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### NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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 4	<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 5	<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>

### NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q43-Q48):

#### NEW QUESTION # 43

An architect is performing a schematic design quality control review for a new mid-rise office tower. Which drawings will be included in the architect's review?

- A. Exterior wall sections
- **B. Elevation drawings**
- C. Finish floor plans

**Answer: B**

Explanation:

During schematic design (SD), drawings are focused on spatial relationships, massing, and early systems.

Elevations are appropriate at this stage because they show the external appearance and height relationships.

Finish floor plans (detailed room finishes) and wall sections (more technical and detailed) are developed later during design development (DD) or construction documents (CD).

References:

#### NEW QUESTION # 44

An architect is working on a very large and complex project consisting of multiple buildings with overlapping phases. Which tool should be used to communicate important deadlines to the team?

- A. Gantt Chart
- B. Critical Path Method (CPM) Chart
- C. Milestone Charts

**Answer: C**

Explanation:

Milestone charts are ideal for communicating high-level, key deadlines for different buildings and phases.

They provide quick reference points for project phases, deliverables, or deadlines. While Gantt and CPM charts are valuable for tracking detailed tasks and dependencies, milestone charts best serve communication of key dates across a large and complex project to a broad audience.

References:

NCARB ARE 5.0 PjM Handbook - Scheduling tools

AIA Best Practices - Communication and scheduling

#### NEW QUESTION # 45

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

**Answer: C,F**

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 # 46

A new multifamily apartment building is constructed using a construction manager at-risk delivery method.

The owner is eager to begin leasing units in the building and requests that the architect sign the certificate of substantial completion without listing any work to be completed.

Which party is required to sign the certificate of substantial completion?

- **A. Architect**
- B. Tenant
- C. Building Inspector
- D. Owner

**Answer: A**

Explanation:

The AIA A201 and B101 clearly state that the architect is the one who certifies substantial completion. The architect must inspect the work and include a list of incomplete or corrective work (a "punch list") as part of the Certificate of Substantial Completion.

The building inspector may issue a certificate of occupancy, but the architect is responsible for certifying substantial completion.

References:

AIA A201-2017 § 9.8.4

AIA G704 Certificate of Substantial Completion

NCARB ARE 5.0 Handbook - Construction & Closeout Tasks

### NEW QUESTION # 47

An architecture firm is negotiating a contract with an owner for a \$2,000,000 project. The proposed architectural-only fee is 5% of the cost of construction through the end of the Construction Document Phase.

During the negotiations, the owner wants to apply for a building permit in 7 weeks without exceeding the original budget constraints.

The project staff currently consists of 2 people who have an hourly rate of \$100.

What is the minimum project staff required to meet the owner's new schedule?

- **A. 0**
- B. 1
- C. 2
- D. 3

**Answer: A**

Explanation:

Comprehensive Detailed Explanation:

Step 1: Fee available through CD phase:

$\$2,000,000 \times 5\% = \$100,000$

Step 2: Time constraint: 7 weeks

Hourly rate: \$100/person

Max hours affordable:  $\$100,000 \div \$100 = 1,000$  hours

Step 3: Hours per person over 7 weeks:

Assume 40 hours/week # 1 person = 280 hours

X = number of people

$280 \times X = 1,000$  hours #  $X = \sim 3.57$  # round up # 4 people

References:

NCARB ARE 5.0 Handbook - Fee calculation, budgeting, and scheduling

Ballast ARE 5 Review Manual - Staff planning exercises

### NEW QUESTION # 48

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