

Nokia Data Center Architect (PDM-2002001060)

1. What are the 2 primary inputs for the cost baseline calculation?

A. Subcontracted services and overhead.

B. Subcontracted services and local material purchases.

C. Costs of internal resources and costs of direct external workforce.

D. Resources and subcontracted services.

Answer(s): D

2. The project cost management plan is created as a part of the:

A. project management plan process.

B. estimate costs process.

C. determine budget process.

D. control costs process.

Answer(s): A

3. To meet the requirements of the project through effective contract management, it is best to:

A. prepare a unique contract.

B. use standard clauses in contracts.

C. avoid using contractual documents.

D. mix standard and unique clauses.

Answer(s): B

4. Which of the following is NOT a type of performance measure?

A. Planned Value.

B. Earned Value.

C. Estimate to complete.

D. Cost variance.

Answer(s): C

5. As theoretically defined, what characteristic best describes the cost baseline?

A. Total budget for the project.

B. Time phased budget for the project.

C. Total budget for the project including the contingency budget.

D. Total budget for the project including the contingency budget and the management reserve.

Answer(s): B

6. A risk response which involves eliminating a threat is called:

A. mitigation.

B. defilection.

C. avoidance.

D. transfer.

Answer(s): C

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

A. Rework.

B. Quality training.

C. Scrap.

D. Warranty costs.

Answer(s): B

8. What is the purpose of change management?

A. Tracking additional resources.

B. Tracking additional purchase orders for suppliers due to quality issues.

C. Documentation tracking.

D. Monitoring and controlling deviations from baseline.

Answer(s): D

9. What obligations towards the F&C community does the cost and progress manager have in regards to costs?

A. F&C rely on the accuracy of costs for both SOX control points and RRB reporting.

B. F&C rely on the accuracy of project rollout information in order to plan equipment demand in Nelle.

C. F&C rely on the accuracy of costs for calculation of incentive payouts.

D. Cost and progress managers are solely responsible for costs and F&C are solely responsible for revenue.

Answer(s): A

10. Can the project manager start a project when the cost baseline shows an expected -30% (negative) gross margin?

A. No, as the maximum acceptable negative gross margin is -10%.

B. Yes, as Nokia needs to fulfill its obligations and execute the project anyway.

C. Yes, if the baseline is in line with the as sold cost estimate.

D. Only after the baseline is approved according to the required CO LOA approval levels.

Answer(s): D

11. What is the primary KPI generated from the Site Quality module of IPM?

A. Rollout accuracy (RA).

B. Project Site Quality Index (P-SQI).

C. Site Invoice Lead Time (SILT).

D. Telecom Implementation Lead Time (TILT).

Answer(s): B

12. 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 CBL value will:

A. increase by 8%.

B. decrease by 8%.

C. not be affected by the change.

D. increase by a % dependent on project completion and other project costs.

Answer(s): C

13. Which of the following is an advantage of site based operations (back -to-back ordering and invoicing of site based activities):

A. subcontractors will not have to wait for customer acceptance in order to get paid for their work.

B. transactional processes can be automated thus reducing Logistics costs.

C. there will not be any additional project management overhead.

D. NCC and materialized risk will only occur at a site level.

Answer(s): B

14. What are the defined gates in the Nokia Sales Work Flow?

A. Customer Selection, Go/No Go, Bid/No Bid, Approval/No Approval, Deal/No Deal, Start Delivery.

B. Receive the RFQ, Define Bid Team, Create Customer Offer, Negotiate Contract, Prepare Project Plan.

C. Identify Customer Needs, Develop Solution, Prepare Commercial Offer, Negotiate Contract, Prepare PTA.

D. Receive RFQ, Develop Solution, Prepare Commercial Offer, Negotiate Contract, Prepare for Delivery.

Answer(s): A

15. What is RTI?

A. The interface between the site quality and progress modules of IPM.

B. The interface between SAP and IPM.

C. An external database linking SAP and business objects reporting.

D. The interface between the change management and progress modules of IPM.

Answer(s): B

16. Change management does NOT enable:

A. the capability to refilect 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(s): D

17. The compilation and storage of lessons learned for a completed project can be used to:

A. adjust the final project financials to refilect the cost benefits of this knowledge.

B. determine the cost baseline and rollout plan for all future projects in the CT.

C. highlight problems and determine potential risks in future similar project.

D. complete employee performance evaluations for those who worked on the project.

Answer(s): C

18. Nokia orders the I&C from a subcontractor. The subcon, not completely familiar with this new equipment, requires a Nokia technician to complete the service.

What is the correct way to proceed?

A. The technician is immediately provided to properly support our subcontractor and quickly complete the service and enable customer acceptance and invoicing.

B. The technician will support the subcontractor only after the newly created change request is approved.

C. A new change request is created and approved by the project manager then the technician is provided to support the subcontractor; an outgoing claim to the subcontractor is applied just after the service is completed and then the internal acceptance is provided.

D. A new change request is created and approved by project manager, then the technician is provided to support the subcon; however an internal acceptance is not provided because of the incomplete service from the subcontractor.

Answer(s): C

19. A _ is a formal invitation to submit a price for goods and/or services as specified:

A. request for quotation.

B. bid response.

C. intention to bid.

D. request for proposal.

Answer(s): A

20. During the post cost calculation, the review of the subcontracting costs:

A. determines the payment of current invoices and incentive bonuses.

B. is used as an input to cost estimation for similar scope on future projects.

C. establishes the contracted costs for future projects.

D. establishes the required work standards for the subcontractor in future.

Answer(s): B
