

# Valid Project-Management Exam Questions & Test Project-Management Score Report

## Project Management Exam Questions and Answers

**Project - ANSWER** A temporary endeavor undertaken to create a unique product service or result

**Management - ANSWER** Act of coordinating the efforts of people to accomplish desired goals and objectives using available resources (eg. Money, workers, equipment, manpower)

Includes:

- Identifying requirements
- Establishing clear and achievable objectives
- Balancing the competing demands for quality, scope time and cost
- Adapting specifications, plans and concerns for the stakeholders

**PM Characteristics - ANSWER**

1. Management is goal oriented process
2. Multidimensional (work, people and operations)
3. A continuous process
4. Group activity
5. Dynamic function
6. Intangible force

**Knowledge Areas - ANSWER** Scope Management

Time management  
Cost management  
Stakeholder management  
Human resource management  
Communication management  
Procurement management  
Risk management  
Quality management  
Integration management

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## NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q20-Q25):

### NEW QUESTION # 20

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 architect should seek compensation from the governing body.
- C. The architect should be compensated for the changes as an additional service.
- D. The owner 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 # 21

Deliverable	Duration	Start Date	Completion Date
Kick off/Site Visit	1 week	March 1	March 8
SD 30%	3 weeks	March 8	March 29
DD 60%	6 weeks	March 29	May 10
CD 90%	9 weeks	May 10	July 12
Permitting	9 weeks	July 12	September 13
Bidding/Negotiation	12 weeks	July 12	October 4

Prior to the project kick-off, the architect requests to add an additional week of review time to the schedule for each design submission for coordination with their consultants. Based on the schedule provided, what is the earliest start date for construction with the additional review periods?

- A. October 11
- B. November 1
- C. October 4
- D. October 25

**Answer: D**

Explanation:

There are three phases with design submissions:

SD 30%

DD 60%

CD 90%

Adding 1 extra week for review to each of those phases results in 3 additional weeks total.

Original end of Bidding/Negotiation = October 4 # Add 3 weeks = October 25 Coordinating review time with consultants is a best practice and should be reflected in planning deliverables.

Reference: NCARB ARE 5.0 Handbook - PjM Content Area 3: Project Work Planning AIA Best Practices on project scheduling

### NEW QUESTION # 22

An architecture firm is negotiating a contract with an owner for a \$2,000,000 project. The proposed architectural-only fee is 5% of the cost of construction through the end of the Construction Document Phase.

During the negotiations, the owner wants to apply for a building permit in 7 weeks without exceeding the original budget constraints. The project staff currently consists of 2 people who have an hourly rate of \$100.

What is the minimum project staff required to meet the owner's new schedule?

- A. 0
- B. 1
- C. 2
- D. 3

**Answer: A**

Explanation:

Comprehensive Detailed Explanation:

Step 1: Fee available through CD phase:

$$\$2,000,000 \times 5\% = \$100,000$$

Step 2: Time constraint: 7 weeks

Hourly rate: \$100/person

$$\text{Max hours affordable: } \$100,000 \div \$100 = 1,000 \text{ hours}$$

Step 3: Hours per person over 7 weeks:

Assume 40 hours/week # 1 person = 280 hours

X = number of people

$$280 \times X = 1,000 \text{ hours} \# X = \sim 3.57 \# \text{ round up} \# 4 \text{ people}$$

References:

NCARB ARE 5.0 Handbook - Fee calculation, budgeting, and scheduling

Ballast ARE 5 Review Manual - Staff planning exercises

### NEW QUESTION # 23

Which four factors will most affect the choice of project delivery method? Check the four that apply.

- A. Project scope
- B. Owner risk tolerance
- C. Size of architectural firm
- D. Construction cost
- E. Owner capabilities
- F. Building code

**Answer: A,B,D,E**

Explanation:

A). Project scope: Impacts complexity and integration needs.

C). Owner capabilities: Determines whether the owner can manage multiple contracts (as in DBB or CM).

E). Risk tolerance: Risk-averse owners may prefer DB or CM-at-risk with cost guarantees.

F). Construction cost: Influences whether fast-tracking or GMP methods are needed.

Incorrect:

B). The firm's size is rarely a determining factor.

D). Code compliance is required in all methods but doesn't drive delivery choice.

References:

AHPP Chapter 10 - Choosing a Delivery Method

NCARB ARE 5.0 Handbook - Delivery Method Evaluation Criteria

### NEW QUESTION # 24

A key Project Manager leaves an architectural firm halfway through a project. Several days of lost productivity pass while the new Project Manager determines the customized organization that the previous Project Manager used. The new Project Manager recommends implementing new office policies to create standards and quality control methods for the entire office.

Which methods should be implemented? Check the four that apply.

- A. customize work flow
- B. standardize work flow
- C. improve quality continuously
- D. measure performance
- E. change the project delivery sequence
- F. review current processes

**Answer: B,C,D,F**

Explanation:

Comprehensive Detailed Explanation:

Best practices in quality management include:

A). Reviewing existing methods to identify inefficiencies

B). Standardizing workflow to prevent variability and loss of knowledge D). Measuring performance to track productivity and outcomes E). Continuous improvement ensures the office adapts and grows C is incorrect as customization contradicts standardization and is the root of the issue. F is a drastic step not warranted by the situation.

References:

NCARB ARE 5.0 PjM Handbook - Quality management and office standards

Ballast ARE 5 Review Manual - Project Management tools and quality assurance AIA Best Practices - Office workflow documentation and training

## NEW QUESTION # 25

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