

# PDM\_2002001060<sup>Q&As</sup>

CPM

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**QUESTION 1**

Your project is ongoing. All partner contracts have been renegotiated and new prices (higher by 8%) came into effect immediately. If all the other circumstances in your project remain unchanged, your ETC value will:

- A. Increase by 8%.
- B. Increase by a certain % dependent on other project costs in ETC.
- C. Decrease by 8%.
- D. Decrease by a certain % dependent on other project costs in ETC.

Correct Answer: B

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**QUESTION 2**

What is NCC in Nokia?

- A. Any cost overruns.
- B. All subcontractor extra work costs.
- C. Materialized risks.
- D. All extra site visit costs.

Correct Answer: A

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**QUESTION 3**

The risk contingency reserve is identified in which process?

- A. Estimate activity duration.
- B. Estimate costs.
- C. Determine cost baseline.
- D. Estimate activity resources.

Correct Answer: C

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**QUESTION 4**

The \_\_\_\_\_ is a narrative description of the work to be accomplished or resource to be supplied:

- A. purchase order.

- B. level of effort.
- C. scope of work.
- D. contract stipulation.

Correct Answer: C

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**QUESTION 5**

When should lessons learned be performed?

- A. During the project execution and at the conclusion of the project.
- B. Only at the end of the project, during project closing.
- C. After the end of the project, at the project post-mortem meeting.
- D. Only when there is time available as project managers have other priorities.

Correct Answer: A

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**QUESTION 6**

Which of the following data is not available in 4C?

- A. GS Costs.
- B. Change requests.
- C. Risk log.
- D. Equipment costs.

Correct Answer: D

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**QUESTION 7**

What is NOT a cost category based on the Nokia cost management guideline?

- A. Base costs.
- B. Resource costs.
- C. Risk contingency costs.
- D. Non conformance costs.

Correct Answer: B

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**QUESTION 8**

Company A is working on a project. The project's budget is 10,000. The planned value as of date X is 4,000. The project is 30% completed. 60% of the budget has been spent to date X. The actual cost (AC) to date for the project is:

- A. 6,000.
- B. 2,400.
- C. 3,000.
- D. 5,000.

Correct Answer: A

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**QUESTION 9**

What approval process is required when the EAC deviates >2% from the CBL?

- A. The CT starts the LoA approval process and if the LoA approves the cost increase, the initial CBL is updated.
- B. The CT starts the LoA approval process and if the LoA approves the cost increase, the initial CBL is not updated, but the EAC will be updated to reflect the change.
- C. The COM requests approval from CBC and if the CBC approves the cost increase, the initial CBL is not updated, but the EAC will be updated to reflect the change.
- D. The COM requests approval from CBC and if the CBC approves the cost increase, the initial CBL is updated.

Correct Answer: B

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**QUESTION 10**

In which of the following items are the contents of the VOA used in SAP?

- A. Sales order.
- B. Service order.
- C. Quantity contract.
- D. Customer invoice.

Correct Answer: B

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**QUESTION 11**

What is the purpose of a Project Target Agreement (PTA)?

- A. 1. Full or partial agreement between CT Head and respective PM on the project baseline and the contract terms at the end of the handover process.2. PM's formal confirmation that all relevant information from tender phase was

handed over.3. Release of tendering team.

B. 1. Agreement between PM and their line manager of the project targets relevant for short term incentive.2. PM's confirmation that he is aware of and accepts the incentive relevant project objectives.

C. 1. Agreement between the PM and the customer of the project targets and the contract terms at the start of project execution.2. Formal approval by the customer that the PM proposed by Nokia is considered acceptable.

D. 1. Full or partial agreement between tender PM and project execution PM of the project baseline and the contract terms at the end of the handover process.2. PM's formal confirmation that all relevant information from tender phase was handed over.3. Release of tendering team.

Correct Answer: A

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**QUESTION 12**

In which of the following cases should a project-related cost accrual be booked at period end?

A. There is a penalty obligation to provide the customer with free-of-charge equipment at Nokia cost.

B. WTR bookings were not completed on time and therefore the full internal resource costs have not been booked to the project.

C. A future obligation to incur non-conformance costs is known due to Nokia misunderstanding the project scope.

D. A site installation was completed but the project manager was unable to internally accept this due to IPM access issues.

Correct Answer: D

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**QUESTION 13**

The Risk Contingency will:

A. reduce the probability of scope changes.

B. reduce the probability of cost overruns.

C. increase the probability of cost overruns.

D. increase the probability of scope changes.

Correct Answer: B

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**QUESTION 14**

Which one of the following is NOT a risk?

A. Customer might run into environmental issues with the municipality due to our product and missing ISO14000 certification.

B. Our subcontractor might charge us for the extra site visits as this particular case is not written down in our supply contract.

C. Logistic has informed the project team that the delivery which was expected last week has not arrived yet.

D. The acceptance criteria in the contract amendment might lead to additional effort as the wording could be misunderstood.

Correct Answer: C

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## QUESTION 15

When a Customer Contract is not yet signed and a purchase order has not yet been received, in which circumstances can a service be subcontracted?

A. If the value of the purchase order does not exceed the approved cost baseline.

B. If an early ramp-up project (ERP) is approved.

C. If the subcontractor agrees to receive their PO later, after the customer PO is issued.

D. If there is a formal approval from the Project Manager.

Correct Answer: B

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