

Efficient Project-Management New Dumps Pdf Help You to Get Acquainted with Real Project-Management Exam Simulation

1. What are some of the key environmental forces that have changed the way projects are managed? What has been the effect of these forces on the management of projects? 5%
2. Why is it important to assess the culture of an organization before deciding what project management structure should be used to complete a project? 5%
- 3a. What kinds of information are included in a work package? (5%)
- 3b. How does the WBS differ from the project network? 5%
4. What is a hammock activity and when is it used? 10%
5. Why are accurate estimates critical to effective project management? 10%
6. What are the major differences between managing negative risks and managing positive risks (opportunities)? 10%
- 7a. How can outsourcing project work alleviate the three most common problems associated with multi-project resource scheduling? 5%
- 7b. What are the advantages and disadvantages of reducing project scope to accelerate a project? What can be done to reduce the disadvantages? 5%
- 8a. For the following project,
 - (a) List all predecessors of task 5.
 - (b) List all predecessors of task 4.
 - (c) List all predecessors of the network finish (F). 5%
- 8b. When activity times are known with certainty, the critical path is defined as the set of activities on a path from the project's start event to its finish event that, if delayed, will delay the completion date of the project. Why must this definition be modified in situations where the activity times are not known with certainty? Are there dangers associated with not modifying the definition? 5%
9. Assume you are the project manager for the Tidal 2 software project. You have been asked to calculate the expected cost for the project. Your company's database indicates that developers can handle eight function points each person-month and that the cost per developer at your firm is \$8,200 per month. You and your team of five developers have come up with the following requirements. (Round your "Estimated duration" answer to 2 decimal places.) (20%)

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NCARB Project-Management Exam Syllabus Topics:

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

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NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q65-Q70):

NEW QUESTION # 65

When is a change order required?

- A. To approve contractor's payment request
- B. To reject a contractor's submittal
- C. To clarify ambiguous contract documents without affecting cost or schedule
- **D. To document changes in the scope of work that affect contract sum or time**

Answer: D

Explanation:

A change order is a formal document modifying the contract scope, cost, or time. It is required when the owner requests changes or unforeseen conditions affect the work. Clarifications without impact do not require change orders but may be handled through interpretations or bulletins. Change orders must be documented and agreed upon by all parties to avoid disputes. This procedure is fundamental in ARE 5.0 PjM contract administration.

NEW QUESTION # 66

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. Create a project schedule**
- B. Coordinate the curtain wall detailing with the envelope

- C. Identify FF&E vendors
- **D. Send consultants project constraints**
- E. Prepare building permit application
- **F. Ask consultants to review information and provide input**

Answer: A,D,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 # 67

What is the architect's role regarding shop drawings?

- A. Preparing and submitting them to the owner
- **B. Reviewing them for compliance with design intent**
- C. Approving changes without owner input
- D. Issuing shop drawings to subcontractors

Answer: B

Explanation:

Shop drawings are prepared by contractors or suppliers to show fabrication and installation details. The architect reviews them to ensure compliance with design intent and contract documents but does not prepare or distribute them. Any changes found during review may require owner approval or change orders. ARE 5.0 PjM covers architect's review responsibilities in construction administration.

NEW QUESTION # 68

Which scheduling method shows the longest path of dependent activities?

- A. Gantt chart
- B. Flowchart
- C. Bar chart
- **D. Critical Path Method (CPM)**

Answer: D

Explanation:

The Critical Path Method (CPM) identifies the longest sequence of dependent tasks that determine the minimum project duration. It highlights critical activities where delays affect the overall schedule. Gantt charts and bar charts are visual scheduling tools but do not calculate critical paths. Flowcharts map processes.

CPM is essential in ARE 5.0 PjM for schedule analysis.

NEW QUESTION # 69

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. Change the C401 agreement to reflect the additional four-week extension.**

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

Answer: B

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 # 70

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