

Project-Management Valid Test Question - Test Project-Management Engine

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 (Q40-Q45):

NEW QUESTION # 40

A principal architect is working with a school district on designing an 18,000-square-foot athletics training facility. During the DD phase, the principal notices that the firm's younger staff has produced equipment plans that do not coordinate with the electrical engineer's sheets.

How should the principal architect respond to the lack of coordination? Check the three that apply.

- A. Extend the design schedule
- B. Hold a design charrette
- C. Review checklists with the staff
- D. Coordinate drawings in submittal review
- E. Schedule an immediate coordination meeting
- F. Conduct a desk critique

Answer: C,E,F

Explanation:

These three actions represent proactive and constructive responses to coordination issues during the Design Development (DD) phase.

A). Review checklists with the staff: Using coordination checklists reinforces quality control standards and helps less-experienced staff identify typical coordination pitfalls.

D). Conduct a desk critique: This one-on-one review allows the principal to mentor younger staff, identify specific problems, and ensure corrections are made early.

E). Schedule an immediate coordination meeting: Critical to resolving discrepancies quickly with the electrical consultant and design team to realign the design set.

Incorrect options:

B). Design charrettes are typically used for creative brainstorming in schematic design, not resolving coordination issues in DD.

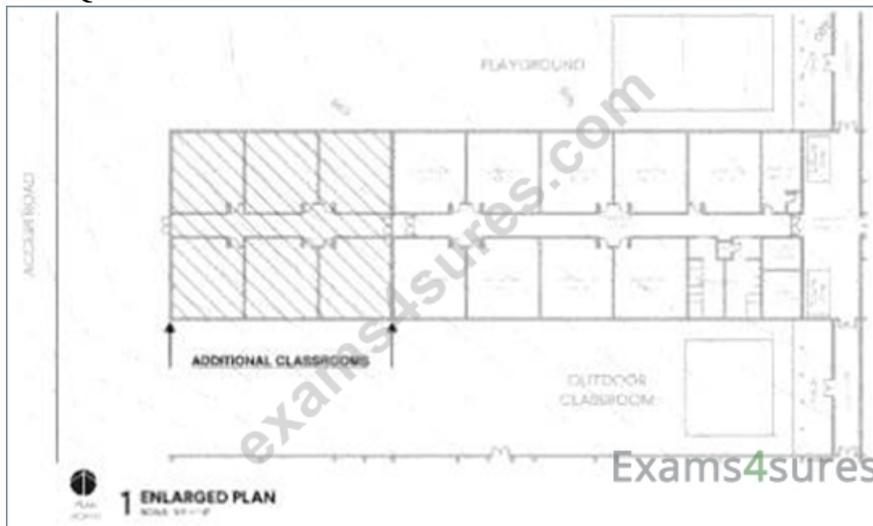
C). Extending the schedule is a last resort and not an efficient first step.

F). Submittal review happens during construction and is too late for addressing design-phase coordination issues.

ARE 5.0 PjM References:

NCARB ARE 5.0 Handbook - PjM: "Consultant Coordination & Document Quality Control" AHPP, 15th ed., Chapter 11: Design Phases and Staff Management Quality Management Plan strategies during DD and CD phases Let me know if you'd like follow-up questions or explanations from other divisions like CE, PPD, or PA.

NEW QUESTION # 41



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

Answer: C,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 # 42

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

Answer: C

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 # 43

Which of the following best describes a construction manager (CM) at risk?

- **A. The CM is responsible for meeting a fixed or maximum cost of construction.**
- B. The CM is paid a fixed fee and acts as the owner's agent during construction.
- C. The CM advises the owner on constructability and cost management issues.
- D. The CM provides early consultation during the design phase and assembles trade contractors.

Answer: A

Explanation:

A CM at risk (CMc) is both an advisor during design and the constructor during the construction phase. A defining characteristic is the Guaranteed Maximum Price (GMP), placing financial risk on the CM for cost overruns beyond the GMP.

Incorrect options:

B and D describe CM as Advisor (CMa), not CMc.

C is too vague and lacks the critical GMP element.

References:

AIA CMc Contracts: A133 and A134

AHPP, 15th ed., Chapter 10: Project Delivery Methods

NCARB ARE 5.0 Handbook - Delivery Methods Overview

NEW QUESTION # 44

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

Answer: A,B,C,E

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 # 45

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