Project-Management Examinations Actual Questions & Project-Management Valid Dumps Book

(1) A Project Manager is at the project kick-off meeting. He confidently states the vision and mission for the project. This PM is exhibiting the following leadership style:

1. Hierarchal
2. Authoritarian
3. Charismatic
4. Associative

Answer: C

(2) You are in charge of developing a new product for an organization. Your quality metrics are based on the 30th percentile of each of the last three products developed. This is an example of:

1. Statistical sampling
2. Metrics
3. Benchmarking
4. Operational definitions

Answer: C

(3) The two closing procedures are called:

1. Contract close out and scope verification
2. Contract close out and Close Project
3. Project closure and product verification
4. Project closure and lessons learned

Answer: B

(4) During the schedule development process the Project Manager may have to go through several iterations of the schedule before establishing the schedule baseline. All of the following are tools and techniques that may be used during this process:

1. Critical Path Method, GERT, Resource Requirements
2. Resource Leveling Heuristics, Mathematical Analysis, Calendars
3. Duration compression, Resource Leveling Heuristics, PERT
4. GERT, PERT, Leads and Lags

Answer: C

(5) Which of the following models of conflict resolution allows a cooling off period, but seldom resolves the issue in the long term?

1. Problem solving
2. Withdrawal

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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 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	• 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	• 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 5	• 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 (Q52-Q57):

NEW QUESTION # 52
What is a critical factor in managing project risk?

- A. Ignoring minor delays to avoid panic
- B. Assigning all risk to the contractor
- C. Identifying risks early and developing mitigation strategies
- D. Avoiding communication with the owner about risks

Answer: C

Explanation:
Effective risk management begins with early identification of potential risks and developing strategies to mitigate or respond to them. This includes scheduling, budget, design, and regulatory risks. Assigning all risk to contractors is unrealistic; avoiding communication worsens issues. ARE 5.0 PjM stresses proactive risk identification, communication, and management as key to project success.

NEW QUESTION # 53
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. Ask consultants to review information and provide input
- B. Coordinate the curtain wall detailing with the envelope
- C. Create a project schedule
- D. Send consultants project constraints
- E. Prepare building permit application
- F. Identify FF&E vendors

Answer: A,C,D

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 # 54
What is the architect's responsibility regarding code compliance during design?

- A. Designing structural systems for code compliance
- B. Issuing building permits
- C. Preparing design documents in accordance with applicable codes
- D. Inspecting construction for code compliance

Answer: C

Explanation:
The architect is responsible for preparing design documents that comply with applicable codes and regulations. Structural design is typically performed by engineers. Permitting and inspections are government responsibilities. Ensuring documents meet code requirements reduces the risk of delays or rework. ARE 5.0 PjM tests understanding of code compliance roles.

NEW QUESTION # 55
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 be compensated for the changes as an additional service.
- C. The owner should seek compensation from the governing body.
- D. The architect should seek compensation from the governing body.

Answer: B

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 # 56
What is the architect's role regarding shop drawings?

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

Answer: A

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 # 57

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