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**PeopleCert P3O Foundation Exam**



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# Latest Version: 8.1

## Question: 1

Which activity first occurs during the 'Define' process in the permanent P3O model lifecycle?

- A. Understand how stakeholders currently view the P3O functions provided
- B. Create an outline vision of the required changes to the P3O functions provided
- C. Determine in further detail the processes the P3O will operate
- D. Deliver the enhanced P3O capability

**Answer: B**

Explanation:

The 'Define' process in the permanent P3O model lifecycle, as outlined in the P3O® Foundation (2013) manual, initiates with the creation of an outline vision for the required changes to the P3O functions. This step is critical as it sets the strategic direction and establishes a clear understanding of the desired future state of the P3O model. According to Section 4.3.2 of the P3O manual, the 'Define' process begins with "developing an outline vision of the required P3O functions," which involves identifying the changes needed to align with organizational objectives. This precedes detailed process determination or capability delivery, ensuring a structured approach. Understanding stakeholder views (A) occurs earlier in the 'Identify' phase, while detailed process design (C) and capability delivery (D) follow in subsequent stages like 'Implement' and 'Run.' This sequence ensures a logical progression from vision to execution, as emphasized in the P3O lifecycle framework. The 2013 edition reinforces this by highlighting the vision as the foundation for all subsequent planning and implementation activities.

Reference: P3O® Foundation (2013) manual, Section 4.3.2, AXELOS.

## Question: 2

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.

Reference: P3O® Foundation (2013) manual, Section 2.2.3, AXELOS.

### Question: 3

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**

Explanation:

The Head of P3O role, as defined in the P3O® Foundation (2013) manual, primarily ensures alignment with wider policy and strategic initiatives, making it a strategic oversight function. Section 3.5.2 specifies,

"The Head of P3O is responsible for ensuring that the P3O model aligns with the organization's strategic objectives and policy framework." This involves overseeing the P3O's structure and ensuring it supports the broader organizational strategy, rather than directly providing consultancy (A), facilitating portfolio optimization (B), or acting as an 'Informed Customer' (D), which are more specific to other roles like the Portfolio Analyst or P3O Sponsor. The 2013 edition underscores this strategic alignment as the core purpose, enabling the Head of P3O to guide the model's evolution and integration with corporate governance. This focus ensures the P3O delivers value by supporting the right change initiatives.

Reference: P3O® Foundation (2013) manual, Section 3.5.2, AXELOS.

### Question: 4

Which factor will NOT influence the size of a P3O?

- A. Number and type of functions it will deliver
- B. Size of the programmes and projects it will support
- C. Budget of the programmes and projects it will
- D. Training requirements for its members of staff

**Answer: D**

Explanation:

The size of a P3O, according to the P3O® Foundation (2013) manual, is influenced by factors such as the number and type of functions (A), the size of programmes and projects (B), and the budget available (C), as these directly impact resource and structural needs. Section 5.2.1 states, "The size and complexity of a P3O are determined by the scope of functions, the scale of supported programmes/projects, and the allocated budget." However, training requirements for staff (D) do not directly determine the P3O's size but rather its operational capability and efficiency post-establishment. The 2013 guidance focuses on structural and financial factors for sizing, with training addressed as a support function (Section 7.4) to enhance skills, not as a size determinant. This distinction ensures the P3O is scaled appropriately to its strategic role, not its training needs.

Reference: P3O® Foundation (2013) manual, Sections 5.2.1 and 7.4, AXELOS.

## Question: 5

How does a P3O model increase an organization's ability to deliver its strategy?

- A. Ensures current projects are unaffected by changes to policy or strategy
- B. Enables projects to efficiently develop their own financial processes
- C. Provides decision support to ensure the right projects are launched
- D. Allows senior managers to delegate their governance responsibilities

**Answer: C**

Explanation:

A P3O model enhances an organization's strategic delivery by providing decision support to ensure the right projects are launched, as outlined in the P3O® Foundation (2013) manual. Section 2.1.2 states, "The P3O model provides decision-enabling support to ensure that programmes and projects align with and deliver the organization's strategy." This involves portfolio prioritization and analysis to select initiatives that maximize strategic value, rather than insulating projects from policy changes (A), enabling independent financial processes (B), or delegating governance (D), which could weaken oversight. The 2013 edition emphasizes this decision-support role as central to aligning change initiatives with strategic objectives, supported by tools like the P3O Value Matrix (Section 6.3). This ensures resources are focused on high-priority areas, driving effective strategy execution.

Reference: P3O® Foundation (2013) manual, Sections 2.1.2 and 6.3, AXELOS.

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