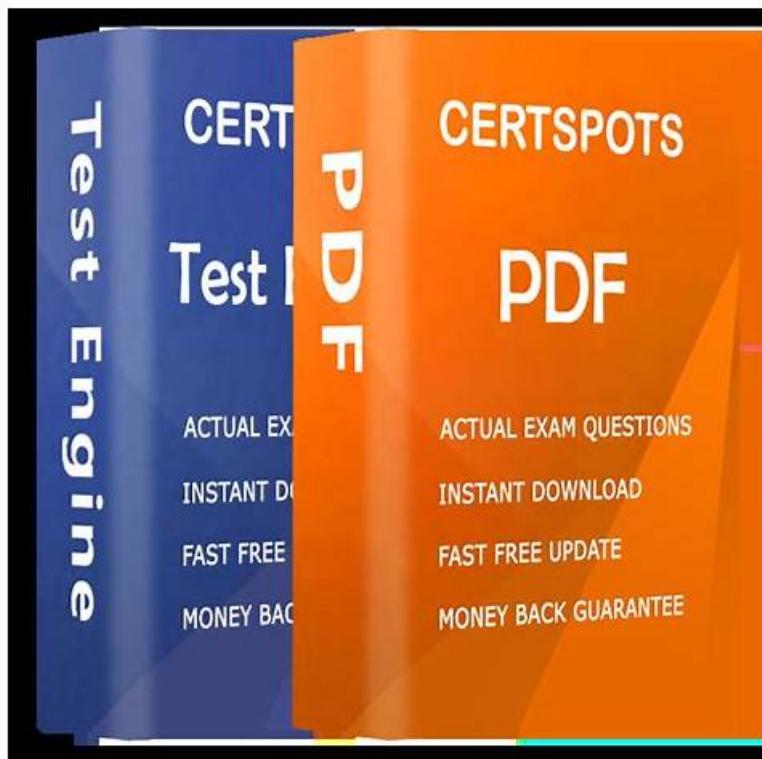


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NCARB Project-Management Exam Syllabus Topics:

Topic	Details

Topic 1	<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 2	<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 3	<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 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.

NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q15-Q20):

NEW QUESTION # 15

A key Project Manager leaves an architectural firm halfway through a project. Several days of lost productivity pass while the new Project Manager determines the customized organization that the previous Project Manager used. The new Project Manager recommends implementing new office policies to create standards and quality control methods for the entire office.

Which methods should be implemented? Check the four that apply.

- A. review current processes
- B. measure performance
- C. change the project delivery sequence
- D. improve quality continuously
- E. standardize work flow
- F. customize work flow

Answer: A,B,D,E

Explanation:

Comprehensive Detailed Explanation:

Best practices in quality management include:

- A). Reviewing existing methods to identify inefficiencies
- B). Standardizing workflow to prevent variability and loss of knowledge
- C). Continuous improvement ensures the office adapts and grows
- D). Measuring performance to track productivity and outcomes
- E). Standardization and is the root of the issue
- F). Customization contradicts standardization and is a drastic step not warranted by the situation

References:

NCARB ARE 5.0 PjM Handbook - Quality management and office standards

Ballast ARE 5 Review Manual - Project Management tools and quality assurance
AIA Best Practices - Office workflow documentation and training

NEW QUESTION # 16

During the bidding phase, what is the architect's role regarding addenda?

- A. Negotiating contract terms with the contractor
- **B. Issuing clarifications or changes to the bidding documents to all bidders**
- C. Approving subcontractor selections
- D. Selecting the winning bidder based on cost

Answer: B

Explanation:

Addenda are formal clarifications or modifications to the bidding documents issued during the bidding phase.

The architect prepares and issues addenda to all prospective bidders to clarify, correct, or change the documents. This ensures all bidders have the same information for fair and accurate proposals. Selecting bidders, negotiating contracts, and approving subcontractors are typically owner or contractor responsibilities.

ARE 5.0 PJM stresses the importance of managing bidding documents and communications during this phase.

NEW QUESTION # 17

Evaluation and mitigation of indoor air quality in an existing facility assessment would include participation by which of the following? Check the three that apply.

- **A. Architect**
- B. Electrical engineer
- C. Structural engineer
- D. Industrial engineer
- **E. Industrial hygienist**
- **F. Mechanical engineer**

Answer: A,E,F

Explanation:

Comprehensive Detailed Explanation:

Indoor air quality (IAQ) assessments require:

- A). Architect - for identifying spatial and operational sources of contamination and coordinating remediation.
- B). Industrial hygienist - for monitoring pollutants (e.g., mold, VOCs, CO₂) and recommending mitigation strategies.
- F). Mechanical engineer - for assessing HVAC system functionality, filtration, and ventilation strategies.

References:

NCARB ARE 5.0 Handbook - Existing building evaluations

CSI Division 01 (General Requirements) and 23 (HVAC)

EPA IAQ Tools for Schools Guidelines

NEW QUESTION # 18

Which preliminary deliverables are usually provided for a schematic phase submission? Check the four that apply.

- **A. Floor plans**
- B. Detailed specifications
- **C. Cost estimates**
- D. Finish schedule
- **E. Site plan**
- **F. Elevations and sections**

Answer: A,C,E,F

Explanation:

During the Schematic Design (SD) phase, the architect develops preliminary design concepts to establish the general scope, scale, and relationships of the project components. The typical deliverables are conceptual drawings and studies that communicate the design intent clearly but without detailed development.

* Floor plans (A): Basic layouts showing room arrangements and spatial relationships are fundamental schematic deliverables.

* Elevations and sections (B): These help communicate the building's exterior appearance and vertical spatial relationships.

* Site plan (C): Provides context for the building's location, orientation, and relationship to existing site features.

* Cost estimates (E): Early cost estimates are usually prepared to inform budget decisions and feasibility.

Deliverables not typical in the schematic phase:

* Finish schedule (D): This is usually developed later in Design Development or Construction Documents phases when finishes are selected in detail.

* Detailed specifications (F): These are produced during Construction Documents, far beyond schematic design.

Thus, the four preliminary deliverables for schematic phase submissions are floor plans, elevations and sections, site plan, and cost estimates.

References from ARE 5.0 Project Management (PjM) division:

* ARE 5.0 PjM study guide: Project phases and typical deliverables by phase

* AIA Contract documents and Architect's handbook: Phases of design and associated drawings / deliverables

* NCARB ARE 5.0 Exam content outline: Schematic Design phase description and deliverables

* Project management best practices regarding design phase documentation

NEW QUESTION # 19

A project is being delivered by Integrated Project Delivery (IPD). The architect is developing the internal budget.

Which of the following should require less staff time?

- A. Requests for Information
- B. Applications for Payment
- C. Project Meeting Management
- D. Field Observations and Reports

Answer: A

Explanation:

Verified Answer

In an IPD project, all major stakeholders (owner, architect, contractor, consultants) collaborate from early design phases, reducing fragmentation and miscommunication. This integrated process significantly reduces the volume of Requests for Information (RFIs), which are more prevalent in traditional delivery methods due to drawing gaps or coordination issues.

RFIs arise when documents are unclear or uncoordinated. In IPD, high collaboration and early involvement of builders reduce such occurrences.

Reference: AIA Integrated Project Delivery Guide

NCARB ARE 5.0 Handbook - PjM Content Area 5: Construction Phase Responsibilities

NEW QUESTION # 20

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