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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 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"> • 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.

NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q16-Q21):

NEW QUESTION # 16

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 construction change directive.**
- B. Issue a minor change in the work.
- C. Issue a waiver of subrogation.

Answer: A

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 # 17

What is the primary purpose of a punch list?

- A. To list all contract documents
- B. To schedule subcontractors
- **C. To identify incomplete or deficient work before final payment**
- D. To summarize project milestones

Answer: C

Explanation:

A punch list is a document prepared near project completion that identifies incomplete or nonconforming work requiring correction before final payment. It ensures all parties agree on outstanding items and facilitates project closeout. Punch lists are a key concept in ARE 5.0 PjM related to construction phase closeout procedures.

NEW QUESTION # 18

An architect is working on a large renovation project with an AIA B101 contract. The owner decides to contract separately with an electrical engineer and a security firm. The security firm asks the engineer and architect to coordinate the details for a new card reader access control system.

What is the first step the architect should take?

- A. Provide coordination drawings to the engineer
- **B. Request authorization from the owner to provide additional services**
- C. Ask the engineer to provide details to the security firm

Answer: B

Explanation:

Since the security firm is a direct contractor of the owner, coordination falls outside the architect's basic scope as defined in AIA B101. Coordination with third parties not under the architect's consultant team typically constitutes additional services. Therefore, before taking on that responsibility, the architect must request written authorization from the owner.

References:

AIA B101-2017 § 4.2.1 and § 3.1.3

AHPP, 15th ed., Chapter 10 - Project Delivery and Consultant Coordination

NEW QUESTION # 19

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

Answer: B,C,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 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 # 20

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

- **A. Site plan**
- B. Detailed specifications
- **C. Cost estimates**
- D. Finish schedule
- **E. Floor plans**
- **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 # 21

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