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Question 1 - Qid 613151, Risk Management, 2. Process, 11.T Monitor Risks
 The project management plan specifies that a predictive development approach has been selected to produce the project deliverables. Where in the project life cycle will the overall project risk be the lowest?
 (Please note that on the real PMP exam you may be asked to provide your answer by clicking the correct area in the image. But here in the simulator, we are asking you to select the answer below.)

☐ A
☐ B
☐ C
☐ D

[Hint](#) [Marked](#)

Question 2 - Qid 613002, Cost Management, 3. Business Environment, 4.1 Develop Project Charter
 A company is considering two projects, Alpha and Beta. Project Alpha is expected to result in a \$50 million net profit, while project Beta and is expected to net \$45 million. Both projects could be very lucrative and rewarding. However, the financial controller has stated that the company can only invest in one of these projects.
 If project Alpha is selected, what will be the opportunity cost?

☐ \$95 million
☐ \$50 million
☐ \$45 million
☐ \$5 million

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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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"> • 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 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 (Q39-Q44):

NEW QUESTION # 39

Which scheduling method shows the longest path of dependent activities?

- A. Bar chart
- B. Flowchart
- **C. Critical Path Method (CPM)**
- D. Gantt chart

Answer: C

Explanation:

The Critical Path Method (CPM) identifies the longest sequence of dependent tasks that determine the minimum project duration. It highlights critical activities where delays affect the overall schedule. Gantt charts and bar charts are visual scheduling tools but do not calculate critical paths. Flowcharts map processes.

CPM is essential in ARE 5.0 PjM for schedule analysis.

NEW QUESTION # 40

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

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

Answer: A

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 # 41

A contractor has hired a subcontractor to construct a parking lot for 60 cars. The parking lot will be 60 feet x 270 feet. The subcontractor has quoted a price of \$13.25 per square yard to the contractor.

If the contractor adds a mark-up of 15%, what is the cost of each parking space?

- A. \$398
- B. \$457
- C. \$3,578
- D. \$4,115

Answer: B

Explanation:

Comprehensive Detailed Explanation:

Step 1: Calculate area in square feet:

$$60 \text{ ft} \times 270 \text{ ft} = 16,200 \text{ sq ft}$$

Step 2: Convert to square yards:

$$16,200 \text{ sq ft} \div 9 = 1,800 \text{ sq yd}$$

Step 3: Calculate base cost:

$$1,800 \text{ sq yd} \times \$13.25 = \$23,850$$

Step 4: Add 15% markup:

$$\$23,850 \times 1.15 = \$27,427.50$$

Step 5: Divide total cost by 60 parking spaces:

$$\$27,427.50 \div 60 = \$457.13 \text{ \# Approx. \$457 per space}$$

References:

NCARB ARE 5.0 Handbook - Cost estimating and budgeting

CSI MasterFormat - Division 32 (Exterior Improvements)

ARE 5 Review Manual - Project Management, Cost and Quantity Takeoffs

NEW QUESTION # 42

What is the best method for an architect to reduce liability related to unknown site conditions?

- A. Assume full responsibility for site conditions
- B. Use the same geotechnical report for multiple projects
- C. Clearly define the scope of services and responsibilities in contracts
- D. Ignore unforeseen conditions unless notified by the contractor

Answer: C

Explanation:

The architect reduces liability by clearly defining scope, responsibilities, and exclusions in contracts, particularly regarding site conditions. Site investigations and geotechnical reports are typically the owner's responsibility. The architect should not assume unknown conditions or ignore notifications. Using outdated or non-specific reports is risky. ARE 5.0 PjM addresses risk management, scope clarity, and contract administration to mitigate liability.

NEW QUESTION # 43

An architect is evaluating a change order.

Where should the costs for the project superintendent or general foreman be included?

- A. Direct field labor hours

- B. Field overheads
- C. Direct field labor costs
- D. General and administrative overheads

Answer: B

Explanation:

The costs associated with a project superintendent or general foreman are classified under field overheads.

These are not directly tied to a specific construction activity (like labor laying concrete) but are necessary for managing and supervising the site work.

Field overheads include site-specific expenses such as temporary facilities, safety equipment, and supervisory personnel costs.

General and administrative overheads, by contrast, are associated with the contractor's home office and not directly attributable to a specific project site.

Reference: NCARB ARE 5.0 Handbook - PjM Content Area 2: Project Costs & Budgeting Reference: AIA Document G701 Commentary, AIA Best Practices

NEW QUESTION # 44

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