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QUESTION 1

In turnkey projects ...

- A. ... Site acquisition and permitting involves managing many external stakeholders out of NSN's direct control. It is therefore important to know the local rules well and to proactively communicate with all relevant parties at an early stage.
- B. ... the global standard lead times for the different steps of the turnkey site process can be used to create a rollout schedule with the NEROS rollout simulation tool.
- C. ... NSN prefers to delegate the responsibility to subcontractors and to outsource Project Management whenever possible due to the high risks involved.
- D. ... change management should rather focus on unplanned site visits during implementation than on site design changes involving changes in Bill of Quantity for site materials.

Correct Answer: A

QUESTION 2

You are under enormous pressure from the Customer to recover from delays in the rollout which were not created by NSN only. Top NSN Management is also pushing you to "think out of the box" and speed up installations. What's the best way to proceed?

- A. Request more teams to make a work force even if they have a history of bad performance. The situation is critical and requires concessions.
- B. Instruct the installation teams to make "fast track" antenna line installations, put the sites on air and come back later for clean up.
- C. Demand Installation Teams to work in 3 shifts temporarily and meet the targets. Later on come back for clean up.
- D. Combine all alternatives that you can identify, list the risks in terms of impact to cost, quality and acceptance. Share the plan and get "buy-in" from CT head. Try to minimize the risks and execute the plan.

Correct Answer: D

QUESTION 3

A Quality Plan must be developed...

- A. ...in complex Projects when NSN needs to work with different service providers.
- B. ... during Project Planning as part of the Project Management Plan.
- C. ... when performance of subcontractors is affecting the Acceptance.
- D. ... when the project is a Turn Key project.

Correct Answer: B



QUESTION 4

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.

Correct Answer: C

QUESTION 5

Which of the following inputs are part of the Sales to Delivery handover?

- A. As sold cost estimate, project plan and PTA.
- B. Customer PO, draft of the contract and schedule.
- C. Cost assumptions, cost county database updated and risk log.
- D. PTA, RFQ and approved cost baseline.

Correct Answer: A

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