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**CPM**

**Nokia PDM 2002001060**

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## QUESTION NO: 1

When should NELLE be updated with customer/project data?

- A. At quarter end.
- B. After the customer forecast is received.
- C. Every STP.
- D. At least once a month, before period end.

**ANSWER: D**

## QUESTION NO: 2

Who is primarily accountable for maintaining the data in IPM?

- A. Process & tools specialist.
- B. Cost and progress manager.
- C. Implementation manager.
- D. Project Manager.

**ANSWER: D**

## QUESTION NO: 3

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.

**ANSWER: A**

## QUESTION NO: 4

The Cost & Progress Manager is allocating overall cost estimates to individual activities to establish a baseline for measuring project performance. What is this process called?

- A. Cost Management.
- B. Cost Estimating.
- C. Cost Baseline creation.
- D. Cost Control.

**ANSWER: C**

## QUESTION NO: 5

The WBS is best described as a:

- A. schedule of activities.
- B. structure of delivery methods.
- C. organization of resources.
- D. task orientated structure of activities.

**ANSWER: D**

## QUESTION NO: 6

What is Gross Profit?

- A. Gross sales minus discounts and penalties.
- B. Net sales minus cost of goods sold.
- C. Gross sales minus all operating costs.
- D. Gross sales minus gross costs.

**ANSWER: B**

## QUESTION NO: 7

Through which tool and what trigger is supplier work accepted for project business?

- A. IPM and the internal acceptance work item.
- B. IPM and the customer acceptance work item.

- C. ERM and the internal acceptance work item.
- D. SAP and the customer acceptance work item.

**ANSWER: A**

## QUESTION NO: 8

What is the relationship between sales items (SI's) and service orders in the care contract?

- A. An SvO can have multiple SI's, but an SI line in the care contract can have only one SvO.
- B. There is no relationship or connection between SIs and SvOs in the care contract.
- C. An SvO can have only one SI, and an SI line in the care contract can have only one SvO.
- D. An SvO can have only one SI, but an SI line in the care contract can have multiple SvOs.

**ANSWER: D**

## QUESTION NO: 9

Change management does NOT enable:

- A. the capability to reflect changes in project ETC once the cost of changes are known.
- B. proactive management of the cost impact of a change.
- C. consolidated and automated GS reporting of change costs across business lines.
- D. change in SAP transactions.

**ANSWER: D**

## QUESTION NO: 10

Internal acceptance is a milestone that will trigger:

- A. SAP billing block released.
- B. SAP goods receipt.
- C. customer invoicing.
- D. cost estimate to complete (ETC).

**ANSWER: B**

## QUESTION NO: 11

Which of the following is NOT an example of cost of poor quality?

- A. Rework.
- B. Quality training.
- C. Scrap.
- D. Warranty costs.

**ANSWER: B**

## QUESTION NO: 12

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.

**ANSWER: B**

## QUESTION NO: 13

When should a risk be avoided?

- A. When the risk event has a low probability of occurrence and low impact.
- B. When the risk event is unacceptable, generally one with a very high probability of occurrence and high impact.
- C. When it can be transferred by purchasing insurance.
- D. A risk event can never be avoided.

**ANSWER: B**

## QUESTION NO: 14

The project team has received the LoA approved risk log, which is the basis for the cost baseline risk contingency. During project execution a new relevant risk is identified. What is the best way to manage it?

- A. Evaluate the risk impact and probability, update Risk Log, revise ETC, NCC cost accordingly, and if required trigger LoA process.

- B.** If the new risk is not part of the current risk log, than it must be part of a change management process and not be included in the contingency reserve.
- C.** Evaluate the impact and probability and, if needed, make a revision of the contingency reserve in the cost baseline and in the EAC, and communicate to the relevant stakeholders.
- D.** Define the Response plan for the new eisk and apply it.

**ANSWER: A**

## QUESTION NO: 15

The purpose of the project management processes are to:

- A.** initiate, plan, execute, monitor and control, and close a project.
- B.** save as much money for the customer as possible.
- C.** satisfy the stakeholders and sponsors.
- D.** show the project manager that he is in charge.

**ANSWER: A**