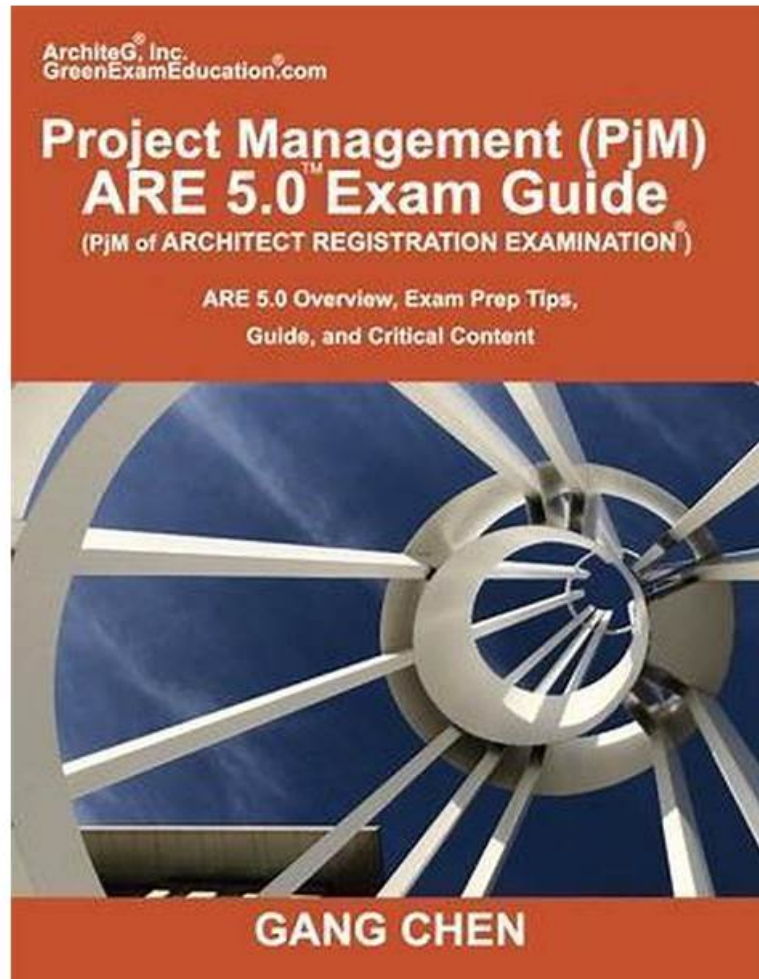# Project-Management Exam Torrent: ARE 5.0 Project Management (PjM) Exam & Project-Management Training Materials & Project-Management Exam Prep

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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 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	• 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	• 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	• 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.

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NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q31-Q36):

NEW QUESTION # 31
Near the end of a routine job site visit, the architect begins to assemble notes. The owner's representative then arrives on site unexpectedly. The architect, owner's representative, and contractor discuss and resolve several outstanding project issues. The architect begins writing correspondence to distribute to the project team when the architect returns to the office.
In addition to a Meeting Record, which of the following documents should the architect create?

- **A. Action Item List**
- B. Email Message
- C. Field Observation Report

Answer: A

Explanation:
In this scenario, after a job site visit and an impromptu discussion among the architect, owner's representative, and contractor resolving outstanding issues, the architect prepares to document these outcomes.
* Meeting Record:This is the formal documentation of what was discussed during the meeting or site visit, capturing key points, decisions, and general observations.
* Action Item List:This is a crucial document following such meetings, especially when specific tasks, responsibilities, or follow-up actions are assigned to project team members. It lists these action items clearly with responsible parties and deadlines, helping track progress and ensuring accountability.
* Field Observation Report:This report is primarily used to document the architect's observations related to construction quality, progress, and conformance with contract documents during site visits. It focuses on conditions observed, deficiencies, or clarifications needed, not on meeting discussions or issue resolutions.
* Email Message:While emails are often used for communication, they are less formal and do not replace structured project

documentation like meeting records or action item lists.

Hence, alongside the Meeting Record, the architect should produce an Action Item List to clearly define and communicate the next steps agreed upon during the discussion.

References from ARE 5.0 Project Management (PjM) division:

* Project communication protocols and documentation practices
* Documentation of site visits and meeting outcomes (field reports vs. meeting records vs. action items)
* Contract administration and project management guidelines emphasizing clarity in task delegation
* NCARB ARE 5.0 exam prep materials covering communication and documentation during construction administration

NEW QUESTION # 32

What is the primary purpose of a construction schedule?

- A. To prepare construction contract documents
- B. To identify building code requirements
- C. To allocate resources and sequence construction activities
- D. To determine project budget and cost

Answer: C

Explanation:

A construction schedule outlines the timing and sequence of construction activities and resource allocation. It helps manage workflow, coordinate trades, minimize conflicts, and track progress. It is a tool for project control and communication among all parties. While budgets and code compliance are important, the schedule's main function is organizing the sequence and timing of work. This fundamental principle is emphasized in the ARE 5.0 PjM division's construction phase and project management practices.

NEW QUESTION # 33
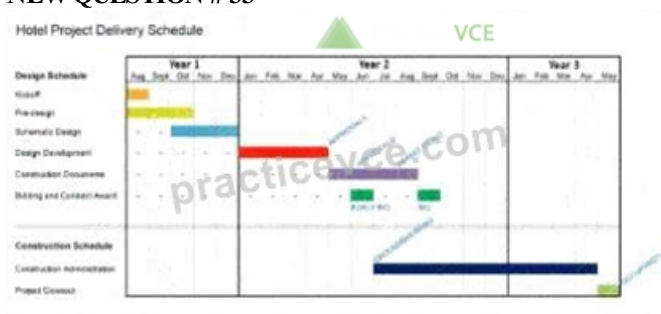
Refer to the exhibit.

The following changes occur during the project:

* The owner delayed the project kickoff until September Year 1 due to delays in finalizing the Owner- Architect Agreement.
* The architect did not have enough staff available to start the project on time, so the firm hired temporary staff for 2 months.
* The owner made a design change in January Year 2 that added 2 weeks to the schedule.
* Not enough bids were received, and the project was bid a second time with additional advertising.
* The owner made design changes in May and July of Year 2 that each added 3 weeks to the schedule.

When were the construction documents completed based on the project changes?

- A. August Year 3
- B. September Year 2
- C. June Year 3
- D. November Year 2

Answer: D

Explanation:

According to the baseline schedule in the exhibit, Construction Documents (CDs) were initially scheduled from March to July of Year 2 (5 months). Here are the project delays:

Owner kickoff delay: shifted the entire timeline by 1 month # CD starts April Year 2 January Year 2 change: +2 weeks May and July changes: +3 weeks each (6 weeks total) Rebid due to low response: +1 month

= Total added to CDs: ~2.5 months

April to July = 4 months
2.5 months = mid-to-late September # factoring rebid delay leads to November References:
NCARB ARE 5.0 Handbook - Schedule management and owner-requested changes AIA B101 - Project schedule adjustments
Project Execution Plan and Change Management in Construction

NEW QUESTION # 34
According to AIA Document A201, who is responsible for obtaining permits and licenses required for the project?

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

Answer: A

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 # 35
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. request that the mechanical engineer flag potential conflicts on the structural drawings
- B. request that the owner provide a constructability review of the documents
- C. send the structural drawings to a construction management firm for review
- D. exchange consultant documents among the disciplines for coordination comments
- E. arrange for a peer review of the mechanical design and distribution drawings
- F. submit the document package to the local code official for a preliminary review

Answer: A,D,E

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 # 36
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