Nokia

Exam SDM_2002001050

SDM Certification - NI

Version: 6.0

[Total Questions: 160]

Question No : 1

During the bidding phase, what type of support can be provided by the PPM (Project Procurement Manager)?

A. Ensure cost efficient, qualified and compliant 3rd party solutions for the customer project.
B. None. PPM is responsible for negotiating the 3rd party contracts after the deal with the customer is closed.
C. Prepare training plans to develop 3rd Party competence level.
D. Proactively develop the supply chain for required materials.

Answer: A

Question No : 2

Which statement describes BEST the purpose of a project management plan ?

A. The project management plan defines in detail how the project is going to deliver the contracted scope.
B. The project management plan nominates the Project Manager and describes the Scope of Work.
C. The project management plan documents the handover from sales to execution.
D. The project management plan is used to get management approval for project execution.

Answer: A

Question No : 3

When can the project management plan be modified?

A. Up to the start of project execution, from then on the project management plan must be frozen as a baseline for future reference.
B. In case the scope of work has changed.
C. Over time during the project as it has at any time to reflect the latest status of the agreed practices, processes and responsibilities.
D. When the PM receives the handover from Sales do Delivery.

Answer: C

Question No : 4

When must a Change Management process be initiated?

A. When there is a significant change in the scope of the project.
B. When the Customer sends a formal request for additional Scope of Work.
C. When the CT Head acknowledges that the customer will accept to negotiate the changes in the scope of the contract.
D. Whenever the project execution requires services or materials different from those agreed in the contractual scope of work.

Answer: D

Question No : 5

How should integration engineer resources be planned for the RA network integration?

A. Include an estimation of local resources in the project headcount.
B. Prepare an RFQ for external suppliers with the support of Procurement.
C. Include the input from GNIC into your service cost estimation.
D. Communicate the need of integration engineers for your project during the MRM (Monthly Resource Meeting).

Answer: C

Question No : 6

What would be the preferred course of actions when you find out that the project Gross Margin is showing a lower figure in PRS(Profitability Reporting System) than what you expected?

A. Escalate the problem to the CT Head.
B. Request the CPM to prepare a detailed presentation about project costs.
C. Invite the CPM and Project F&C to identify the deviations and review if cost and revenue have been correctly reported in PRS according to the Demand Plan assumptions and

Project Cost calculations.

D. Start a cost reduction plan and reduce headcount.

Answer: C

Question No : 7

How would you handle performance problems related to RAN frequency planning in a project where customer is responsible for Network Planning?

A. Request NPO resources to your project and start troubleshooting.

B. Do nothing, the performance problems are customer's responsibility in this case.

C. Request implementation teams to go to the field, make test calls and help the customer to identify where the problem is most critical.

D. Request an NSN NPO Solution Consultant to meet the customer for evaluating a potential up selling opportunity.

Answer: D

Question No : 8

What are the correct planning horizons for short-term and long-term resource planning?

A. Short-term: 2 weeks, long-term: 6 months

B. Short-term: 4 weeks, long-term: 8 months

C. Short-term: 8 weeks, long-term: 13 months

D. Short-term: 12 weeks, long-term: 12 months

Answer: C

Question No : 9

What is the basic source of information for the development of the Quality Plan?

A. Project quality and acceptance requirements stated in the current customer contract.

B. Equipment installation manuals.

C. Templates from NSN PM Compass.

D. Experience from previous projects executed with the same Customer.

Answer: A

Question No : 10

Who must receive the Project Plan and it's updates during the execution phase?

A. The project team.
B. The project team and the customer.
C. The project team and other project stakeholders inside NSN like CT Head and Account Manager for example.
D. The customer only.

Answer: C

Question No : 11

What are examples of relevant inputs to Project Plan preparation?

A. PMBok.
B. Customer RFQ and Customer Implementation Requirements (priority, site specifications), besides the sub plans that PM considers relevant.
C. Cost Plan, Schedule and Quality Plan.
D. All inputs defined in the NSN Project Plan Template.

Answer: B

Question No : 12

To improve our competences we can use three different learning methods: Training on the job, learning from others, Formal training/courses.How is the recommended split in NSN?

A. Training on the job 50%, learning from others 10% and formal training/courses 40%.
B. Training on the job 10%, learning from others 20% and formal training/courses 70%.
C. Training on the job 20%, learning from others 70% and formal training/courses 10%.
D. Training on the job 70%, learning from others 20% and formal training/courses 10%.

Answer: D

Question No : 13

Which inputs are needed when doing the service demand plan update for a project?

A. Project organisation chart, rollout schedule and WBS code.
B. Line organisation chart, needed number of people and needed time frames.
C. Rollout schedule, needed number of people, needed skills and needed time frames.
D. Material list, rollout schedule and needed time frames.

Answer: C

Question No : 14

Which of the following activities is NOT part of the PM tasks?

A. Organize and carry out team building activities.
B. Providing project related performance feedback to the whole project team.
C. Nominating individuals for awards (where appropriate).
D. Carrying out ATP reviews with the project members.

Answer: D

Question No : 15

Which are the five competence levels used in NSN?

A. - beginner
- basic
- intermediate
- advanced
- world-class
B. - initial
- basic
- intermediate
- advanced

- world-class

C. - initial

- basic

- intermediate

- professional

- world-class

D. - initial

- basic

- medium

- advanced

- world-class

Answer: B

Question No : 16

As far as project meetings are concerned which of the following statements is correct?

A. Due to cost saving measures I only organise project team meetings if major changes in scope or timeline occur from customer side.

B. I'm organising regular project team meetings to keep the project team fully informed about the project's progress at a detailed level and to check if any re-planning and/or modification of the project plan is required.

C. I'm organising regular project team meetings in order to have a feeling about the progress of the different streams in my project.

D. In the regularly organised project team meetings my major focus is to check the performance of the project team members.

Answer: B

Question No : 17

In NSN we are working with five competence levels. What's the name of level 5?

A. Initial.

B. World-class.

C. Excellent.

D. Outstanding.

Answer: B

Question No : 18

A project got an engineer assigned with a competence level of 3, but should have one with at least a level 4. How does the PM react?

A. The PM refuses to take the employee and insist on getting an engineer with level 4.
B. The PM accepts the engineer and sends him to a classroom training.
C. The PM accepts the engineer and agrees with him on a competence development path within the project.
D. The PM refuses to take the employee and tries to find an available engineer on the external market.

Answer: C

Question No : 19

During the start up phase of a project the PM is preparing the project management plan. Who should approve the plan and fully commit to the execution of it?

A. The CT Head.
B. The Head of NI Region/Sub region.
C. The Head of GS Region/Sub region.
D. The Head of PMS of the Region/Sub region.

Answer: A

Question No : 20

Project team received from the Sales Team the Risk Log at Handover, which is the base for the planned contingency reserves. During project execution a new relevant risk is identified. What is the best way to manage it?

A. Evaluate the impact and probability and, if needed, make a revision of the contingency reserves in the Cost Baseline, of the EAC and communicate to the relevant stakeholders.
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 reserves.

C. Communicate to the CT Head in the next Project Review Meeting about the new risk that has been identified.
D. Define the response plan for the new Risk and apply it.

Answer: A

Question No : 21

A project manager wants to transmit a complex message to several subordinates. What is the best medium by which the manager can get his message across?

A. Oral.
B. Written.
C. Non-verbal (body language).
D. All of the above together.

Answer: D

Question No : 22

The swiftest and most effective communications take place among people with…

A. ...common points of view.
B. ...advanced degrees.
C. ...the ability to reduce perception barriers.
D. ...good encoding skills.

Answer: A

Question No : 23

Somebody who's communicating to a group of people of more than 25 persons needs to make sure that:

A. His message is clear, unambiguous, and complete, so that the receiver can receive it correctly.
B. He is using a lot of body language.

C. He is giving a hard copy to every attendant after his speech.

D. He is looking at every attendant in order to check that he/she is still listing to him.

Answer: A

Question No : 24

Which of the following statements about the project communication process is true ?

A. The project Communication Plan documents all meetings and the relevant information exchanged from/to the customer (purpose, frequency, participants, chairman, the MoM writer and its distribution list and format).

B. The project Communication Plan describes the information and communication needs of the project stakeholders.

C. The project Communication Plan defines the project and site libraries (folder structures and its contents).

D. The project Communication Plan documents all reporting (towards internal and external stakeholders), indicating the purpose, the frequency, the data source and its distribution (list and format).

Answer: B

Question No : 25

What are the main benefits of keeping an action point list of open/closed issues with your customer?

A. A properly followed-up action point list can be used to increase sales and create business opportunities with this customer.

B. Avoid duplication of effort, clear responsibilities and proper follow-up of identified issues.

C. It serves as the basis for contingency reserves revision.

D. The action point list serves as evidence for objective achievements.

Answer: B

Question No : 26

A new major risk has been identified (it was not identified as a risk in the beginning) and