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The Practitioner Examination

Rationale

Exam Paper: PX11-1.2

Question: 1, Syllabus: BC, Part: A, Type: CL, Syllabus Ref: BC0304 BC0302, Level: 3

1	A	Incorrect:	The Business Case for the P3O would include the costs of setting up and running the P3O model, which would include the costs of setting up and running the Programme Offices. But it would NOT include the cost of implementation of changes to operational BAU delivered by the programmes (Section 2.4.4.1).
	B	Incorrect:	The Business Case for the P3O would include the costs of setting up and running the P3O model, which would include the costs of setting up and running the Programme Offices. But it would not include the cost of implementation of changes to operational BAU delivered by the programmes (Section 2.4.4.1).
	C	Incorrect:	The Business Case for the P3O would include the costs of setting up and running the P3O model, which would include the costs of setting up and running the Programme Offices. But it would not include the cost of developing products to be delivered by projects - such as these costs which should be part of the Business Case for Project 3 - Training Design (Section 2.4.4.1).
	D	Correct:	Ongoing costs of running a P3O should be considered along with ongoing benefits (Appendix B.4.1).
	E	Correct:	The Programme Office is part of the proposed P3O structure, and training costs for those staff should be considered (Table B.1).
2	A	Correct:	This should appear in the Business Case for Project 2 (Outsourcing) (Section 2.4.4.1).
	B	Incorrect:	The pace of change is a key constraint and should be stated. Slow recruitment will save salaries, but will delay the benefits of the new P3O model (Section 2.4.4.1).
	C	Correct:	This is a benefit expected from the Retail Rationalization Programme and should be in the Business Case for that programme (Section 2.4.4.1).
	D	Incorrect:	Options should be included (Section 2.4.4.1 and Appendix B.6).
	E	Incorrect:	The option of continuing with the current processes (the 'do nothing' option) should be assessed (Section 2.4.4.1 and Appendix B.6).
3	A	Incorrect:	The Vision Statement should contain information about stakeholder involvement (Section 2.4.3).
	B	Correct:	This is the measure of success for programmes, not a measure of success for a P3O model and therefore should NOT be included in the P3O Vision Statement (Section 2.4.3).
	C	Correct:	The Vision Statement should not contain this level of detail about staffing as it would have no relevance as a means of engaging stakeholders and therefore should NOT be included in the P3O Vision Statement (Section 2.4.3).
	D	Incorrect:	The Vision Statement should describe the major services that are to be provided therefore this should be included (Section 2.4.3).
	E	Incorrect:	This is a value statement that addresses one of the key P3M3 assessment findings and would be an appropriate inclusion in the Vision Statement (Section 2.4.3).

Question: 1, Syllabus: BC, Part: B, Type: MG, Syllabus Ref: BC0304, Level: 3

1	Correct [A]:	Enabling Buyitall to focus on the elements of the Rescue Package which offer the highest strategic value would be a high-level objective of a P3O model to help it achieve its aims (Appendix B.1).
2	Correct [C]:	Reducing start-up timeframes by 10% is a measurable benefit which should be included as part of the cost-benefit analysis (Appendix B.4.2).
3	Correct [A]:	Achievement of improved portfolio maturity levels by a given date is an aim of a P3O model (Appendix B.1).

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Question: 1, Syllabus: BC, Part: C, Type: CL, Syllabus Ref: BC0303, Level: 3

1	A	Correct:	The 'govern effectively' principle requires that governance is provided by delegated limits of authority (tolerances) with escalation routes and rules for risks, issues and changes (Table 2.1)
	B	Incorrect:	A monthly dashboard would be how the P3O would support the 'track progress through highlight and exception-based reporting' principle (Table 2.1).
	C	Incorrect:	Requiring all initiatives to have a Business Case would support the 'safeguard value' principle (Table 2.1).
	D	Correct:	The 'govern effectively' principle requires a hierarchy based on achieving scalability with a focus on single points of accountability (Table 2.1).
	E	Incorrect:	Requiring initiatives to be clearly aligned to business strategy would support the 'prioritize investment, align and adjust to business strategy' principle (Table 2.1).
2	A	Incorrect:	Developing tailored approaches based on Best Management Practice approaches would support the 'invest in people and process' principle (Table 2.1).
	B	Correct:	The 'safeguard value' principle requires that all investments have a valid Business Case throughout the lifecycle and investment funds are awarded on the basis of realizable benefits (Table 2.1).
	C	Correct:	Ensuring benefits aren't double counted and that the measurement process is robust and usable is how the P3O could support 'safeguard value' principle (Table 2.1).
	D	Incorrect:	A hierarchy based on achieving scalability with a focus on single points of accountability would support the 'govern effectively' principle (Table 2.1).
	E	Incorrect:	Providing timely reporting and exception management service from project to portfolio level would support the 'track progress through highlight and exception-based reporting' principle (Table 2.1).
3	A	Correct:	Providing mentoring for Project Managers would support the 'invest in people and process' principle (Table 2.1).
	B	Incorrect:	Having standard Best Management Practice approaches in place, e.g. PRINCE2, would support the 'invest in people and process' principle but it would be inappropriate for the interim P3O model to apply these with immediate effect due to the time required to train staff and revise processes (Table 2.1).
	C	Incorrect:	Providing timely reporting and exception management service from project to portfolio level would support the 'track progress through highlight and exception-based reporting' principle (Table 2.1).
	D	Incorrect:	The Invest in People and Process principle requires risk models in place that are aligned to organizational maturity and culture. Currently Buyitall has a low level of maturity so sophisticated models would be inappropriate (Table 2.1).
	E	Correct:	The 'invest in people and process' principle requires risk models to be in place that are aligned to organizational maturity and culture. Currently Buyitall has a low level of maturity so sophisticated models would be inappropriate (Table 2.1).
4	A	Incorrect:	Rewarding the HR Director for business as usual performance is not related to a P3O principle (Table 2.1).
	B	Incorrect:	A monthly management dashboard that focuses senior managers on the key risks would be how the P3O would support the 'track progress through highlight and exception-based reporting' principle (Table 2.1).
	C	Correct:	The 'hold people to account' principle requires clear accountability of business managers for change transition and benefits management (Table 2.1).

	D	Correct:	The 'hold people to account' principle requires clarity of roles and responsibilities in programme and project teams and the P3O (Table 2.1).
	E	Incorrect:	Having standard Best Management Practice approaches in place would support the 'invest in people and process' principle (Table 2.1).
5	A	Incorrect:	Ensuring risks and issues are escalated to right decision-making authority would support the 'govern effectively' principle (Table 2.1).
	B	Incorrect:	Periodically re-evaluating the ongoing viability of Business Cases would support the 'safeguard value' principle (Table 2.1).
	C	Correct:	Supporting feedback from programmes and projects to strategy is how the P3O can support the 'prioritize investment, align and adjust to business strategy' principle (Table 2.1).
	D	Correct:	Providing a fast-track mobilization service and projects, ensuring alignment of scope and plans to strategy is how the P3O can support the 'prioritize investment, align and adjust to business strategy' principle (Table 2.1).
	E	Incorrect:	The use of gated reviews – strategy, business justification, etc. through to benefits review would support the 'govern effectively' principle (Table 2.1).

Question: 1, Syllabus: BC, Part: D, Type: CL, Syllabus Ref: BC0401, Level: 4

1	A	Incorrect:	The P3O sponsor should be a senior manager with authority, influence and charisma who can see the P3O vision and engender commitment from the organization at all levels. The CEO has the appropriate authority and influence. If a portfolio-level P3O is required (i.e. the organization's entire portfolio of programmes and projects is in scope), then the P3O sponsor should be a member of the main board (Section 2.4.1).
	B	Incorrect:	The P3O sponsor should be a senior manager with authority, influence and charisma who can see the P3O vision and engender commitment from the organization at all levels. The CEO has the appropriate authority and influence. Senior managers responsible for providing investment for designing and implementing the P3O model will want to see some personal success as an incentive for supporting the change (Section 2.4.1).
	C	Correct:	A critical success factor is having a proactive champion for the P3O (P3O sponsor) – a senior manager with authority, influence and charisma who can see the P3O vision and engender commitment from the organization at all levels. The CEO has the appropriate authority and influence (Section 2.4.1).
	D	Incorrect:	The CEO has the authority and influence to be SRO but it is not always necessary for P3O Sponsors to be members of the main board - if a business unit or divisional level P3O is required, then the P3O sponsor should be the director or senior manager for that division or business unit (Section 2.4.1).
2	A	Incorrect:	It is important to set a realistic target level of maturity and the associated outcomes based on a fit-for-purpose approach. Regardless of maturity levels, consensus is required, preferably at the main board level (Section 2.4.2 and 2.4.2.3).
	B	Correct:	Consensus is required, preferably at the main board level. This ensures that the P3O sponsor understands what success looks like across the organization from differing viewpoints and allows them to gain consensus on a common P3O vision (Section 2.4.2).
	C	Incorrect:	Consensus is required, preferably at the main board level. It is critical that senior managers who will benefit from the change are identified and engaged. Once they understand and buy into the benefits they will receive, they can use their influence and leadership to champion the change (Section 2.4.1 and 2.4.2).
	D	Incorrect:	Any change programme that affects multiple stakeholders is likely to have both winners and losers but consensus is required, preferably at the main board level (Section 2.4.1 and 2.4.2).
3	A	Correct:	The P3O Value Matrix considers portfolios, programmes and projects – and provides a high level description of the potential role a P3O can play in providing governance over both enabling and restraining activities. Whereas, the investment appraisal in the Business Case should include costed options to developing the approach being suggested, so that a balanced decision on the return on investment may be made (Section 2.4.2.2 and Appendix B.6).
	B	Incorrect:	The Blueprint does show operational costs and performance levels, but the investment appraisal in the Business Case, not the P3O Value Matrix, should include costed options to developing the approach being suggested, so that a balanced decision on the return on investment may be made (Section 2.4.2.2 and Appendix B.6).

	C	Incorrect:	The investment appraisal in the Business Case, not the P3O Value Matrix, should include costed options to developing the approach being suggested, so that a balanced decision on the return on investment may be made. One of the benefits of the P3O Value Matrix is to demonstrate to senior managers that the wider the scope of the P3O, the greater the level of business change that needs to be effected (Section 2.4.2.2 and Appendix B.6).
	D	Incorrect:	The investment appraisal in the Business Case, not the P3O Value Matrix, should include costed options to developing the approach being suggested, so that a balanced decision on the return on investment may be made. The Value Matrix can provide validation of who the key stakeholders are in the process areas that are affected by the scope of the P3O model and who will get the benefits from any P3O that is implemented (Section 2.4.2.2 and Appendix B.6).
4	A	Incorrect:	Although it is true that an assurance function is required to get the full benefits of a P3O, given the resistance identified this is not a reason to not initially focus on providing templates and data collection services. It may, however, be beneficial to give early focus to support functions and services in order to build relationships with the PPM community (Section 2.4.2.2).
	B	Incorrect:	Those in the assurance function of existing programmes are stakeholders and may require resource to be available. It may, however, be beneficial to give early focus to support functions and services in order to build relationships with the PPM community (Section 2.4.2.2).
	C	Incorrect:	Where there is little support or low confidence in the P3O, it may be beneficial to give early focus to support functions and services in order to build relationships with the PPM community and demonstrate the P3O's value, before introducing the assurance functions and services. Ensuring initiatives have a standard Business Case is a step towards optimization but would still be considered a support function (Section 2.4.2.2).
	D	Correct:	Where there is little support or low confidence in the P3O, it may be beneficial to give early focus to support functions and services in order to build relationships with the PPM community and demonstrate the P3O's value, before introducing the assurance functions and services (Section 2.4.2.2).
5	A	Incorrect:	The aims will typically be documented in the Business Case but the Vision should have a clear link to the business strategy showing how these changes will contribute to the organization's key objectives (Section 2.4.3 and Appendix B.1).
	B	Incorrect:	The performance levels will be documented in the Blueprint but the Vision should have a clear link to the business strategy showing how these changes will contribute to the organization's key objectives (Section 2.4.3 and 4.2.2.4).
	C	Incorrect:	The Vision should have a clear link to the business strategy and should also be a clear vision of what the organization's new business model will be (Section 2.4.3).
	D	Correct:	The Vision should have a clear link to the business strategy showing how these changes will contribute to the organization's key objectives. The goal of developing the Vision Statement and the Business Case is that focus is applied to the value provided by the P3O services, not simply to the cost (Section 2.4.3 and 2.5.2).

Question: 1, Syllabus: BC, Part: E, Type: AR, Syllabus Ref: BC0402, Level: 4

1	False:	The Corporate Board (acting as a portfolio board) should leave analysis of intra-programme dependencies (a type of issue and the associated risks) to the Programme Board of each programme (Table 4.1).	False:	It is up to the SRO/Programme Board of each programme to decide on the projects for that programme, and a portfolio board would only review those decisions and decide to intervene, if required (Table 2.1). A P3O provides a decision-enabling/delivery support structure for change and does not make decisions (Section 3.1).
2	True:	Setting up and maintaining a register of all programmes and projects in the portfolio is part of prioritizing investment, aligning and adjusting to business strategy (Table 2.1, Figure 1.3 and Section 1.3.1).	True:	Key inputs to prioritization are information on planned or current programmes and projects in the portfolio and an agreed framework for prioritization (Section 5.6.1 and Figure 1.3). Option A because all identified programmes and projects would then be included in the register of programmes and projects.
3	True:	The Portfolio Office is adding value by ensuring that there is no double counting of benefits (Table 2.1).	True:	A Portfolio Office can offer a benefits tracking service for benefit owners (Table 2.1). However, this is not the same as avoiding double counting of benefits. Option B
4	False:	The Portfolio Office should only deal with escalated programme and project risks and not all risks within the Rescue Package (Table 2.1).	False:	The Portfolio Office should provide exception-based reporting and only be monitoring escalated project and programme risks, not managing them (Table 4.1).

Question: 2, Syllabus: TT, Part: A, Type: CL, Syllabus Ref: TT0210 TT0211, Level: 2

1	A	Correct:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating (Section 5.6.2).
	B	Incorrect:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating. Criteria include budget, timescale, innovation, number of suppliers, type of customer, brand awareness, size of team, number of business functions involved. The level of portfolio maturity is not a factor that will assist in assessing project complexity (Section 5.6.2).
	C	Incorrect:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating. Criteria include budget, timescale, innovation, number of suppliers, type of customer, brand awareness, size of team, number of business functions involved. The level of programme maturity is not a factor that will assist in assessing project complexity (Section 5.6.2).
	D	Incorrect:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating. Criteria include budget, timescale, innovation, number of suppliers, type of customer, brand awareness, size of team, number of business functions involved. The level of project maturity is not a factor that will assist in assessing project complexity (Section 5.6.2).
	E	Correct:	Each project going through Business Case approval should be assessed against a range of criteria to give an overall criticality or risk rating. Criteria include budget, timescale, innovation, number of suppliers, type of customer, brand awareness, size of team, number of business functions involved (Section 5.6.2).
2	A	Incorrect:	'Will the architecture support project delivery' is one of the questions to be asked relating to tools and technology when developing a requirements document for a PPM solution (Table 5.2).
	B	Incorrect:	'Can data be easily validated after migration to maintain quality' is one of the questions to be asked relating to information flows when developing a requirements document for a PPM solution (Table 5.2).
	C	Correct:	'Is the organization planning to use the PPM solution to support strategic or business planning cycles' is one of the strategic function questions to be asked when developing a requirements document for a PPM solution (Table 5.2).
	D	Correct:	'What are the risks associated with the implementation of the PPM solution and how will they be managed' is one of the strategic function questions to be asked when developing a requirements document for a PPM solution (Table 5.2).
	E	Incorrect:	'What roles and responsibilities are required to support the PPM solution' is one of the organization function questions to be asked when developing a requirements document for a PPM solution (Table 5.2).

Question: 2, Syllabus: TT, Part: B, Type: MG, Syllabus Ref: TT0303, Level: 3

1	Correct [B]:	The Retail Rationalization Programme has a priority of 9 and risk of 3 (Figure 5.1 and Table 5.4).
2	Correct [C]:	The Shop Modernization Programme has a priority of 4 and a risk of 3 (Figure 5.1 and Table 5.4).
3	Correct [A]:	The Online Programme has a priority of 15 and a risk of 1 (Figure 5.1 and Table 5.4).
4	Correct [E]:	The IT Refresh Programme has a priority of 4 and a risk of 2 (Figure 5.1 and Table 5.4).

Question: 2, Syllabus: TT, Part: C, Type: CL, SyllabusRef: TT0401, Level: 4

1	A	Incorrect:	With £10m to invest it would be appropriate to invest in Programme A as this has a lower level of risk and a greater overall priority. The selected optimization technique should be validated by the Corporate Portfolio Board but this does not explain why it would not be appropriate to invest in Programme A (Section 5.6.1).
	B	Incorrect:	With £10m to invest it would be appropriate to invest in Programme A as this has a lower level of risk and a greater overall priority. Level of risk is considered in conjunction with strategic value but does not override strategic value (Section 5.6.1).
	C	Correct:	With £10m to invest it would be appropriate to invest in Programme A as this has a lower level of risk and a greater overall priority. A key benefit of portfolio prioritization and optimization is in supporting senior management investment decisions using an objective alignment technique (Section 5.6.1).
	D	Incorrect:	With £10m to invest it would be appropriate to invest in Programme A as this has a lower level of risk and a greater overall priority. Force ranking would indicate the overall priority but is not the reason for selecting Programme A over Programme E as risk would also be a consideration (Section 5.6.1).
2	A	Correct:	The investment decision should be based on how a programme aligns with strategic objectives. Both Programmes B and C have lower strategic value than Programme A, and Programme B and C are also higher risk (Section 5.6.1).
	B	Incorrect:	Although portfolio prioritization should be carried out periodically (e.g. quarterly) Programmes B and C have lower strategic value than Programme A, and Programme B and C are also higher risk which is the reason for not selecting them (Section 5.6.1).
	C	Incorrect:	Programmes B and C have lower strategic value than Programme A, and Programme B and C are also higher risk which is the reason for not selecting them. P3O does not advocate implementing as many programmes as possible as failure to prioritize at board level will usually result in initial chaos and significantly increase the risk of non-delivery. Optimizing the portfolio may involve increasing capacity or reducing commitments (Section 5.6.1).
	D	Incorrect:	Each programme is given its own risk level so that an appropriate decision can be made. Each of the programmes is rated as high risk, irrespective of programme size. There is no suggestion in the portfolio prioritization technique that these should be averaged out (Section 5.6.1).
3	A	Correct:	Programme C has a lower strategic value than others in the Rescue Package so should not be selected as others would have a higher priority (Section 5.6.1).

	B	Incorrect:	Programme C has a lower strategic value than others in the Rescue Package so should not be selected. Lower cost programmes do not necessarily have a higher priority (Section 5.6.1).
	C	Incorrect:	Programme C has a lower strategic value than others in the Rescue Package so should not be selected. Where possible, organizations should give a high priority to programmes which offer a high strategic value and low risk (Section 5.6.1).
	D	Incorrect:	Programme C has a lower strategic value than others in the Rescue Package so should not be selected. Programme cost is one of the most common measures used in portfolio prioritization (Section 5.6.1).
4	A	Incorrect:	The P3O Blueprint should contain details of business processes to be used, not the Business Case. The purpose of the complexity model is to determine the appropriate lifecycle based on complexity. It does not explain how cost will be optimized against risk (Section 4.2.2.4 and 5.6.2).
	B	Correct:	The P3O Blueprint should contain details of business processes to be used, not the Business Case (Section 4.2.2.4).
	C	Incorrect:	The P3O Blueprint should contain details of business processes to be used, not the Business Case. The Business Case should clearly identify the plan, benefits and risks involved with the implementation of the P3O model (Section 4.2.2.4 and 2.4.4.1).
	D	Incorrect:	The P3O Blueprint should contain details of business processes to be used, not the Business Case. It is essential that the Business Case demonstrates that the P3O will add value and lead to sustained improvement (Section 4.2.2.4 and 2.4.4.1).

Question: 2, Syllabus: TT, Part: D, Type: CL, Syllabus Ref: TT0303, Level: 3

1	A	Incorrect:	There is no overall assessment of the likely success of the programme in terms of delivery on time, cost or benefits, only the progression of the individual projects through the stage gates and the status of each project (Section 5.6.3).
	B	Incorrect:	It does not provide any exception-based reporting at project level. There is no text in the report explaining the key problems in each programme (Section 5.6.3).
	C	Incorrect:	This management dashboard provides an overview of the programmes within portfolio and an assessment of the overall risk rating. However, a detailed analysis of individual projects would be provided by drill down to an individual project (Figure 5.3). This drill down is not available as part of this summary management dashboard.
	D	Correct:	A dashboard should allow the reader to determine progress. The example shows that 16 projects are at Gate 4 and also explains that this means that readiness for service assessments are complete (Section 5.6.3).
2	A	Incorrect:	It should indicate where attention should be focussed. This report contains data, but no analysis. There is no highlight to draw attention to the key areas that need to be discussed and what decisions are needed (Section 5.6.3).
	B	Incorrect:	It should allow decision-makers to determine progress. Although it counts how many projects are in 'red' status, it does not identify which have delivery progress problems (Section 5.6.3).
	C	Correct:	'Investment Driver Weighting' indicates relative importance of benefits expected from each programme. The Online Programme has the greatest relative priority and contributes most to achievement of strategic objectives (Section 5.6.1 and Table 5.4).
	D	Incorrect:	It does not give information on outcomes achieved to date, and project Gate Reviews will be oriented towards delivery, not outcomes (Section 5.6.3).
3	A	Correct:	The Online Programme has the highest priority rating and investment driver weighting. In addition, it has a low risk rating so is the most likely to be considered for extra funding (Section 5.6.1).
	B	Incorrect:	The IT Refresh Programme has a lower priority and investment driver weighting than the Online Programme. In addition, its risk rating is medium, so is unlikely to be considered for investment ahead of the Online Programme (Section 5.6.1).
	C	Incorrect:	The Shop Modernization Programme has a lower priority and investment driver weighting than the Online Programme so is unlikely to be considered for investment ahead of the Online Programme (Section 5.6.1).
	D	Incorrect:	The Retail Rationalization Programme has a lower priority and investment driver weighting than the Online Programme. In addition, its risk rating is high so is unlikely to be considered for investment ahead of the Online Programme (Section 5.6.1).
4	A	Incorrect:	The Online Programme has a higher priority and investment driver weighting than the IT Refresh Programme. In addition, its risk rating is low so is unlikely to be considered for early closure ahead of the IT Refresh Programme (Section 5.6.1).
	B	Correct:	The IT Refresh Programme has a lower priority and investment driver weighting than the other programmes. In addition, its risk rating is high so is most likely to be considered for early closure (Section 5.6.1).

	C	Incorrect:	The Training Programme has a higher priority and investment driver weighting than the IT Refresh Programme. Although its risk rating is high it is unlikely to be considered for early closure ahead of the IT Refresh Programme (Section 5.6.1).
	D	Incorrect:	The Retail Rationalization Programme has a higher Priority and Investment Driver weight than the IT Refresh Programme so is unlikely to be considered for early closure ahead of the IT Refresh Programme (Section 5.6.1).

Question: 2, Syllabus: TT, Part: E, Type: AR, Syllabus Ref: TT0401, Level: 4

1	True:	The Shop Modernization Programme should be a focus of attention for the Corporate Portfolio Board as it has 81% of its projects in 'red' status, has a low overall priority and has a high risk rate (Section 5.6.3).	True:	The viability of Business Cases should be re-evaluated through a gated decision process (Table 2.1). By focussing attention, the CPB will carry out the necessary review. Option A
2	False:	None of its projects have yet reached Gate 3. According to the additional information, the higher the Gate, the closer a project is to implementation.	False:	Gated reviews provide health checks as a type of independent assurance typically concluding in a report of Gate Status of Red/Amber/Green (Section 3.3.4) and do not indicate how close to delivery a programme is. Only Gate 4 includes criteria for readiness for service.
3	True:	The Training Programme is near to completion and has no 'red' status projects.	False:	Risk is independent of programme size (Figure 5.1).
4	False:	Programme risk should be considered with regard to ability to achieve the planned outcomes, not just whether the outputs are being achieved on time (Section 3.3.2).	False:	Risk profile may rise due to risks in later project stages. Specific risks to delivery are project level, and are independent of risks to benefits which are at programme level (Figure 5.2).
5	True:	The Training Programme has a priority of 11, versus the Retail Rationalization Programme priority of 9 and effort is also lower on the Training Programme which might also be considered in allocation of resources (Table 5.4).	True:	Prioritization here is based on the Investment Driver Weight plus the relative effort (Table 5.4). Option A
6	True:	The Shop Modernization Programme is high risk and although it has a low effort rating, it does have an overall low overall priority. It is also one of the riskiest, and is proving troublesome with the majority of its projects in 'red' status (Section 5.6.2 and Table 2.1).	True:	Complexity is a factor in assessing the risk level of a programme, but not a factor in identifying this programme for early closure (Section 5.6.1 and Table 5.4). Option B

Question: 3, Syllabus: IM, Part: A, Type: MG, Syllabus Ref: IM0301, Level: 3

1	Correct [B]:	Determining the importance of a stakeholder and how to engage with them is part of Define - Identify and analyse stakeholders (Section 4.2.2.2).
2	Correct [D]:	Acceptable performance levels, such as the frequency of reports, should be set as part of Define - Develop the P3O Blueprint (Section 4.2.2.4).
3	Correct [A]:	Interviewing candidates to establish their suitability for a P3O role is part of Define - Establish the implementation team (Section 4.2.2.1).
4	Correct [C]:	The statement is appropriate to appear in the Vision Statement. The review by key stakeholders would be part of Define - Refine the Vision Statement (Section 4.2.2.3).
5	Correct [D]:	Defining the processes is part of Define - Develop the P3O Blueprint (Section 4.2.2.4).
6	Correct [D]:	The tools needed to implement a Portfolio Office should be documented as part of Define – Develop the P3O Blueprint (Section 4.2.2.4).

Question: 3, Syllabus: IM, Part: B, Type: CL, Syllabus Ref: IM0301, Level: 3

1	A	Incorrect:	This relates to information flows between the Retail Rationalization Programme and the Portfolio Office and would appear in the Information and data requirements section of the Blueprint rather than under Processes (Table 4.1).
	B	Incorrect:	This is describing a tool to be used rather than a process to be followed and should be recorded in the Technology section of the Blueprint (Section 4.2.2.4 – 3).
	C	Correct:	This is a function that a Portfolio Office should fulfil to address the interdependencies between programmes. Functions are documented in the Process section of the Blueprint (Section 4.2.2.4 - 1 and Table F.1 - Function 4).
	D	Incorrect:	This is a programme benefit not an operational cost/performance level or KPI associated with the implementation of a P3O (Section 4.2.2.4 - 1).
2	A	Incorrect:	This is a risk management function and should appear in the Blueprint section 1 - Processes (Section 4.2.2.4).
	B	Correct:	The Organization section of the Blueprint should contain the governance model describing governance responsibilities and how they align to the business governance structures (Section 4.2.2.4).
	C	Incorrect:	This is an assessment of the P3O's performance and should appear in the Blueprint section 1 – Processes (including operational costs and performance levels) (Section 4.2.2.4).
	D	Incorrect:	This is a resource management tool and would appear in the Blueprint section 3 – Technology (including tools and techniques) (Section 4.2.2.4).
3	A	Correct:	The Corporate Board is acting as a portfolio board, and so should receive Mission Critical Business Cases for review (Table 4.1).
	B	Incorrect:	A portfolio board should not need to concern itself with detailed progress reports from every programme/project. The Portfolio Office should review and submit an updated Management Dashboard to the Corporate Portfolio Board (Table 4.1).
	C	Incorrect:	Plans relating to lay offs being carried out within the Retail Rationalization Programme would be referred to the relevant programme or project boards (Table 4.1).
	D	Incorrect:	Contract negotiations with suppliers would be the remit of the Project or Programme Manager. If this were escalated, it would be escalated to either the Project or Programme Board (Table 4.1).
4	A	Incorrect:	Trying to implement all functions of a Portfolio Office at the same time is likely to lead to a lack of focus. This is typical of rushed 'big bang' implementations (Section 4.2.2.7).
	B	Correct:	A short-term focus on supporting a particular set of initiatives (e.g. the Rescue Package) and/or Portfolio Office functions will reduce the risks of 'big bang' implementation (Section 4.2.2.7).
	C	Incorrect:	It is important to adopt an incremental approach to reduce the adverse impacts of a 'big bang' implementation and to demonstrate benefits to senior management from the investment (Section 4.2.2.7).
	D	Incorrect:	This will lead to a lack of focus and will not demonstrate benefits to senior management from the investment (Section 4.2.2.7).

Question: 3, Syllabus: IM, Part: C, Type: MR, Syllabus Ref: MO0301, Level: 3

1	A	Incorrect:	The maturity level of 1 requires an appropriate tranche-based plan to be produced. However, this activity would take place in the 'Define' process (Section 4.2.2.7).
	B	Correct:	As part of the 'Identify' process, key stakeholders such as the Head of COE should have been identified. Key stakeholders should be involved in identifying the problem (Sections 2.4.1 and 2.4.2).
	C	Incorrect:	Delivering the new processes would be part of the 'Deliver Capability' process (Figure 4.1).
	D	Incorrect:	Identifying members of the programme team to implement the P3O model is part of the activity to identify the implementation team – part of the 'Define' process (Section 4.2.2.1).
	E	Correct:	Involving senior managers in discussing the P3O Value Matrix and the scope of the P3O is part of the 'Identify' process (Section 2.4.2.2).
2	A	Correct:	The maturity level of 1 requires an appropriate tranche-based plan to be produced. This activity would take place in the 'Define' process (Section 4.2.2.7).
	B	Correct:	Develop an effective communications plan to educate stakeholders in the value of the P3O is part of identify and analyse stakeholders which is part of the 'Define' process (Section 4.2.2.2).
	C	Incorrect:	As part of the 'Identify' process, the outline Vision Statement will be supported by the first iteration of the Blueprint defining what the new P3O model will look like in terms of organization (Section 2.4.3/Figure 2.4).
	D	Incorrect:	Early delivery of the Training Programme would be a result of the P3O Implementation Programme. These would be measured at benefit reviews as part of the 'Realize Benefits' process (Figure 4.1).
	E	Incorrect:	Involving senior managers in discussing the P3O Value Matrix and the scope of the P3O is part of the 'Identify' process (Section 2.4.2.2).
3	A	Incorrect:	The tools to be used would be defined in the Technology section of the Blueprint (Section 4.2.2.4 - 3). The timeline for delivery would be documented as part of the implementation plan as part of plan stages or tranches of delivery (Section 4.2.2.7). Both of these activities occur during the 'Define' process.
	B	Incorrect:	Identifying members of the programme team to implement the P3O model is part of the activity to identify the implementation team – part of the 'Define' process (Section 4.2.2.1).
	C	Correct:	It is important to maintain close links with impacted business areas to ensure the rate of change is bearable. This is part of the 'Deliver New Capability' process (Section 4.3.2.1).
	D	Incorrect:	Releasing external contracts and ensuring knowledge transfer is part of the 'Close' process (Section 4.2.4).
	E	Correct:	Delivery offers an ideal opportunity for those in the implementation team who are going to work in the P3O to build relationships with future customers of the functions and services provided (Section 4.3.2.1).
4	A	Incorrect:	Releasing external contracts and ensuring knowledge transfer is part of the 'Close' process (Section 4.2.4).
	B	Incorrect:	Plan the stages or tranches of delivery occurs as part of the 'Define' process (Section 4.2.2.7).

	C	Correct:	One of the early deliverables of the Proposed Interim P3O Model is the Portfolio Office. Measuring the success of this would occur during the implementation programme as part of 'Realize Benefits' (Section 4.3.2.3).
	D	Incorrect:	Planning post-implementation benefit reviews would occur as part of the 'Close' process (Section 4.2.4).
	E	Correct:	One of the early deliverables of the Proposed Interim P3O Model is the COE functions and services. Measuring the success of this would occur during the Implementation Programme as part of 'Realize Benefits' (Section 4.3.2.3).
5	A	Correct:	Benefit reviews should be carried out as part of the 'Close' process. Assessing whether the two programmes have been set up more effectively would be assessing the benefits (Section 4.2.4).
	B	Incorrect:	Convincing key stakeholders that the P3O will add value occurs as part of the 'Identify' process (Section 2.2).
	C	Incorrect:	Identifying risks to the implementation of the P3O model would occur as part of the activity to develop and confirm the Business Case (including risks). These would then be managed as part of the 'Deliver New Capability' process (Sections 4.2.2.6 and 4.3.2.1).
	D	Incorrect:	An appropriate tranche-based plan would be produced during in the 'Define' process (Section 4.2.2.7).
	E	Correct:	Releasing external contracts and ensuring knowledge transfer is part of the 'Close' process (Section 4.2.4).

Question: 3, Syllabus: IM, Part: D, Type: AR, Syllabus Ref: MO0403, Level: 4

1	False:	In organizations where there is no COE or delivery support function, the set up and resourcing will rely on the local business team. However Buyitall already has a COE function and is proposing a delivery support function so wherever these resources are available they should be used (Section 4.3.1).	False:	Local business resources may be assigned to provide programme or project office functions or they may be sourced from the contract market or through framework partnerships (Section 4.3.1).
2	True:	The current P3M3 maturity is at level 1. This is an important area for Buyitall to focus on if the programme is to succeed (Table E.3, Management Control). The legacy of methods used to support a temporary programme office should be recycled (Section 4.3.6).	True:	The COE should provide the programme office with standards and templates. However, the reason why Buyitall should prioritize PPM processes is that they currently have very low management control at programme level. Option B
3	False:	Buyitall has an established COE which should provide the Programme Office with standards and templates (Section 4.3.2).	True:	Where there are no organization standards, external resources often bring their own from previous assignments, in the short term this will enable the team to get started quickly (Section 4.3.2).
4	True:	The Training Programme is planned to take 3 years. Allocating 10% set-up time equates to 15 weeks (Table 4.2).	True:	It is generally reasonable to allocate up to 10% of the programme or project lifecycle timescale for the establishment of the temporary programme or project office (Section 4.3.2). Option A
5	True:	Where there are complex supplier contracts or relationships, the Programme Office would provide a commercial role that would focus on supplier relationships or procurement (Section 4.3.2).	False:	A commercial role should deal with procurement. In the case of complex finance arrangements a Programme Accountant should perform the Finance role (Section 4.3.2).

Question: 4, Syllabus: MO, Part: A, Type: CL, Syllabus Ref: MO0302, Level: 3

1	A	Incorrect:	A COE sets PPM standards NOT business as usual (BAU) procurement standards (Table F.3, ref.19, COE bullet 1).
	B	Correct:	The Portfolio Office should work with HR to quantify current commitments to existing service levels and operations and assess the impact of additional demands from the programme (Table F.1, ref 1, column 2, bullet 4, last sub- bullet).
	C	Incorrect:	The Portfolio Office should coordinate feedback on initiatives, but is not in a position to provide operational advice on which markets to expand in to (Table F.1, ref1, column 2 main bullet 5).
	D	Incorrect:	The Portfolio Office should understand its impact on BAU, but has no responsibility for supporting BAU capacity planning (Section 1.3.1).
2	A	Incorrect:	Technology availability should not determine which model to implement whether with Hub Portfolio Office or any other model (Section 4.3.2.6 'Overly focussing on toolsets...').
	B	Incorrect:	Although coaching and training would be required, this is not a reason to justify or explain why a hub office model would be more appropriate. A COE provides training and coaching and this can support either Hub Portfolio Office or Organization Portfolio Office models (Table 3.1).
	C	Incorrect:	If there is a geographical spread of sites, this could indicate that a P3O model with Hub Portfolio Offices may be appropriate. However, the converse is NOT true - if all the Programme Offices are co-located, the need for face-to-face support at a distance is not a factor (Section 3.2.2.2).
	D	Correct:	A P3O model with Hub Portfolio Offices might be a useful approach when the Programme Offices are likely to be located in a particular division (Section 3.2.2.2).
3	A	Incorrect:	This statement may be true of a central COE within a corporate Portfolio Office - adding 'hubs' would not add the ability to break down silos between corporate functions within Buyitall (Section 3.2.2.2).
	B	Correct:	A P3O model with Hub Portfolio Offices supports local business ownership by maintaining a degree of decenralization (Section 3.2.2.2).
	C	Incorrect:	The need for a maturity level of 3 or above is a pre-requisite to implementing a 'virtual office' model and not a P3O model with Hub Portfolio Offices (Table 3.3). The majority of models could be used to achieve higher maturity levels (with the exception of the Temporary Office model).
	D	Incorrect:	The need for a single report has nothing to do with the appropriateness of a P3O model with Hub Portfolio Offices - any model should be able to deliver integrated reports, e.g. from an EPM tool (Section 5.5.1).

Question: 4, Syllabus: MO, Part: B, Type: MG, Syllabus Ref: MO0302, Level: 3

1	Correct [B]:	Quantifying current commitments externally with partners/third parties and internally to existing service levels and operations would be a planning function of the Portfolio Office (Table F.1, ref.1).
2	Correct [D]:	Developing standards, processes and templates is a COE function (Table F.3, ref 19).
3	Correct [A]:	Portfolio management aligns the delivery of programmes and projects with business requirements but this would not be a P3O function. The P3O supports business change not business as usual. Therefore, because the IT Systems Manager is a BAU post it is the responsibility of HR/the relevant department head (Section 1.3.1 and 1.4).
4	Correct [C]:	Monitoring and reporting would be delivery support as it falls within a programme office's area of responsibility. It should report on any issues etc up to a Portfolio Office (Table F.2, ref 8 and 11)
5	Correct [D]:	The COE should take an active role in the training and development of staff (Section 3.1 and Table F.3, ref 22).
6	Correct [D]:	The COE should provide standard role descriptions for PPM staff, including support staff and programme/project delivery staff (Table F1, ref 5).
7	Correct [A]:	Although the Portfolio Office will provide services to support Benefits Management, it is not responsible for realizing benefits (Table F1, ref 6).

Question: 4, Syllabus: MO, Part: C, Type: CL, Syllabus Ref: MO0401, Level: 4

1	A	Incorrect:	It is true that supporting the delivery of change is a delivery function but this answer is incorrect because the COE should be given this report as they have responsibility for analysis of lessons learned (Section 3.1 and Table F.3, ref 21).
	B	Incorrect:	The COE should be given this report as they have responsibility for analysis of lessons learned. The development and maintenance of standard P3O processes is a COE responsibility (Section 3.1 and Table F.3, ref 19 and 21).
	C	Correct:	How problems were overcome are 'lessons learned' and the COE has responsibility for dissemination of lessons learned to other projects and programmes as part of their knowledge management function so this report should be given to the COE (Section 3.1 and Table F.3, ref 21).
	D	Incorrect:	This report should be given to the COE, but in a Model that has a separate COE, such as in the Buyitall Scenario, it is the COE, not the Portfolio Office, that has responsibility for analysis and dissemination of lessons learned to other projects/programmes (Section 3.1 and Table F.3, ref 21).
2	A	Correct:	It is a COE responsibility to provide mentoring and coaching and advice (Section 3.1 and Table F.3, ref 22). The programme or project office could tailor (or adapt standards) processes and templates which is different to coaching (Table F.3, ref 19).
	B	Incorrect:	It is a COE responsibility to provide mentoring and coaching and advice (Section 3.1 and Table F.3, ref 22). The project office would be responsible for tracking benefits but double counting of benefits should be eliminated at portfolio level (Table F.1, ref 6).
	C	Incorrect:	Typically the COE would provide training and coaching to Project Managers (Section 3.1), though it is true that resources within a small project office are likely to need to multi- task (Section 1.5.3).
	D	Incorrect:	It is a COE responsibility to provide coaching, guidance and advice on standards, not the Head of Project Office. (Section 3.1 and Table F.3, ref 22). The Project or Programme specialist role should promote PPM standards (Appendix A.2.2.1) not the Head of Project Office.
3	A	Incorrect:	The COE function/services provides internal consultancy to assist in the tailoring of standard processes which is needed during project start-up, not delivery support (Section 3.1 and 3.6.4).
	B	Correct:	The COE function/services provides internal consultancy to assist in the tailoring of standard processes which is needed during project start-up, not delivery support (Section 3.2 and 3.5.4).
	C	Incorrect:	The COE function/services, not the portfolio support function/services from the Portfolio Office provides internal consultancy (Section 3.1 and 3.5.4). Strategic planning services do not relate to project start-up (Table F.1).
	D	Incorrect:	The COE function/services provide internal consultancy which is needed during project start-up (Section 3.1 and 3.5.4).
4	A	Incorrect:	Where an organizational unit has specific requirements, a Hub Portfolio Office could be set up to provide tailoring of standards and create a pool of delivery staff to meet specialist needs. Temporary offices might still be set up for each initiative but in these circumstances the Hub Office would be best placed to start up and staff those temporary offices (Section 3.2.2.2 and Figure 3.3).
	B	Incorrect:	A model where P3O functions are carried out by each business unit is a Virtual P3O for organizations at the higher levels of P3M3 maturity, so this would not suit Buyitall at its current maturity level (Section 3.2.2.3).

	C	Correct:	The addition of a permanent hub office to the existing P3O model would help decentralize functions and focus on specific business area needs. It is appropriate to Buyitall's geographical spread and complexity of its business. It
			would also support divisional ownership/accountability and provide the required local COE services (Section 3.2.2.3).
	D	Incorrect:	It is a Temporary Office model that would look at staffing each programme or project with local business people, not the permanent hub programme office, which would provide more expert support less dependent the competence of local business managers (Section 3.2.3).
5	A	Incorrect:	Monitoring and reporting against plans is a delivery support function. Providing standard guidance is a service of the COE, not the Portfolio Office (Table F.1, Ref 4).
	B	Correct:	Monitoring and reporting against plans is a delivery support function (Table F.3, ref 13 and Figure 3.4).
	C	Incorrect:	Monitoring and reporting against plans is a delivery support function (Table F.3, ref 13 and Figure 3.4).
	D	Incorrect:	Monitoring and reporting against plans is a delivery support function (Table F.3, ref 13 and Figure 3.4). It is true that it is a strategic planning function to establish financial parameters in building the portfolio, but tracking spend against budget is a delivery function and would be carried out by the Delivery Portfolio Office (Table F.1, ref 1, and Table F.2, ref 13 and Figure 3.4).

Question: 4, Syllabus: MO, Part: D, Type: CL, Syllabus Ref: MO0402, Level: 4

1	A	Incorrect:	The Programme Manager would have overall responsibility for producing plans and identifying dependencies but the Programme Office would assist in this task (Section 3.5.4 and Table F.1, ref 4).
	B	Incorrect:	Defining standards is a COE responsibility but this task is identifying dependencies, not standards, so it is appropriate for the Programme Office (Section 3.5.4 and Table F.1, ref 4).
	C	Incorrect:	A Programme Office will provide resource tracking and capacity planning, but identifying dependencies is not part of that function/service (Table F.1, ref 5)
	D	Correct:	A temporary Programme Office will facilitate development of programme plans, as well as developing, tracking and maintaining dependencies for the programme and its projects (Section 3.5.4 and Table F.1, ref 4).
2	A	Correct:	The COE should provide internal consultancy, standard processes and templates at programme start-up (Section 4.3.2). However, the need for this ongoing advice should reduce when running the temporary office through to delivery (Section 4.3.3).
	B	Incorrect:	The requirement for Programme Office resources will change during the lifecycle of the Programme (Section 3.5.4).
	C	Incorrect:	A Programme Office may assist with producing regular progress reports for a single programme, not for all projects. The Programme and Project Managers have to take ownership of the update of the plans, assisted by the relevant temporary office (Section 3.5.4).
	D	Incorrect:	It is true (see Scenario) that some PPM skills may be bought in at a corporate level initially, due to the present low level of PPM maturity. But reducing reliance on external expertise is one reason for setting up the P3O and it is reasonable to expect that fewer resources will be required once the programme moves into the delivery phase (Section 3.5.4).
3	A	Incorrect:	Programme Offices can provide support through the transition from projects/programmes into business operations, so it would be appropriate for some resource to remain to assist business change managers during this period (Table F.2, ref 17). The COE does not provide delivery support services (Section 3.1).
	B	Incorrect:	Programme Office resources should be redeployed following completion of the Training Programme (Section 3.5.4) but where they are deployed depends on an assessment of the organization's needs, not the needs of a single programme.
	C	Correct:	Programme Offices can provide support through the transition from projects/programmes into business operations, so it would be appropriate for some resource to remain to assist business change managers during this period (Table F.2, ref 17).
	D	Incorrect:	The Programme office does have a function/service to actively monitor all risks, however, they are not responsible for ensuring that risks do not happen (Table F.2, ref 10.)
4	A	Incorrect:	During the delivery stage, the assurance role (to ensure the new working practices are fit for purpose) should continue on a part-time basis to provide continuity. There may additionally be a need for generic support from specialists or support officers or functional-based support from a finance, communications, commercial, risk, issue or change perspective (Section 3.5.4).

	B	Correct:	As the programme or project progresses into implementation and delivery the need for internal consultancy reduces to a coaching role (where required), but the assurance role should continue on a part-time basis to provide continuity (Section 3.5.4).
	C	Incorrect:	As the programme or project progresses into implementation and delivery the need for internal consultancy reduces to a coaching role (where required), but the assurance role should continue on a part-time basis to provide continuity (Section 3.5.4).
	D	Incorrect:	As the programme or project progresses into implementation staff should be released as the Project or Programme Manager takes ownership of delivery. However, the assurance role should continue on a part-time basis to provide continuity (Section 3.5.4).
5	A	Incorrect:	As part of the delivery support function, the P3O should proactively review risks across the individual projects to seek out those that should be managed by the programme rather than by individual projects. The COE should provide standards, processes and templates to be adopted (Section 3.5.4).
	B	Incorrect:	As part of the delivery support function, the P3O should proactively review risks across the individual projects to seek out those that should be managed by the programme rather than by individual projects. A temporary project office is responsible for tracking project issues (Section 3.3.2 and Table F.2, ref 11).
	C	Correct:	The P3O – delivery support function should proactively review risks across the individual projects to seek out those that should be managed by the programme rather than by individual projects (Section 3.3.2).
	D	Incorrect:	As part of the delivery support function, the P3O should proactively review risks across the individual projects to seek out those that should be managed by the programme rather than by individual projects. The strategic planning/portfolio support function should develop a risk management policy for compliance by programmes as part of the strategic planning function (Section 3.3.2).