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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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	• 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 4	• 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 5	• 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 (Q29-Q34):

NEW QUESTION # 29
During the initial construction documents phase meeting, the owner states a strong desire to decrease the time required for the construction documents phase. The owner plans to submit the documents to the building department early for the building permit. Although the project is currently on schedule, the architect plans to comply with the owner's request.
Which action should the architect take?

- A. Recommend to defer any decision until the documents are 25% completed and more information is available
- B. Review with the owner a reorganized layout for the construction drawing set to use fewer sheets and fewer details
- C. Agree with the owner's compressed schedule if the owner agrees to reduce significantly the time for the owner's review of the documents
- D. Discuss the current work plan with the owner and offer to expand staffing and reduce the schedule for additional services

Answer: D

Explanation:
Verified Answer
Comprehensive Detailed Explanation:
To responsibly reduce the time required for the Construction Documents (CD) phase, the architect should discuss the staffing strategy and the additional resources needed to compress the schedule. This constitutes an additional service, as compressing the schedule requires added effort and cost. Offering to expand staffing allows the firm to maintain quality while meeting the owner's request.
References:

NEW QUESTION # 30
Which of the following best describes the architect's role in cost estimating during schematic design?

- A. Developing a detailed quantity takeoff and vendor pricing
- B. Approving final project budget with the owner
- C. Verifying contractor bids and change order pricing
- D. Providing a preliminary opinion of probable construction cost

Answer: D

Explanation:
During schematic design, the architect provides a preliminary opinion of probable construction cost (OPCC) based on conceptual design. This estimate is less detailed but important for budgeting and feasibility analysis.
It helps the owner make informed decisions about project scope and design direction early in the process.
Detailed quantity takeoffs and vendor pricing occur later in the design development or construction documents phases. Verifying bids and approving final budgets are responsibilities tied to later stages. The ARE 5.0 PjM exam highlights early-stage cost estimating as a critical tool for scope control and project feasibility.

NEW QUESTION # 31
An architect is working on a design-build project for a large skyscraper. The architect has completed a conceptual design, finalized

the contracts, and hired consultants. The schematic design phase is set to begin in one week.
Which items or tasks are important for the architect to complete during this time? Check the three that apply.

- A. Ask consultants to review information and provide input
- B. Prepare building permit application
- C. Create a project schedule
- D. Coordinate the curtain wall detailing with the envelope
- E. Send consultants project constraints
- F. Identify FF&E vendors

Answer: A,C,E

Explanation:
Verified Answer
At the outset of schematic design, the architect must coordinate with consultants and communicate constraints and expectations to keep the project aligned with goals. Building permits are typically addressed in the construction documents phase. FF&E coordination and curtain wall detailing occur later in design development and construction documents.
Coordination and planning at schematic design are crucial to project integration.
Reference: AIA B101 §3.2 - Schematic Design Phase
NCARB ARE 5.0 Handbook - PjM Content Area 1 and 4

NEW QUESTION # 32
A principal architect is working with a school district on designing an 18,000-square-foot athletics training facility. During the DD phase, the principal notices that the firm's younger staff has produced equipment plans that do not coordinate with the electrical engineer's sheets.
How should the principal architect respond to the lack of coordination? Check the three that apply.

- A. Conduct a desk critique
- B. Hold a design charrette
- C. Extend the design schedule
- D. Coordinate drawings in submittal review
- E. Schedule an immediate coordination meeting
- F. Review checklists with the staff

Answer: A,E,F

Explanation:
These three actions represent proactive and constructive responses to coordination issues during the Design Development (DD) phase.
A). Review checklists with the staff: Using coordination checklists reinforces quality control standards and helps less-experienced staff identify typical coordination pitfalls.
D). Conduct a desk critique: This one-on-one review allows the principal to mentor younger staff, identify specific problems, and ensure corrections are made early.
E). Schedule an immediate coordination meeting: Critical to resolving discrepancies quickly with the electrical consultant and design team to realign the design set.
Incorrect options:
B). Design charrettes are typically used for creative brainstorming in schematic design, not resolving coordination issues in DD.
C). Extending the schedule is a last resort and not an efficient first step.
F). Submittal review happens during construction and is too late for addressing design-phase coordination issues.
ARE 5.0 PjM References:
NCARB ARE 5.0 Handbook - PjM: "Consultant Coordination & Document Quality Control" AHPP, 15th ed., Chapter 11: Design Phases and Staff Management Quality Management Plan strategies during DD and CD phases Let me know if you'd like follow-up questions or explanations from other divisions like CE, PPD, or PA.

NEW QUESTION # 33
The main goals on a large project are ease of communication and commitment from the project team.
Which scheduling technique should be used?

- A. Milestone chart

- B. Critical path method
- C. Interactive bar chart

Answer: C

Explanation:

Interactive bar charts are ideal for large projects where team commitment and communication are priorities.

Unlike a simple milestone chart or the more complex Critical Path Method (CPM), interactive bar charts provide a visual, time-based representation of tasks that facilitates easy understanding across disciplines.

When developed in a collaborative setting (such as pull-planning or in-person planning sessions), these charts help the project team see their roles, identify dependencies, and commit to deliverables.

The ARE 5.0 Handbook (Project Management division) describes interactive bar charts as excellent tools for collaborative environments where schedule visibility and team accountability are essential.

These charts promote communication across team members and are easier for non-technical stakeholders to interpret.
Reference: NCARB ARE 5.0 Handbook - PjM Content Area 3: Project Work Planning

NEW QUESTION # 34

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