

Excellent Exam Project-Management Online & Leading Offer in Qualification Exams & Fast Download NCARB ARE 5.0 Project Management (PjM) Exam

PROJECT MANAGEMENT AND ANALYSIS
FINAL EXAM

Name _____ ID _____ program _____

Part one: True/False

1. The execution phase is typically the longest phase of the project in terms of duration.
2. At the end of Project Execution Phase, a phase review is performed to ensure that the project has achieved its stated objectives as planned.
3. Implementation is the process of turning the system over to the user.
4. Variability in PERT analysis is measured by variance or its square root and standard deviation.
5. The Project Manager implements a series of management processes to monitor & control the activities being undertaken.
6. Standard deviation is obtained by squaring variance.
7. The change process is a one-time process; it will never continue.
8. Project managers have to relax to maintain the momentum of project execution.
9. Project managers should explain to the team members the need for change.
10. Scheduling means the process of deciding how to arrange resources between varieties of possible activities and tasks.
11. Backward scheduling can be defined as the planning of tasks from the date resources become available to determine the shipping date or the due date.
12. Quality assurance is a system of routine technical activities, to measure and control the quality of the project as it is being developed.
13. Forward scheduling is planning the tasks from the due date or required by date to determine the start date and/or any changes in the capacity required.

1. Which one of the following is true about the implementation?
 - a) Prepared plan
 - b) Getting organized
 - c) Building & Defining Team Responsibilities
 - d) Coping with Risks
 - e) All
2. Which one of the following is correct about cost management?

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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> Project Work Planning: This section of the exam measures the skills of architectural associates and covers the development and communication of an effective project work plan. It emphasizes maintaining schedules, setting clear criteria for work planning, and ensuring consistent communication with stakeholders, including owners, contractors, consultants, and internal staff.

Topic 2	<ul style="list-style-type: none"> • Resource Management: This section of the exam measures the skills of project managers and covers how to determine the right team composition and manage time allocation for successful project delivery. It focuses on evaluating criteria for assembling teams and ensuring resources are properly managed to execute the project within agreed terms.
Topic 3	<ul style="list-style-type: none"> • Project Quality Control: This section of the exam measures skills of project managers and covers procedures for ensuring quality and maintaining the Standard of Care throughout the project. It focuses on applying regulatory requirements, reviewing documentation for quality, reducing risks and liabilities, and managing the design process to preserve its objectives
Topic 4	<ul style="list-style-type: none"> • Project Execution: This section of the exam measures skills of architectural associates and covers the management of project execution through administrative procedures rather than design decisions. It addresses evaluating budgets, managing scope changes, preparing project documentation in line with delivery methods, and securing necessary approvals from relevant authorities.
Topic 5	<ul style="list-style-type: none"> • Contracts: This section of the exam measures the skills of project managers and covers the analysis of contracts that govern the relationships between architects, owners, contractors, and consultants. It highlights verifying adherence to agreements, interpreting key contractual elements, and ensuring consultant work is properly integrated into the project.

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NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q76-Q81):

NEW QUESTION # 76

According to ATA owner-architect agreements, who is responsible for the cost of evaluating significant substitutions proposed by the contractor, subcontractors, or suppliers and the cost of making subsequent revisions to drawings, specifications, and other documentation?

- A. Architect
- B. Originator
- C. Owner
- D. Contractor

Answer: C

Explanation:

Comprehensive Detailed Explanation:

According to AIA B101 (or ATA equivalent) Section 3.6.4.2, if the contractor proposes a substitution that is not part of the base contract, the cost to evaluate it and revise any documents (if accepted) is considered an Additional Service by the architect. Therefore, the owner bears that cost if they authorize the architect to proceed with the evaluation.

References:

AIA B101 - Section 4.2: Additional Services

NCARB ARE 5.0 Handbook - Contract interpretation and substitution evaluations CSI MasterFormat - Coordination of construction specifications and product submittals

NEW QUESTION # 77

What type of contract involves payment based on actual costs plus a fee?

- A. Time and Materials Contract
- B. Lump Sum Contract
- C. Unit Price Contract
- D. Cost-Plus Contract

Answer: D

Explanation:

Cost-Plus Contracts reimburse the contractor for actual costs plus an agreed fee or percentage. This contract type shifts some risk to the owner but allows flexibility for uncertain scopes. Lump sum contracts are fixed price; unit price contracts pay per unit; time and materials pay based on labor and material costs but usually with a cap. ARE 5.0 PjM covers contract types and their implications.

NEW QUESTION # 78

What does "substantial completion" mean in the context of a construction contract?

- A. All punch list items have been finished
- B. The contractor has been paid in full
- C. The project is 50% complete
- D. The work is sufficiently complete for occupancy or use

Answer: D

Explanation:

Substantial completion means the project or a portion of it is sufficiently complete in accordance with the contract documents so that the owner can occupy or use the space for its intended purpose. Punch list work typically remains. It triggers warranty periods and changes in risk responsibility. ARE 5.0 PjM requires understanding of contract milestones.

NEW QUESTION # 79

Construction of a gymnasium is scheduled to be complete 365 days from the date of the notice to proceed. On Friday, day 355 of the schedule, the contractor submits a punch list to the architect for substantial completion.

The architect agrees to review the punch list on-site after the weekend.

On Monday, the architect discovers that a subcontractor left open a skylight over the weekend, allowing heavy rain to fall into the courtyard area and damage the gymnasium floor. It was determined the flooring must be replaced. The lead time for new flooring is 8-10 weeks, and installation will take 14 days. The architect's agreement with the owner is contracted to end 30 days after substantial completion.

Which of the following documents must the architect prepare immediately? Check the two that apply.

- A. A revised schedule for owner approval
- B. An invoice for additional services for owner payment
- C. A notice to the contractor for withholding final payment
- D. A punch list for areas not damaged for contractor approval
- E. A request for liquidated damages for contractor review
- F. A change order to purchase new flooring

Answer: D,F

Explanation:

The punch list is valid only for work deemed substantially complete. Since the floor is damaged, substantial completion cannot yet be certified, but the architect can and should prepare a punch list for other non-affected areas. Meanwhile, the replacement flooring constitutes a change in scope, requiring a change order. The contractor, being responsible for the damage, will need to correct the work per the General Conditions (A201).

Incorrect choices:

- A). The contractor revises the schedule, not the architect.
- B). The owner assesses liquidated damages, not the architect directly.

C). No additional services have been performed yet.
 E). Final payment withholding applies after project closeout, not now.
 References:
 AIA A201-2017 §§ 9.8-9.10
 AIA B101-2017 §§ 3.6.2 & 4.2.3
 NCARB ARE 5.0 Handbook - Construction Phase Services

NEW QUESTION # 80

An architect is working on a design-build project for a large skyscraper. The architect has completed a conceptual design, finalized the contracts, and hired consultants. The schematic design phase is set to begin in one week.
 Which items or tasks are important for the architect to complete during this time? Check the three that apply.

- A. Send consultants project constraints
- B. Coordinate the curtain wall detailing with the envelope
- C. Ask consultants to review information and provide input
- D. Identify FF&E vendors
- E. Prepare building permit application
- F. Create a project schedule

Answer: A,C,F

Explanation:

Verified Answer

At the outset of schematic design, the architect must coordinate with consultants and communicate constraints and expectations to keep the project aligned with goals. Building permits are typically addressed in the construction documents phase. FF&E coordination and curtain wall detailing occur later in design development and construction documents.
 Coordination and planning at schematic design are crucial to project integration.

Reference: AIA B101 §3.2 - Schematic Design Phase

NCARB ARE 5.0 Handbook - PjM Content Area 1 and 4


NEW QUESTION # 81

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