b) Only 2 is true
- c) Both 1 and 2 are true
- d) Neither 1 or 2 is true

56 What does a P3O Business Case identify?

- a) Current PPM maturity
- b) Detailed services that should be offered by the P3O model
- c) Value that a P3O model adds to the business change portfolio
- d) Key stakeholders in the P3O implementation

57 What service does a Temporary Office model provide to a programme?

- a) Setting standards for programmes to follow
- b) Providing a flexible resource pool of programme staff
- c) Supporting prioritization of programmes within the portfolio
- d) Assisting Programme Managers in collecting data

- 58 Which does **NOT** describe services delivered by the appropriate office within a P3O?
- a) Portfolio Offices should facilitate the optimization of business change activities
  - b) Portfolio Offices should be compatible with business as usual governance structures
  - c) Programme Offices should assist in delivering programmes consistently and well
  - d) Project Offices should compare the consistency of different projects
- 59 Which non-PPM function may a P3O provide?
- a) Support in prioritizing investment
  - b) Provision of scrutiny and challenge of programme reports
  - c) Secretariat service to management boards
  - d) Effective governance
- 60 What should balance the value a P3O will give to an organization against the constraints?
- a) Business Case
  - b) Blueprint
  - c) Phased implementation plan
  - d) Stakeholder analysis

- 61 Which is **NOT** a reason why a P3O should measure Key Performance Indicators?
- a) Maintain commitment from stakeholders over time
  - b) Justify the programmes within the portfolio
  - c) Measure success of a P3O implementation
  - d) Set overall targets for improvement
- 62 What should a P3O define in order to align its governance with the wider organization?
- a) Corporate governance
  - b) Information assurance
  - c) Non-PPM functions
  - d) Rules for escalating information
- 63 What type of role is a Project Officer?
- a) Consultancy
  - b) Functional
  - c) Generic
  - d) Management

- 64 Why should recycling be done as part of implementing a temporary Project Office?
- a) Identify methods that can be used by other Project Offices
  - b) Define the future state Blueprint for a Project Office
  - c) Justify the development of a permanent P3O
  - d) Recycle staff back into operations
- 65 Which P3O model includes permanent decentralized offices with temporary Programme Offices, as required?
- a) Delivery support
  - b) Model with Virtual P3O
  - c) Model with Hub and Spoke Offices
  - d) Model with Organization Portfolio Office
- 66 How should internal resources be treated when appointed to a Project Office?
- a) Have a temporary rise in status which should be removed when they return to operations
  - b) Have a career path developed as part of working in a P3O
  - c) Will work permanently in the Project Office
  - d) Acquire no additional skills before they return to operations

- 67 What technique ensures that a programme is objectively assessed so that the lifecycle and governance applied are fit for purpose?
- a) Gated reviews
  - b) Complexity modelling
  - c) Facilitation - workshop techniques
  - d) Knowledge management
- 68 Why should rules relating to escalation of risks be agreed in a P3O model with multiple offices?
- a) Enable a decision to be made by the right group based on the right information
  - b) Allow every decision to be made at organizational board level
  - c) Allow every Programme Manager to display risk information in a different way
  - d) Enable multiple sources for a single piece of risk data
- 69 Which is a strategic planning function or portfolio support function?
- a) Provision of support for escalated risks to support decision-making
  - b) Provision of a resource pool of delivery staff to programmes or projects
  - c) Development of standard methods and processes
  - d) Deployment of staff at programme or project start-up



- 70 Which is a common barrier that needs to be overcome to implement a P3O model successfully?
- a) P3O senior management champion
  - b) Standards aligned with external best practice
  - c) Lack of focus on delivery of a full P3O model
  - d) Established programme management forum
- 71 Which office triggers post-programme reviews to assess benefits?
- a) Programme
  - b) Portfolio
  - c) COE
  - d) Virtual
- 72 Which describes an organization that typically adopts a Virtual P3O model successfully?
- a) Has low levels of PPM maturity
  - b) Decision-making is centralized
  - c) Physical office supports decision-making
  - d) Has high levels of PPM maturity

- 73 Which statement applies to stakeholders in the set-up of a temporary Programme Office and their needs?
- a) Are the same as the stakeholders for the setting-up of a permanent P3O
  - b) Are only from other offices within the P3O
  - c) Specifically include those involved in delivering the programme
  - d) Their needs are not analysed
- 74 What technique provides an exception-based top-tier report with links to programme information?
- a) Management dashboards
  - b) Business process swimlanes
  - c) Communities of practice
  - d) Complexity modelling
- 75 What office is part of a centralized P3O model that can be used in any size of organization?
- a) Organization Portfolio
  - b) Hub
  - c) Virtual
  - d) Temporary

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