

# NCARB Project-Management Valid Dumps Book & Valid Project-Management Test Answers



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## NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>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.</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>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 5	<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>

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### **NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q12-Q17):**

#### **NEW QUESTION # 12**

The architect's estimate of the cost of the work at the end of the construction documents phase exceeds the owner's stated budget for the cost of the work.

According to AIA Document B101, what should the architect recommend to the owner?

- A. Revise project scope, without additional compensation**
- B. Alter the project delivery method, without additional compensation
- C. Change the quality of materials, with additional compensation
- D. Make reductions in the project program, with additional compensation

#### **Answer: A**

Explanation:

Verified Answer

According to AIA Document B101 §6.7, if the lowest bona fide bid or negotiated proposal exceeds the budget, the architect is required to make reasonable modifications to bring the cost in line with the budget - at no additional compensation - provided the architect's cost estimate was based on current market conditions.

\* This clause ensures the architect takes responsibility for staying within budget expectations.

\* Reference: AIA B101-2017 §6.7

\* NCARB ARE 5.0 Handbook - PjM Content Area 2: Cost Estimating and Budgeting

#### **NEW QUESTION # 13**

fee for Standard Services based on 10% Fee Estimate of the Cost of the Work = \$1,600,000 Construction Cost fee = \$160,000				
Phase of Work	Percentage of Total Fee for Phase	Fee for Phase	Portion of Phase Completed to Date	Fee Due for Phase to Date
Schematic Design	15%	\$24,000	80%	\$19,200
Design Development	20%	\$32,000	20%	\$6,400
Construction Documents	40%	\$64,000	0%	\$0
Bidding and Negotiations	5%	\$8,000	0%	\$0
Construction Admin.	20%	\$32,000	0%	\$0
Total	100%	\$160,000		\$25,600
Total Earned to Date				\$5,000

Final Total Statement for Standard Services

Refer to the exhibit.

An architecture office is working on a project with a fixed budget and a tight schedule using AIA B101 for the owner-architect agreement. The architect sends a statement for professional services for the completed portion of the work. Upon receipt of the statement, the owner instructs the firm to stop work for two weeks. A week later, the owner decides to abandon the project due to unexpected deteriorating market conditions. In order to maintain a good relationship with the owner, the firm decides to waive termination fees.

What is the architect's total compensation for the project?

- A. \$25,000.00
- B. **\$30,400.00**
- C. \$24,000.00

#### Answer: B

Explanation:

The total compensation includes the portion of work completed up to termination. From the chart:

Schematic Design: 80% of \$24,000 = \$19,200

Design Development: 20% of \$32,000 = \$6,400

Total earned to date = \$19,200 + \$6,400 = \$25,600

\$5,000 has already been paid

So the total compensation for the project (earned) is \$25,600

No additional work was completed after that, and termination fees were waived.

Therefore, total compensation = amount earned = \$25,600

Answer choice C (\$30,400) includes incorrect math.

The correct total compensation is:

Corrected answer: B. \$25,600.00

(However, if we assume the exam expects selection from available options closest to correct math and B was mistakenly labeled as \$25,000, then C would be selected.)

Final answer: B. \$25,600.00 (if allowed to correct); otherwise, select C as closest estimate per question format.

AIA B101 §9.6, §9.7 - Compensation and Termination

NCARB ARE 5.0 Handbook - PjM Content Area 1: Project Resource Management

#### NEW QUESTION # 14

Which of the following best describes a construction manager (CM) at risk?

- A. The CM provides early consultation during the design phase and assembles trade contractors.
- B. **The CM is responsible for meeting a fixed or maximum cost of construction.**
- C. The CM advises the owner on constructability and cost management issues.
- D. The CM is paid a fixed fee and acts as the owner's agent during construction.

#### Answer: B

Explanation:

A CM at risk (CMc) is both an advisor during design and the constructor during the construction phase. A defining characteristic is the Guaranteed Maximum Price (GMP), placing financial risk on the CM for cost overruns beyond the GMP.

Incorrect options:

B and D describe CM as Advisor (CMa), not CMc.

C is too vague and lacks the critical GMP element.

#### References:

AIA CMc Contracts: A133 and A134  
AHPP, 15th ed., Chapter 10: Project Delivery Methods  
NCARB ARE 5.0 Handbook - Delivery Methods Overview

#### NEW QUESTION # 15

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 waiver of subrogation.
- C. Issue a minor change in the work.

#### 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 # 16

Which project delivery method allows the owner to engage the architect, contractor, and key consultants in a single collaborative contract?

- A. Design-Build
- B. Integrated Project Delivery (IPD)
- C. Construction Manager at Risk (CMAR)
- D. Design-Bid-Build

#### Answer: B

##### Explanation:

Integrated Project Delivery (IPD) is a project delivery method characterized by a single, multiparty contract involving the owner, architect, contractor, and key consultants. IPD promotes early collaboration, shared risk/reward, and transparency to optimize project outcomes. This contrasts with traditional methods like Design- Bid-Build where contracts are separate. ARE 5.0 PjM includes IPD as a critical topic, focusing on teamwork, roles, and responsibilities unique to this delivery method.

#### NEW QUESTION # 17

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