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#### QUESTION 1

In order to accurately report non conformance costs, it is necessary to:

- A. create an internal invoice to transfer costs to product lines.
- B. forecast non conformance costs in NELLE.
- C. record the extra cost in an SvO with Accounting indicators 1,5,92-95.
- D. have a non conformance cost budget approved in advance.

Correct Answer: C

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#### QUESTION 2

Prior to contract signing, the project manager is required to set up the PBM plan and quality gate process. If there is no ERP, how should the project manager charge their time?

- A. To an approved pre-sales WTR code based on the SWF/CRM ID, as no PO is yet received.
- B. To an approved project planning and initiation cost SvO.
- C. To an SvO for an existing related project as it is not worthwhile to create an SvO for this small activity.
- D. The PM should not be working on these activities prior to the contract being signed.

Correct Answer: B

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#### QUESTION 3

Which are the 3 key players in the sales phase according to the TRICORN model?

- A. Solution Architect, Project Manager and Care Manager.
- B. Sales Case owner, Customer Solution owner and Project Execution owner.
- C. Sales Case Owner, CT Head and Solution Architect.
- D. Account Manager, Project Manager and Care Manager.

Correct Answer: B

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#### QUESTION 4

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.

Correct Answer: D

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#### QUESTION 5

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.

Correct Answer: D

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