

Reliable Project-Management Exam Answers, Project-Management Exam Preparation

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 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	<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 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 4	<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.
Topic 5	<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.

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NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q17-Q22):

NEW QUESTION # 17

The architect's contract with the owner has a budget of construction cost, and the architect has established a budget of cost in the mechanical engineer's contract. The mechanical bid package is 36% over the budget.

What is the engineer required to do?

- **A. Modify the documents to reduce the cost**
- B. Negotiate cost savings with the subcontractor
- C. Obtain additional bidders for this part of the project

Answer: A

Explanation:

When bids exceed the established budget for construction costs, the architect and their consultants are typically obligated under AIA B101 and C401 to modify the design or documentation at no additional cost to bring the project back within budget. This clause protects the owner and ensures adherence to cost constraints established in the agreements.

References:

AIA B101 Section 6.7 - Budget overruns and architect's responsibility

AIA C401 - Flow-down of responsibility to consultants

NCARB ARE 5.0 PjM Handbook - Budget conformance procedures

NEW QUESTION # 18

According to AIA Document B201, the architect must perform which of the following services during Construction Contract Administration?

Check the three that apply.

- A. Be a representative of and give advice to the owner
- B. Prepare construction contracts
- C. Review the program furnished by the owner
- D. Prepare bid evaluation report
- E. Visit the site during appropriate stages of construction
- F. Make decisions related to aesthetic effect

Answer: A,E,F

Explanation:

Per AIA B201, during Construction Contract Administration, the architect shall:

- C). Make decisions on aesthetic matters when consistent with the contract documents.
- E). Visit the site at appropriate intervals to observe the work and determine conformance.
- F). Act as the owner's representative and advise on matters related to construction performance.

Incorrect options:

- A). The contractor prepares the construction contract using standard AIA forms (A101, A201); not the architect.
- B). Bid evaluation is typically performed prior to the Construction Contract Administration phase.
- D). Reviewing the program is part of early design phases, not CCA.

References:

AIA B201 - Standard Form of Architect's Services: Construction Contract Administration NCARB ARE 5.0 Handbook - Services during construction

NEW QUESTION # 19

What is the primary purpose of a punch list?

- A. To list all contract documents
- B. To identify incomplete or deficient work before final payment
- C. To schedule subcontractors
- D. To summarize project milestones

Answer: B

Explanation:

A punch list is a document prepared near project completion that identifies incomplete or nonconforming work requiring correction before final payment. It ensures all parties agree on outstanding items and facilitates project closeout. Punch lists are a key concept in ARE 5.0 PjM related to construction phase closeout procedures.

NEW QUESTION # 20

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. Discuss the current work plan with the owner and offer to expand staffing and reduce the schedule for additional services
- C. Recommend to defer any decision until the documents are 25% completed and more information is available
- D. Review with the owner a reorganized layout for the construction drawing set to use fewer sheets and fewer details

Answer: B

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 # 21

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

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

Answer: C

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 # 22

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