

Project-Management Questions Pdf, Project-Management PDF Questions

PROJECT MANAGEMENT QUESTIONS AND ANSWERS 2024

1. An organization is under a business transformation. The project manager has been assigned to a project related to one of the new business lines. What should the project manager and team do before defining the scope of the project?
A. Lead a procurement meeting.
B. Create a work breakdown structure (WBS).
C. Adapt and tailor existing assets.
D. Sign off on the business case.

Solution: C. Adapt and tailor existing assets.

The project team will need to tailor existing assets to meet the project's needs. The team should take advantage of the organization's existing assets, when appropriate, rather than procuring new ones. The most effective strategy, in general, is to use existing assets that are already in use within the organization. Procuring new assets isn't the best strategy and building a WBS and signing off come after.

This question and rationale were developed in reference to:

<https://www.pmi.org/disciplined-agile/process/asset-management/asset-management-practices>

2. A project team is arranging user testing to be completed for a project but does not have a strong enough server to do so. The team orders a new server and postpones user testing. What should the project manager do moving forward?

- A. Eliminate the user testing from the project plan.
- B. Utilize the current server to complete user testing.
- C. Request to expedite the new server from the supplier.
- D. Await the arrival of the new server and reevaluate timelines for user testing.

Solution: D. Await the arrival of the new server and reevaluate timelines for user testing.

The current server does not meet performance requirements for user acceptance testing. The project team has no choice but to wait for the new server capable of supporting the testing and then reevaluate timelines for user testing.

The other answer choices are incorrect. User testing is essential and cannot be eliminated; using the improper infrastructure for testing can lead to invalid test results; and the project manager may request the server be expedited, but that is not controllable and usually not feasible due to logistics arrangement.

This question and rationale were developed in reference to:

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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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.
Topic 3	<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 4	<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 5	<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

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NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q48-Q53):

NEW QUESTION # 48

Subsequent to the preparation of construction documents, prior to permitting, the enactment of codes or laws requires changes to the project.

Which of the following should occur?

- A. The architect should seek no compensation.
- B. The owner should seek compensation from the governing body.
- C. The architect should be compensated for the changes as an additional service.**
- D. The architect should seek compensation from the governing body.

Answer: C

Explanation:

According to AIA B101, Section 4.2 (Additional Services), changes required by the enactment or revision of codes, laws, or regulations after the preparation of construction documents are considered Additional Services. The architect is entitled to additional compensation for the time and work required to revise the documents accordingly.

References:

AIA B101 - Article 4.2.3

NCARB ARE 5.0 Handbook - Architect's services and contractual responsibilities

NEW QUESTION # 49

While conducting a site visit for a residential tower delivered through the design-build method, an architect observes several

construction workers without hard hats and other unsafe working conditions.

How should the architect proceed?

- A. Document the unsafe working conditions and send a memo to the owner copying the contractor.
- B. Immediately instruct construction workers on which safety precautions need to be taken.
- C. Document the unsafe working conditions and send a memo to the contractor copying the owner.
- D. Request that the contractor review safety precautions that need to be taken with construction workers.

Answer: C

Explanation:

Although safety is primarily the contractor's responsibility (per AIA A201), the architect has an ethical and limited contractual obligation to report unsafe site conditions observed during site visits. The correct action is to document the issue in writing and notify the contractor, while copying the owner. Directing the contractor's crew is outside the architect's authority.

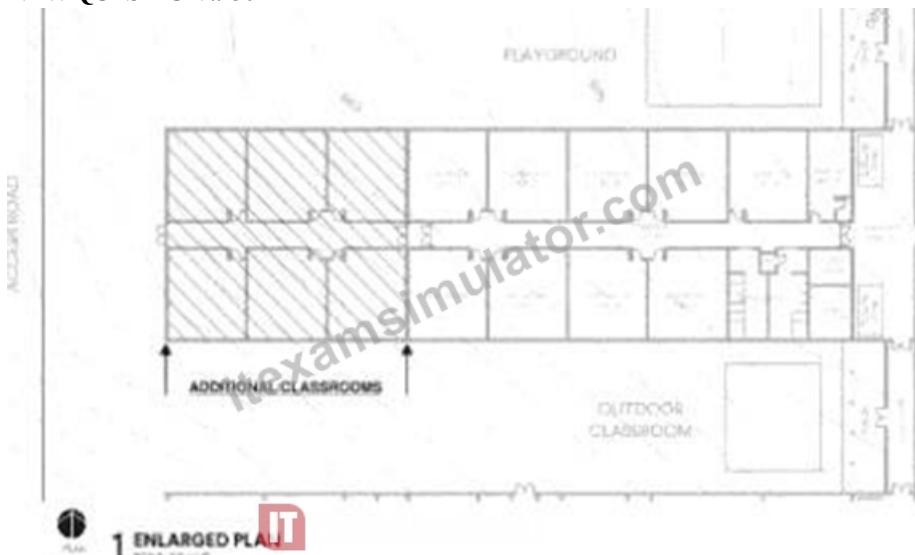
References:

AIA A201 - Article 3.3 and 4.2.2

NCARB ARE 5.0 Handbook - Site observations and safety protocols

AIA Code of Ethics - Obligation to protect public health and safety

NEW QUESTION # 50



Refer to the exhibit

Twenty-five acres of undeveloped rural property was purchased for the site of a new elementary school.

During the DD phase, the civil engineer and structural engineers make design proposals based on the information provided in the geotechnical report. The civil engineer indicates that several cubic yards of fill material should be installed within the proposed building footprint to make up for the change in topography (was uniformly). The structural engineer indicates a footing depth of 24 inches for the entire facility. During the CD phase, the owner asks the architect to add classrooms to one wing. The civil engineer proposes that extra fill should not be installed beneath the additional classrooms.

Which of the following should the architect do before completion of CDs? Check the three that apply.

- A. Update the estimate of the cost of work
- B. Add general notes about structural bearing to the drawings
- C. Increase the footing depth beneath the new classrooms
- D. Schedule a quality assurance meeting with the project team
- E. Request an updated geotechnical evaluation
- F. Notify the structural engineer of the civil engineer's recommendation

Answer: A,E,F

Explanation:

A). Update the estimate of the cost of work

Adding classrooms affects scope and site preparation (e.g., fill material, grading, foundations), which affects cost. Per AIA B101 §6.3, architects must update the estimate of the cost of the work as the design evolves.

C). Request an updated geotechnical evaluation

The original geotech report didn't account for this building extension. Without fill under the new addition, soil bearing capacity must be reassessed to avoid differential settlement or structural failure. This is a standard risk mitigation strategy.

D). Notify the structural engineer of the civil engineer's recommendation

The structural engineer must know that the site prep differs under the added classrooms, as this could affect foundation design. Coordination among consultants is a core architectural responsibility (per B101 §3.1.2).

#Incorrect Options:

B). Schedule a quality assurance meeting with the project team

While helpful, it's not critical or required specifically in this context before CDs are completed.

E). Increase the footing depth beneath the new classrooms

The architect should not unilaterally change structural design decisions. That's the structural engineer's responsibility, and any change should be based on engineering analysis and revised soil data.

F). Add general notes about structural bearing to the drawings

Premature. The structural engineer should first review the new geotechnical findings before any notes are added.

References:

AIA B101 - Article 3.1 & 3.2 (Architect's coordination & design responsibilities) NCARB ARE 5.0 Handbook - PjM Content Area 1: Project Coordination Geotechnical coordination practices, CSI Spec Guidelines

NEW QUESTION # 51

An architecture firm has a C401 agreement with their consultants for a new design-bid-build residential tower.

The architect has approved a schedule provided by the mechanical engineer that includes a two-week quality control review after each delivery milestone.

During the design development phase, the owner requests that the architect change the 8,000-square-foot business center amenity for tenants to a private restaurant. The mechanical engineer informs the architect that their schedule must be extended by four weeks to meet the owner's request.

What should the architecture firm do first to maintain the start of construction?

- A. Request that compensation be adjusted by the owner to reflect the change in scope.
- B. Change the C401 agreement to reflect the additional four-week extension.
- C. Receive the owner's approval of the schedule change in writing from the consultant.
- D. Approve the design loads of the new mechanical system following the next quality control review.

Answer: A

Explanation:

When an owner requests a significant change during the design development phase-such as changing an amenity space from a business center to a private restaurant-this constitutes a change in scope. Such changes often require additional design work, engineering effort, and potentially extended schedules.

The mechanical engineer has indicated the schedule must be extended by four weeks due to this scope change.

To maintain project momentum and avoid delays, the architecture firm should first address the issue of compensation for this added scope and extended time. This ensures that the consultants are compensated fairly before additional work proceeds.

* Option A is the correct first step: The architect should request the owner to approve an adjustment to compensation reflecting the additional scope and time required.

* Option B(approving design loads) is premature before addressing scope and compensation changes.

* Option C(receiving owner's written approval of the schedule change) is important but generally follows agreement on compensation and scope adjustment.

* Option D(changing the C401 agreement to reflect schedule extension) might be required eventually but the initial and most critical step is securing compensation approval from the owner before contract modifications.

This aligns with standard project management practices and AIA contract guidelines that emphasize properly managing changes in scope, compensation, and schedule to avoid disputes and maintain project control.

References from ARE 5.0 Project Management (PjM) division:

* AIA Document C401 (Architect-Consultant Agreement) - managing scope changes, compensation adjustments, and schedule modifications

* Project Management best practices for scope, schedule, and compensation control

* NCARB ARE 5.0 PjM study materials on change management during design phases

* Contract administration guidance on coordinating owner-consultant agreements when scope changes occur

NEW QUESTION # 52

The main goals on a large project are ease of communication and commitment from the project team.

Which scheduling technique should be used?

- A. Critical path method
- **B. Interactive bar chart**
- C. Milestone chart

Answer: B

Explanation:

Interactive bar charts are ideal for large projects where team commitment and communication are priorities.

Unlike a simple milestone chart or the more complex Critical Path Method (CPM), interactive bar charts provide a visual, time-based representation of tasks that facilitates easy understanding across disciplines.

When developed in a collaborative setting (such as pull-planning or in-person planning sessions), these charts help the project team see their roles, identify dependencies, and commit to deliverables.

The ARE 5.0 Handbook (Project Management division) describes interactive bar charts as excellent tools for collaborative environments where schedule visibility and team accountability are essential.

These charts promote communication across team members and are easier for non-technical stakeholders to interpret.

Reference: NCARB ARE 5.0 Handbook - PjM Content Area 3: Project Work Planning

NEW QUESTION # 53

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