Project Management in the Construction Industry 1st edition Mubarak Test Bank

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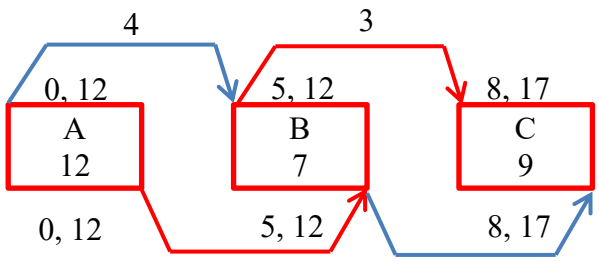
CCE4031 – Summer 2022

Final Exam

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1. Precedence Networks can accommodate (check the incorrect answer):
   a. Overlapping activities
   b. Lags
   c. Fast-tracking
   d. Reducing overhead expenses

2. In the network below:



2.A. The project will take:

   a. 17 days
   b. 21 days
   c. 23 days
   d. 26 days

2.B. The critical relationships are:

   e. Both SS relationships
   f. Both FF relationships
   g. The SS between A and B and FF between B and C
   h. The FF between A and B and SS between B and C

3. Resource leveling in construction projects includes:
   a. Labor and Materials.
   b. Labor and Equipment.
   c. Materials and Equipment.
   d. Materials and overhead.

4. Resource allocation is:

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a. Assigning the required resources for each activity, in the required amount and timing
b. Procuring the required resources for the project
c. Optimizing the resource usage
d. Prioritizing the resource usage among activities based on their criticality

5. The concept of resource leveling works by:
   a. Reducing the amounts of resources allocated to some activities.
   b. Starting activities on their late start dates.
   c. Shifting non-critical activities within their available float.
   d. Limiting the amount of resources any activity can obtain.

6. A project is to be built in downtown Chicago. Which materials management theory you should lean towards:
   a. Just in time
   b. Inventory buffer
   c. Critical Path
   d. Theory of relativity

7. Moving non-critical activities within their total float may affect (check the incorrect answer):
   a. Resource daily usage profile
   b. Cash flow
   c. Project completion date
   d. Successors' float

8. The data date is:
   a. The date all information was entered in the computer.
   b. The date the scheduler produces new reports.
   c. The date as of which all progress on a project is reported
   d. The date actual work took place

9. To know if the project is on schedule, the contractor must compare:
   a. The as-built schedule with the schedule of values
   b. The as-planned schedule with the baseline budget
   c. The as-built schedule with the baseline schedule
   d. The cost variance with the schedule variance

10. When updating the schedule, an activity with original duration = 10 days, had actual duration = 5 days and % complete = 35%. Assuming no change in productivity, you are supposed to:
    a. Adjust the remaining duration to accommodate the remainder of the work

b. Remaining duration stays = 5 days
c. Leave it to the software
d. Change the % complete to be 50%

11. The owner must practice project monitoring which include these tasks except one:
    a. Monitoring work progress,
    b. Comparing it to baseline budget and schedule,
    c. Detecting variances: quantities and causes,
    d. Taking a corrective action wherever and whenever necessary

12. During a schedule update, the project completion date shifted earlier by 2 days. Assuming no activity was deleted and no change in work calendars, this date shift may be attributed to:
    a. A critical activity got performed in shorter than the original duration
    b. A non-critical activity got performed in shorter than the original duration
    c. A non-critical activity got performed in longer than the original duration
    d. A non-critical activity used its float
13. In earned value analysis (EVA), we found: BCWP = $32,600, BCWS = $29,650, and ACWP = $33,900. The project is:
    a. Behind schedule and overbudget
    b. Behind schedule and underbudget
    c. Ahead of schedule and overbudget
    d. Ahead of schedule and underbudget
14. A project with the critical path (A) = 235 days, and the next critical path (B) = 233 days. An activity on path B was delayed by 5 days while there was no delay on path A. The project expected duration is:
    a. 233 days
    b. 235 days
    c. 238 days
    d. 240 days
15. In project controls, we monitor:
    a. Cost and quality
    b. Cost and schedule
    c. Schedule and quality
    d. Quality and safety

16. For progress payments, we need to calculate percent complete for:
    a. Activities
    b. Work packages

c. Assemblies
d. The project

17. A contractor agreed to excavate 50,000 CY of common earth in 10 days for a total fee of $200,000.
17.A. After 4 days, his percent complete was 45%. Assuming equal daily production, is he:
a. On schedule
b. Ahead of schedule
c. Behind schedule
d. Almost done

17.B. If actual cost so far is $96,000, is he:

a. On budget
b. Overbudget
c. Underbudget
d. Can't tell till he finishes

18. In the general case when we start accelerating projects:
a. Direct cost increases while indirect cost decreases.
b. Direct cost decreases while indirect cost increases.
c. Both direct and indirect costs increase.
d. Both direct and indirect costs decrease

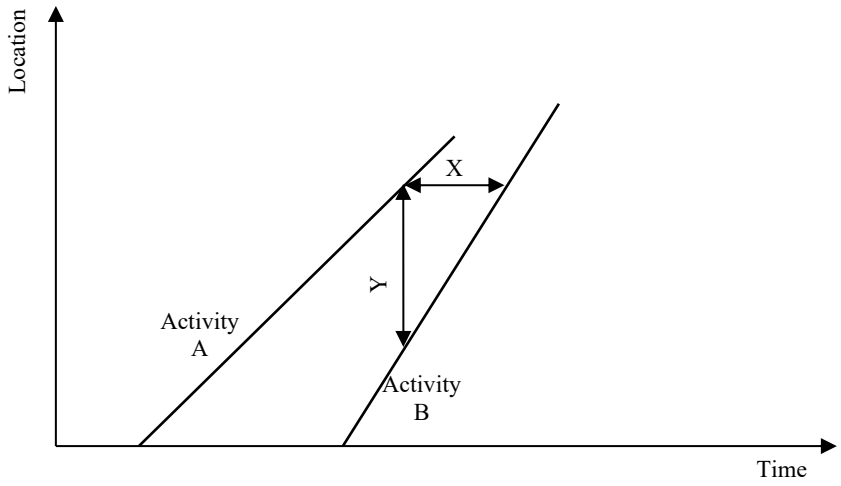
19. "Least Cost Duration" is:
a. The duration where project direct cost is minimum
b. The duration where project indirect cost is minimum
c. The duration where project total cost is minimum
d. The cost associated with minimum project duration

20. Recovery schedule is a:
a. A schedule prepared by the contractor to recover lost costs
b. A schedule prepared by the contractor to recover lost resources
c. A schedule prepared by the contractor to recover lost time
d. A schedule prepared by the contractor to finish earlier than originally planned

21. Owners may ask the contractor to accelerate schedule in these cases: Check the incorrect one:
    a. To make sure contractor's finish date meets their deadline
    b. To respond to market demand / maximize profit
    c. For the convenience of the public
    d. To avoid penalties (liquidated damages) and/or get early finish bonus

22. The scheduler shortened the critical path by one day, but the project completion date did not change, why?
    a. There was not enough float in that path
    b. There is another critical path of equal length
    c. The scheduler needs to level the resources first
    d. There must be an error in the calculations

23. In the graph below,



23.A. What do we call the variable X?
    a. Lead
    b. Lag
    c. Distance buffer
    d. Time buffer

23.B. What does the slope of the line for activity A represent?
    e. Distance buffer
    f. Time buffer
    g. Production rate for activity A
    h. Duration of activity A

24. When an owner, in a cost-plus-fee contract, demands a GMP (guaranteed maximum price) from the general contractor, this can be called as:
    a. Risk allocation
    b. Risk elimination
    c. Risk mitigation
    d. Risk shifting

25. A risk in the context of construction risk management is:
    a. A threat
    b. An opportunity
    c. A goal
    d. A threat and an opportunity

26. The change order becomes an official part of the contract documents after the approval of:
    a. The owner
    b. The General Contractor
    c. The designer, A/E
    d. The project manager

27. The owner adds two additional levels to a 10-story building. The contractor's Change Order claim is based on:
    a. Differing site conditions.
    b. Design errors/omissions.
    c. Unusual weather conditions.
    d. Changes in owner's requirements

28. Which one of these in not classified as force majeure:
    a. Hurricane.
    b. Flood.
    c. Job site accident
    d. Earthquake

29. A form of dispute resolution starts before disputes arise:
    a. Mediation.
    b. Arbitration.
    c. Negotiation.
    d. Dispute review boards (DRB)

30. A form of dispute resolution that is not voluntary to the disputing partied:
    a. Mediation.

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b. Arbitration.
c. Negotiation.
d. Litigation

31. A mechanic's lien is:
    a. A guarantee of payment to contractors and others who put labor and/or materials in the project
    b. A guarantee of payment for government taxes
    c. A guarantee of payment of the HVAC system
    d. A guarantee of payment to the lender

32. One of these is NOT a phases of project close-out:
    a. Construction close-out
    b. Contract / fiscal close-out
    c. Contractor's close-out
    d. Building dry-in

33. Substantial Completion is a stage when:
    a. The project reached 90% completion
    b. The budget allocated is depleted
    c. The project shell (outside) is completed
    d. The project reached the point where it can be utilized for the purpose it was intended for.

34. Risk register is:
    a. A list of all hazards in the project that may result in death or injury to workers
    b. A checklist of potential risks developed during the risk identification phase of risk management
    c. A log for anything that goes wrong, such as accidents, in the project
    d. A list of workers with previous record of alcohol or substance abuse

35. Who owns the float in a construction schedule?
    a. The owner unless the contractor demands it in the contract.
    b. The contractor unless the owner demands it in the contract.
    c. The contractor, always.
    d. The owner, always

36. According to the Construction Management Association of America, CMAA: (check the incorrect answer):
    a. Risk should be assigned to the party who can best control it.

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b. Risk should be assigned to the party who can bear the risk at the lowest cost.
c. Risk should be initially distributed between the general contractors and subcontractors
d. Risk should be assigned to the Owner when no other party can control the risk or bear the loss.

37. Total Quality Management (TQM): (check the incorrect answer)
a. consists of organization-wide efforts
b. involves all members of the organization
c. is project-specific
d. is an organization culture

38. Kaizen means:
a. continuous improvement
b. measurement of quality
c. excellence
d. customer service

39. Quality in the context of construction contracts is:
a. Conformance to specifications
b. A measure of goodness
c. A degrees of excellence
d. A measure of durability of the product

40. Quality control for the project construction must be practiced by:
a. The owner
b. The designer
c. The general contractor
d. The project management consultant

41. A non-conformance report (NCR) is:
a. A document to manage works that have been performed not in accordance with specifications
b. A document to manage works that have endangered personnel and/or structures
c. A document to show time variance
d. A document to show budget variance

42. Cost of quality conformance include two basic types:
a. Appraisal and prevention cost
b. Direct and indirect cost

c. Materials and labor
d. Upgrade and maintenance

43. An HSE program aims at protection of (check the wrong answer):
    a. Risks to personnel on site; employees or 3rd party
    b. Project objectives, mainly cost and time
    c. Structures and temporary structures on site
    d. Equipment and materials on site

44. One of these is NOT a phases of project close-out:
    a. Construction close-out
    b. Contract / fiscal close-out
    c. Contractor's close-out
    d. Substantial completion

45. Project managers need soft skills such as (check the incorrect one):
    a. Time management
    b. Quality management
    c. Negotiations
    d. Team building

46. Emotional intelligence implies (check the incorrect one):
    a. Understanding and controlling own emotions
    b. Understanding and being able to influence others' emotions
    c. Disregarding emotions when dealing with others
    d. Putting logic in control when making decisions

47. The company's leadership is contemplating a new management system. They are not sure if it works well. What is your recommendation?
    a. Go ahead and implement it, anyway
    b. Go ahead and implement it, but if results are negative, cancel it and go back to old system
    c. Do a pilot study first
    d. Wait till you hear more from other organizations that implemented it

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