

NCARB Project-Management Latest Test Simulations - Project-Management Exam Review

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	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	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 3	• 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 4	• 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	• 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.

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NCARB Project-Management Exam Review | Exam Project-Management Syllabus

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NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q34-Q39):

NEW QUESTION # 34

Which project delivery method allows the owner to engage the architect, contractor, and key consultants in a single collaborative contract?

- **A. Integrated Project Delivery (IPD)**
- B. Design-Bid-Build
- C. Design-Build
- D. Construction Manager at Risk (CMAR)

Answer: A

Explanation:

Integrated Project Delivery (IPD) is a project delivery method characterized by a single, multiparty contract involving the owner, architect, contractor, and key consultants. IPD promotes early collaboration, shared risk/reward, and transparency to optimize project outcomes. This contrasts with traditional methods like Design-Bid-Build where contracts are separate. ARE 5.0 PjM includes IPD as a critical topic, focusing on teamwork, roles, and responsibilities unique to this delivery method.

NEW QUESTION # 35

During the initial construction documents phase meeting, the owner states a strong desire to decrease the time required for the construction documents phase. The owner plans to submit the documents to the building department early for the building permit. Although the project is currently on schedule, the architect plans to comply with the owner's request. Which action should the architect take?

- A. Agree with the owner's compressed schedule if the owner agrees to reduce significantly the time for the owner's review of the documents
- B. Review with the owner a reorganized layout for the construction drawing set to use fewer sheets and fewer details
- **C. Discuss the current work plan with the owner and offer to expand staffing and reduce the schedule for additional services**

- D. Recommend to defer any decision until the documents are 25% completed and more information is available

Answer: C

Explanation:

Verified Answer

Comprehensive Detailed Explanation:

To responsibly reduce the time required for the Construction Documents (CD) phase, the architect should discuss the staffing strategy and the additional resources needed to compress the schedule. This constitutes an additional service, as compressing the schedule requires added effort and cost. Offering to expand staffing allows the firm to maintain quality while meeting the owner's request.

References:

NEW QUESTION # 36

According to AIA Document A201, who is responsible for obtaining permits and licenses required for the project?

- A. Construction Manager
- **B. Owner**
- C. Architect
- D. Contractor

Answer: B

Explanation:

Per AIA A201 General Conditions, the owner is responsible for obtaining and paying for permits and licenses necessary for the project unless otherwise stated. The contractor typically assists by providing necessary information and submitting documents required by local authorities but the ultimate responsibility lies with the owner. The architect facilitates compliance by producing code-compliant documents but does not directly secure permits. This responsibility division is a key concept in ARE 5.0 PjM relating to roles and obligations defined in contract documents.

NEW QUESTION # 37

A construction project is one week away from the date of substantial completion as defined by an AIA A201 agreement. The owner comes forward with a major change to the work. The contractor and owner disagree on how much to extend the contract time. The project needs to proceed without delay while the contractor and owner work out the difference.

Which one of the following steps should the architect take?

- **A. Issue a construction change directive.**
- B. Issue a minor change in the work.
- C. Issue a waiver of subrogation.

Answer: A

Explanation:

When there is a disagreement over cost or time but the work must proceed, the architect can issue a Construction Change Directive (CCD). This allows the work to move forward while the owner and contractor negotiate terms. A Minor Change (B) is only for non-cost/time changes. Waiver of Subrogation (C) pertains to insurance.

CCDs are used under AIA A201 §7.3 when immediate work is needed but consensus hasn't been reached.

This is the formal process to avoid delay in project delivery.

Reference: AIA A201 §7.3 - Construction Change Directives

NCARB ARE 5.0 Handbook - PjM Content Area 5

NEW QUESTION # 38

An architectural firm is developing construction documents (CDs) for a multi-story manufacturing facility.

The project requirements include high-volume ventilation and filtration air distribution systems and heavy floor load design to accommodate the manufacturing equipment and processes. The project manager (PM) is planning for coordination and constructability review of the project documents at 80% CDs.

What actions should the PM take to ensure an effective quality control review? Check the three that apply.

- A. send the structural drawings to a construction management firm for review
- B. request that the owner provide a constructability review of the documents
- C. request that the mechanical engineer flag potential conflicts on the structural drawings
- D. arrange for a peer review of the mechanical design and distribution drawings
- E. submit the document package to the local code official for a preliminary review
- F. exchange consultant documents among the disciplines for coordination comments

Answer: C,D,F

Explanation:

At 80% CD, the primary QC goals are coordination and constructability. Key actions include:

Peer reviews (B) by another qualified professional to verify technical adequacy.

Coordination among disciplines (F) to catch conflicts-especially in high-impact systems like HVAC and structural.

Consultant collaboration (C) helps preempt site clashes (e.g., ducts passing through beams).

Incorrect options:

A). Third-party CM reviews may help later, but internal coordination is more urgent at 80%.

D). Owner reviews are typically not technical.

E). Code officials generally review permit sets, not draft CDs.

References:

AHPP, Chapter 9 - Quality Management

NCARB ARE 5.0 Handbook - Coordination & QC Strategies

AIA Best Practices: "80% CD Coordination Checklist"

NEW QUESTION # 39

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