

# 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 to 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 listening 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