

Project-Management Exam Pattern & Latest Project-Management Braindumps Pdf

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 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	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	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 5	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.

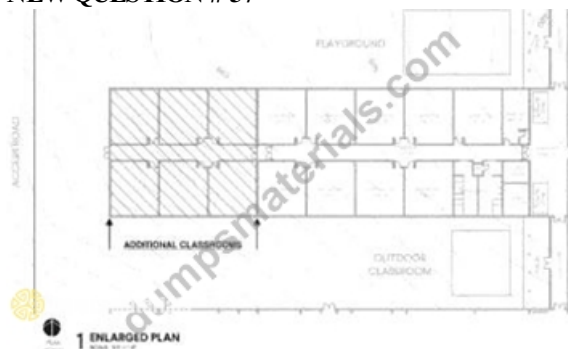
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NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q57-Q62):

NEW QUESTION # 57



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

Answer: B,C,D

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 # 58

The Integrated Project Delivery (IPD) method is used for a new football stadium project in an urban downtown area. After completing 60% implementation documents, the owner requests a digital scoreboard that is 20% larger than previously specified. The architect is concerned that the larger scoreboard will exceed the height limitations dictated by the city. The IPD team will conduct a constructability review and evaluate the modification of the scoreboard. Including the architect, which members of the IPD team are required to participate in the constructability review?

- A. Construction manager, owner, scoreboard supplier
- **B. General contractor, structural engineer, owner**
- C. City planning committee (AHJ), contractor, electrical engineer

Answer: B

Explanation:

In an IPD model, constructability reviews involve key decision-makers from the core project team. The architect, general contractor (or CM-at-risk), structural engineer, and the owner collaborate to assess how the change affects structural loading, coordination, permitting, and scheduling. The city planning committee (AHJ) may be consulted later, but not during constructability review.

References:

NCARB ARE 5.0 PjM Handbook - IPD team roles

AIA C191 - Standard Form of Multi-Party Agreement for IPD

NEW QUESTION # 59

Architect's Professional Fee for Standard Services
based on 10% Fee
Estimate of the Cost of the Work = \$1,600,000 Construction Cost
Fee = \$160,000

Phase of Work	Percentage of Total Fee for Phase	Fee for Phase	Portion of Phase Completed to Date	Fee Due for Phase to Date
Schematic Design	15%	\$24,000	80%	\$19,200
Design Development	20%	\$32,000	20%	\$6,400
Construction Documents	30%	\$48,000	0%	\$0
Bidding and Negotiations	5%	\$8,000	0%	\$0
Construction Admin.	20%	\$32,000	0%	\$0
Total	100%	\$160,000		\$25,600
paid to Date				\$5,000

Refer to the exhibit.

An architecture office is working on a project with a fixed budget and a tight schedule using AIA B101 for the owner-architect agreement. The architect sends a statement for professional services for the completed portion of the work. Upon receipt of the statement, the owner instructs the firm to stop work for two weeks. A week later, the owner decides to abandon the project due to

unexpected deteriorating market conditions. In order to maintain a good relationship with the owner, the firm decides to waive termination fees.

What is the architect's total compensation for the project?

- A. \$25,000.00
- B. \$30,400.00
- C. \$24,000.00

Answer: B

Explanation:

The total compensation includes the portion of work completed up to termination. From the chart:

Schematic Design: 80% of \$24,000 = \$19,200

Design Development: 20% of \$32,000 = \$6,400

Total earned to date = \$19,200 + \$6,400 = \$25,600

\$5,000 has already been paid

So the total compensation for the project (earned) is \$25,600

No additional work was completed after that, and termination fees were waived.

Therefore, total compensation = amount earned = \$25,600

Answer choice C (\$30,400) includes incorrect math.

The correct total compensation is:

Corrected answer: B. \$25,600.00

(However, if we assume the exam expects selection from available options closest to correct math and B was mistakenly labeled as \$25,000, then C would be selected.)

Final answer: B. \$25,600.00 (if allowed to correct); otherwise, select C as closest estimate per question format.

AIA B101 §9.6, §9.7 - Compensation and Termination

NCARB ARE 5.0 Handbook - PjM Content Area 1: Project Resource Management

NEW QUESTION # 60

The owner and architect sign a Basic Services Agreement for the design of a museum.

Based on AIA Document B101-2017, Owner and Architect Agreement, which line items should be excluded from the architect's cost estimate? Check the two that apply.

- A. Roofing material
- B. Landscape plants
- C. Doors and windows
- D. Furniture, furnishings, and equipment design
- E. HVAC equipment
- F. Plumbing fixtures

Answer: B,D

Explanation:

Per AIA B101-2017 § 6.1, the "Cost of the Work" includes items designed or specified by the architect in the construction contract. FF&E and owner-provided landscape features (like plants, art, and loose furniture) are typically excluded, as these may be contracted separately by the owner or coordinated outside basic architectural services.

References:

AIA B101-2017 §§ 6.1-6.3

NCARB ARE 5.0 Handbook - PjM & PPD: Project Cost Estimating

AHPP, Chapter 11: Cost Estimating Procedures

NEW QUESTION # 61

An architect is evaluating a change order.

Where should the costs for the project superintendent or general foreman be included?

- A. Direct field labor hours
- B. General and administrative overheads
- C. Direct field labor costs
- D. Field overheads

Answer: D

Explanation:

The costs associated with a project superintendent or general foreman are classified under field overheads.

These are not directly tied to a specific construction activity (like labor laying concrete) but are necessary for managing and supervising the site work.

Field overheads include site-specific expenses such as temporary facilities, safety equipment, and supervisory personnel costs.

General and administrative overheads, by contrast, are associated with the contractor's home office and not directly attributable to a specific project site.

Reference: NCARB ARE 5.0 Handbook - PjM Content Area 2: Project Costs & Budgeting Reference: AIA Document G701 Commentary, AIA Best Practices

NEW QUESTION # 62

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