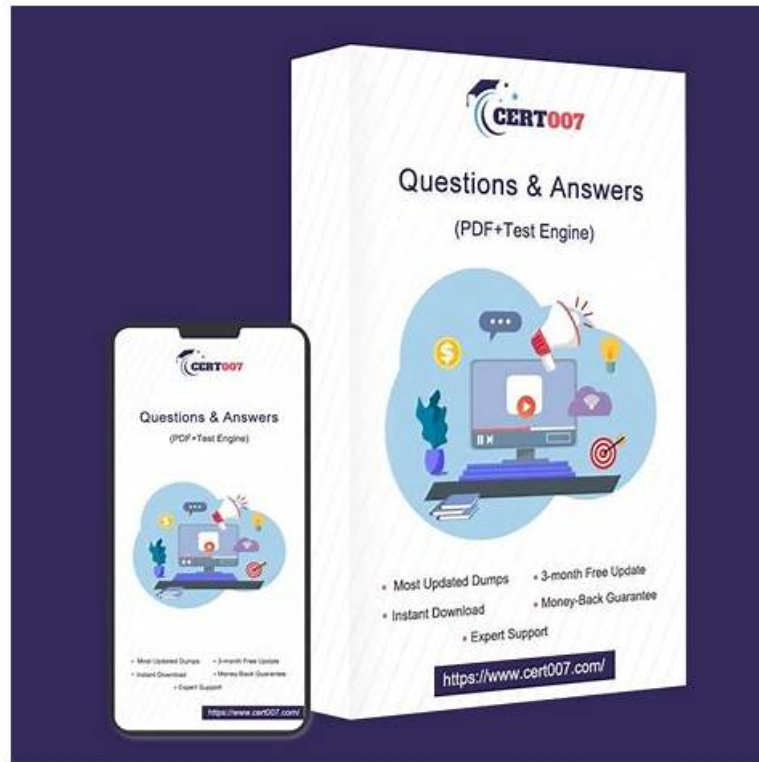


# Get Success in NCARB Project-Management Certification Exam on First Attempt



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## NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>• 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.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>• 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</li></ul>
Topic 3	<ul style="list-style-type: none"><li>• 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.</li></ul>

Topic 4	<ul style="list-style-type: none"> <li>• <b>Resource Management:</b> 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.</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>• <b>Contracts:</b> 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.</li> </ul>

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## NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q56-Q61):

### NEW QUESTION # 56

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

**Answer: A,C,E,F**

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 D). Measuring performance to track productivity and outcomes E). Continuous improvement ensures the office adapts and grows C is incorrect as customization contradicts standardization and is the root of the issue. F 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 # 57

Construction of a gymnasium is scheduled to be complete 365 days from the date of the notice to proceed. On Friday, day 355 of the schedule, the contractor submits a punch list to the architect for substantial completion. The architect agrees to review the punch list on-site after the weekend.

On Monday, the architect discovers that a subcontractor left open a skylight over the weekend, allowing heavy rain to fall into the courtyard area and damage the gymnasium floor. It was determined the flooring must be replaced. The lead time for new flooring is 8-10 weeks, and installation will take 14 days. The architect's agreement with the owner is contracted to end 30 days after substantial completion.

Which of the following documents must the architect prepare immediately? Check the two that apply.

- A. A revised schedule for owner approval
- **B. A punch list for areas not damaged for contractor approval**
- C. A notice to the contractor for withholding final payment
- D. An invoice for additional services for owner payment
- **E. A change order to purchase new flooring**
- F. A request for liquidated damages for contractor review

**Answer: B,E**

Explanation:

The punch list is valid only for work deemed substantially complete. Since the floor is damaged, substantial completion cannot yet be certified, but the architect can and should prepare a punch list for other non-affected areas. Meanwhile, the replacement flooring constitutes a change in scope, requiring a change order. The contractor, being responsible for the damage, will need to correct the work per the General Conditions (A201).

Incorrect choices:

- A). The contractor revises the schedule, not the architect.
- B). The owner assesses liquidated damages, not the architect directly.
- C). No additional services have been performed yet.
- E). Final payment withholding applies after project closeout, not now.

References:

AIA A201-2017 §§ 9.8-9.10

AIA B101-2017 §§ 3.6.2 & 4.2.3

NCARB ARE 5.0 Handbook - Construction Phase Services

#### **NEW QUESTION # 58**

The architect is on site to evaluate the completed work by the contractor. During the evaluation, the architect notices a structural connection that deviates from the contract documents.

According to AIA B101, to which party should the architect report this observed deviation?

- **A. Owner**
- B. Building inspector
- C. Contractor
- D. Structural engineer

**Answer: A**

Explanation:

Per AIA B101 § 3.6.2.1, the architect is required to notify the owner of any deviations from the contract documents observed during site visits. While the architect may also discuss it with the contractor and engineer, the formal obligation is to report it to the owner. The contractor is ultimately responsible for conformance with contract documents, and further action (like issuing a notice of nonconformance or requiring correction) may follow.

References:

AIA B101-2017 § 3.6.2.1

AIA A201-2017 §§ 3.3 and 4.2

NCARB ARE 5.0 Handbook - Construction Administration Task Overview

#### **NEW QUESTION # 59**

A construction project is one week away from the date of substantial completion as defined by an AIA A201 agreement. The owner comes forward with a major change to the work. The contractor and owner disagree on how much to extend the contract time. The project needs to proceed without delay while the contractor and owner work out the difference.

Which one of the following steps should the architect take?

- A. Issue a waiver of subrogation.

- B. Issue a construction change directive.
- C. Issue a minor change in the work.

**Answer: B**

Explanation:

When there is a disagreement over cost or time but the work must proceed, the architect can issue a Construction Change Directive (CCD). This allows the work to move forward while the owner and contractor negotiate terms. A Minor Change (B) is only for non-cost/time changes. Waiver of Subrogation (C) pertains to insurance.

CCDs are used under AIA A201 §7.3 when immediate work is needed but consensus hasn't been reached.

This is the formal process to avoid delay in project delivery.

Reference: AIA A201 §7.3 - Construction Change Directives

NCARB ARE 5.0 Handbook - PjM Content Area 5

## NEW QUESTION # 60

When is a change order required?

- A. To document changes in the scope of work that affect contract sum or time
- B. To clarify ambiguous contract documents without affecting cost or schedule
- C. To reject a contractor's submittal
- D. To approve contractor's payment request

**Answer: A**

Explanation:

A change order is a formal document modifying the contract scope, cost, or time. It is required when the owner requests changes or unforeseen conditions affect the work. Clarifications without impact do not require change orders but may be handled through interpretations or bulletins. Change orders must be documented and agreed upon by all parties to avoid disputes. This procedure is fundamental in ARE 5.0 PjM contract administration.

## NEW QUESTION # 61

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