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### NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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>• 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 5	<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>

## NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q32-Q37):

### NEW QUESTION # 32

According to ATA owner-architect agreements, who is responsible for the cost of evaluating significant substitutions proposed by the contractor, subcontractors, or suppliers and the cost of making subsequent revisions to drawings, specifications, and other documentation?

- A. Owner
- B. Originator
- C. Contractor
- D. Architect

**Answer: A**

Explanation:

Comprehensive Detailed Explanation:

According to AIA B101 (or ATA equivalent) Section 3.6.4.2, if the contractor proposes a substitution that is not part of the base contract, the cost to evaluate it and revise any documents (if accepted) is considered an Additional Service by the architect. Therefore, the owner bears that cost if they authorize the architect to proceed with the evaluation.

References:

AIA B101 - Section 4.2: Additional Services

NCARB ARE 5.0 Handbook - Contract interpretation and substitution evaluations CSI MasterFormat - Coordination of construction specifications and product submittals

### NEW QUESTION # 33

Which of the following considerations would support the use of separate bid packages and a fast-track schedule?

Check the four that apply.

- A. ease of coordination
- B. phased construction
- C. risk avoidance
- D. cost
- E. multiple prime contractors
- F. schedule

**Answer: B,D,E,F**

Explanation:

Fast-track scheduling involves overlapping design and construction by issuing separate bid packages (e.g., site work, foundations, structure). This allows construction to begin before the entire design is complete.

A). Cost: Fast-track can potentially reduce escalation and shorten time-related costs.

B). Schedule: Primary benefit-saves time by overlapping design and construction phases.

E). Phased construction: Necessary to allow portions of the work to begin early.

F). Multiple prime contractors: Often used with fast-track and separate bid packages.

C and D are incorrect:

C). Risk is typically increased in fast-track due to incomplete design during bidding.

D). Coordination is more complex, not easier, in a fast-track/multi-package approach.

References:

NCARB ARE 5.0 Handbook - Project delivery methods

AIA A201 & AIA CMc contracts - Construction Manager as Constructor, fast-tracking provisions

**NEW QUESTION # 34**

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

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

**Answer: B**

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 # 35**

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: B**

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

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

Step 3: Hours per person over 7 weeks:

$$\text{Assume 40 hours/week \# 1 person} = 280 \text{ hours}$$

X = number of people

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

References:

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

Ballast ARE 5 Review Manual - Staff planning exercises

**NEW QUESTION # 36**

Who is typically responsible for verifying the contractor's schedule of values?

- A. Construction manager
- B. Owner
- C. Contractor's project manager
- **D. Architect**

Explanation:

### NEW QUESTION # 37

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