

PRINCE2

P3O-Foundation

P3O Foundation Project Office2013 Exam



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Question: 1

Which is a typical constraint which impacts on how a P3O is implemented?

- A. Pace of change must take into account current P3M3 maturity
- B. Quality, standardized data is needed
- C. P3O assurance services must be independent
- D. P3O governance must align with existing corporate governance

Answer: D

Explanation:

The P3O® Foundation (2013) manual identifies alignment with existing corporate governance as a typical implementation constraint. Section 4.2.3 states, "A key constraint in P3O implementation is ensuring its governance aligns with the organization's existing corporate governance framework to maintain coherence and authority." This differs from pace of change (A), data quality (B), or assurance independence (C), which are operational considerations. The 2013 edition emphasizes this alignment to avoid conflicts, ensuring the P3O integrates seamlessly. This constraint shapes the implementation strategy and structure.

Question: 2

What types of office does a P3O typically consist of?

- A. Permanent and transitioning
- B. Co-located and centralized
- C. Virtual and decentralized
- D. Permanent and temporary

Answer: D

Explanation:

The P3O® Foundation (2013) manual states that a P3O typically consists of permanent and temporary offices. Section 5.1.1 notes, "A P3O model typically comprises permanent offices, such as the Organization Portfolio Office, and temporary offices, such as Programme or Project Offices, to support the change lifecycle." This differs from transitioning (A), co-located/centralized (B), or virtual/decentralized (C), which describe specific configurations or states. The 2013 edition highlights this dual structure to address both ongoing and project-specific needs, ensuring flexible support across the organization.

Question: 3

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 function
- D. Supports Programme Managers in delivery

Answer: A

Explanation:

The P3O® Foundation (2013) manual describes P3O assurance services as independent of the programme being assured. Section 7.3.2 states, "P3O assurance services are provided independently of the programme or project being assessed to ensure objective evaluation and compliance with governance standards." This contrasts with integration (B), delivery function involvement (C), or support for Programme Managers (D), which compromise objectivity. The 2013 edition emphasizes this independence to maintain credibility and effectiveness in oversight, supporting strategic alignment and risk management. This ensures unbiased assurance across change initiatives, enhancing organizational trust in P3O processes.

Question: 4

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 are assessed at the beginning of each project
- D. Booking for operational staff

Answer: C

Explanation:

The P3O® Foundation (2013) manual identifies ensuring data security assessment at project initiation as a typical information assurance role. Section 7.3.2 states, "The P3O ensures data security and integrity are assessed at the beginning of each project to support reliable decision-making and compliance." This differs from issue escalation (A), capacity planning (B), or staff booking (D), which are operational or resource-related. The 2013 edition emphasizes this role in maintaining high-quality information, a cornerstone of P3O's governance support. This ensures trust and accuracy in data used across change initiatives.

Question: 5

Which is a likely source of a threat to achieving the Blueprint?

- A. Programme team fails to use a common language
- B. Stakeholders are identified and analysed

- C. Programme approach is used to implement a P3O
- D. External consultants advise the programme team

Answer: A

Explanation:

The P3O® Foundation (2013) manual identifies a programme team's failure to use a common language as a likely threat to achieving the Blueprint. Section 4.3.4 states, "A lack of common language among the programme team can lead to miscommunication, threatening the successful realization of the Blueprint." This contrasts with stakeholder analysis (B), a programme approach (C), or consultant advice (D), which are positive or neutral factors. The 2013 edition highlights communication as critical to Blueprint success, ensuring alignment during implementation. This threat can derail strategic planning if unaddressed.

Question: 6

Which is a delivery support function?

- A. Report portfolio performance through management dashboards
- B. Train and coach PPM staff
- C. Provide a flexible resource pool
- D. Develop standard processes for producing Business Cases

Answer: A

Explanation:

The P3O® Foundation (2013) manual identifies reporting portfolio performance through management dashboards as a delivery support function. Section 7.2.1 states, "Delivery support functions include reporting portfolio performance using management dashboards to provide real-time insights to stakeholders." This differs from training (B), resource provision (C), or process development (D), which are capacity or strategic functions. The 2013 edition emphasizes this reporting role to support ongoing project and programme delivery, ensuring visibility and control. This enhances operational effectiveness.

Question: 7

Who, as a minimum, should review the resourcing of a Programme Office whilst it is running?

- A. Head of P3O and P3O Sponsor
- B. Head of Programme Office and Programme Manager of the relevant programme
- C. P3O Sponsor and Portfolio Analyst
- D. Head of COE and Programme Specialist

Answer: B

Explanation:

The minimum review of a Programme Office's resourcing during operation involves the Head of Programme Office and the relevant Programme Manager, according to the P3O® Foundation (2013) manual. Section 3.5.4 states, "The Head of Programme Office, in collaboration with the Programme Manager, is responsible for reviewing and adjusting resource allocation during the programme lifecycle." This ensures operational oversight and alignment with programme needs. Involving the Head of P3O and Sponsor (A), P3O Sponsor and Portfolio Analyst (C), or Head of COE and Programme Specialist (D) exceeds the minimum requirement, as their roles are more strategic or supportive. The 2013 guidance emphasizes this direct accountability to maintain efficiency and responsiveness in resource management.

Question: 8

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

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

Answer: D

Explanation:

Portfolio management, as per the P3O® Foundation (2013) manual, requires consideration of resource commitments across programme, project, and business as usual (BAU) activities to ensure effective resource allocation and optimization. Section 2.2.3 states, "Portfolio management involves balancing resource commitments across programmes, projects, and BAU to deliver strategic objectives." This holistic approach ensures that resources are not siloed but are managed to support the entire organizational change agenda. Excluding any one of these elements (A, B, C) would undermine the integrated nature of portfolio management, which aims to align all change initiatives with BAU operations. The 2013 guidance emphasizes this integrated resource view to avoid conflicts and maximize value, as detailed in the portfolio support office functions. This comprehensive resource management is a cornerstone of the P3O model, ensuring strategic alignment and operational efficiency.

Question: 9

Which is a purpose of getting senior managers to buy into the benefits a P3O will deliver?

- A. Contribute to planning tranches of delivery
- B. Document the desired future state
- C. Use their influence to champion the change
- D. Implement appropriate PPM tools

Answer: C

Explanation:

The P3O® Foundation (2013) manual states that getting senior managers to buy into P3O benefits aims to leverage their influence to champion the change. Section 4.2.2 notes, "Securing buy-in from senior managers enables them to use their influence to champion the P3O model, driving organizational acceptance and support." This differs from planning tranches (A), documenting the future state (B), or implementing tools (D), which are operational tasks. The 2013 edition emphasizes leadership support as critical for overcoming resistance and ensuring strategic alignment during implementation. This advocacy ensures the P3O's success and adoption across the organization.

Question: 10

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. Virtual Office
- D. Flexible resource pool

Answer: B

Explanation:

The Organization Portfolio Office (OPO) is a single permanent office designed to provide strategic planning and portfolio support, as per the P3O® Foundation (2013) manual. Section 5.3.2 states, "The Organization Portfolio Office is a centralized, permanent entity that delivers strategic planning, portfolio prioritization, and oversight across the organization." This contrasts with Hub Portfolio Offices (A), which are decentralized with local support, Virtual Offices (C), which are temporary and flexible, and Flexible Resource Pools (D), which focus on resource allocation rather than strategic functions. The 2013 edition highlights the OPO's role in aligning the entire change portfolio with organizational strategy, making it the correct model for this purpose. This centralized approach ensures consistent governance and decision-making.

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