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EX0-007$^{Q\&As}$

Portfolio, Programme and Project Offices? Foundation

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QUESTION 1

Which is NOT a strategic planning or portfolio support function?

A. Prioritizing programmes within the portfolio

B. Providing a single flexible resource pool

C. Aligning programmes with strategic objectives

D. Providing oversight, scrutiny and challenge

Correct Answer: B

QUESTION 2

Which of the following statements about the return of internal resources to an operational role when closing a temporary Programme Office are true?

1.

Feedback to the line manager should be given on performance

2.

Staff members will be reluctant to return

A. Only 1 is true

B. Only 2 is true

C. Both 1 and 2 are true

D. Neither 1 or 2 is true

Correct Answer: C

QUESTION 3

Which is NOT a specific area where KPIs should be set as a minimum to measure aP3Omodel\\'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

Correct Answer: A

QUESTION 4

Which receives the benefit of the governance provided by aP3O?

A. Finance

B. Change initiatives

C. Business as usual

D. Commercial

Correct Answer: B

QUESTION 5

Which technique is used to determine the appropriate level of governance for a project?

A. Business process swimlanes

B. Capacity planning for resource management

C. Complexity modelling

D. Skills development and maintenance

Correct Answer: C

QUESTION 6

Which describes an objective of portfolio management?

A. Collect in one place all of the information about an organization s investment initiatives

B. Coordinate the implementation of a set of related projects and activities

C. Enable the most effective balance of organizational change and business as usual

D. Achieve outcomes and realize benefits that are of strategic importance to the business

Correct Answer: C

QUESTION 7

Which factor will NOT influence the size of aP3O?

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 support

D. Training requirements for its members of staff

Correct Answer: D

QUESTION 8

Which of the following actions are recommended when implementing aP3Omodel with Hub Portfolio Offices?

1.Appoint aP3OSponsor 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

Correct Answer: C

QUESTION 9

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

Correct Answer: C

QUESTION 10

How can aP3Odirectly support effective teamwork between Programme Managers located in different regions?

A. Appoint aP3OSponsor for each region

B. Implement the portfolio prioritization and optimization technique

C. Implement standard collaborative tools

D. Support the fast track mobilization of programmes

Correct Answer: C

QUESTION 11

Which is a definition of business as usual?

A. Totality of an organization\\'s investment in the changes required to achieve its strategic objectives

B. A coordinated collection of strategic processes that enable the most effective balance of change and business as usual

C. The way the business normally achieves its objectives

D. The integration of the concept Run the Business, Change the Business\\' into the portfolio

Correct Answer: C

QUESTION 12

Which is an underlying success factor for a VirtualP3Omodel?

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. P3Ocosts are seen as an unnecessary overhead

Correct Answer: B

QUESTION 13

How should the Head ofP3Oovercome the barrier of`lackof focus on the fullP3Omodel\\'?

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

Correct Answer: A

QUESTION 14

What is the objective of the management dashboard technique?

A. Force-rank the programmes and projects within a portfolio

B. Communicate components of the delivery framework to the PPM community

C. Develop standardized business processes and agree accountabilities

D. Provide key decision support information across a portfolio

Correct Answer: D

QUESTION 15

Which describes how P3M3 assessments are used when implementing aP3O?

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

Correct Answer: C

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