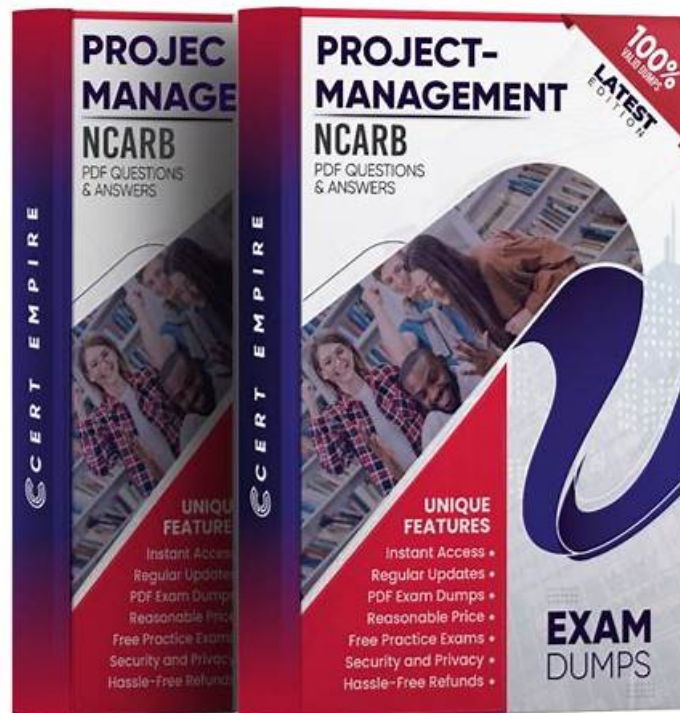


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## NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 3	<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 4	<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 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>



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### NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q28-Q33):

#### NEW QUESTION # 28

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

**Answer: A,C,E**

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 # 29

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

**Answer: C**

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 # 30

During the preparation of the construction documents, it was noted that the survey inaccurately located the property line.

Consequently, the parking layout had to be redesigned to fit within the corrected property boundary.

The architect's additional costs and associated delay are the responsibility of which one of the following parties?

- A. Architect
- B. Surveyor
- C. Owner
- D. Civil Engineer

**Answer: C**

Explanation:

According to AIA B101 §5.1, the owner is responsible for providing the site survey and other site-related documentation. If the survey is inaccurate and causes delays or extra services, the owner is responsible for costs incurred. The architect should submit a claim for additional services.

\* Surveyors are contracted by the owner (not by the architect unless explicitly stated).

\* The architect is not liable for incorrect information furnished by the owner.

\* Reference: AIA B101 §5.1 and §3.6

\* NCARB ARE 5.0 Handbook - PjM Content Area 2: Budget and Contracts

### NEW QUESTION # 31

A project is being delivered by Integrated Project Delivery (IPD). The architect is developing the internal budget.

Which of the following should require less staff time?

- A. Requests for Information
- B. Applications for Payment
- C. Field Observations and Reports
- D. Project Meeting Management

**Answer: A**

Explanation:

Verified Answer

In an IPD project, all major stakeholders (owner, architect, contractor, consultants) collaborate from early design phases, reducing fragmentation and miscommunication. This integrated process significantly reduces the volume of Requests for Information (RFIs),

which are more prevalent in traditional delivery methods due to drawing gaps or coordination issues.

RFIs arise when documents are unclear or uncoordinated. In IPD, high collaboration and early involvement of builders reduce such occurrences.

Reference: AIA Integrated Project Delivery Guide

NCARB ARE 5.0 Handbook - PjM Content Area 5: Construction Phase Responsibilities

### NEW QUESTION # 32

□ Refer to the exhibit

Twenty-five acres of undeveloped rural property was purchased for the site of a new elementary school.

During the DD phase, the civil engineer and structural engineers make design proposals based on the information provided in the geotechnical report. The civil engineer indicates that several cubic yards of fill material should be installed within the proposed building footprint to make up for the change in topography (was uniformly). The structural engineer indicates a footing depth of 24 inches for the entire facility. During the CD phase, the owner asks the architect to add classrooms to one wing. The civil engineer proposes that extra fill should not be installed beneath the additional classrooms.

Which of the following should the architect do before completion of CDs? Check the three that apply.

- A. Add general notes about structural bearing to the drawings
- B. Schedule a quality assurance meeting with the project team
- C. Update the estimate of the cost of work
- D. Notify the structural engineer of the civil engineer's recommendation
- E. Request an updated geotechnical evaluation
- F. Increase the footing depth beneath the new classrooms

**Answer: C,D,E**

Explanation:

A). Update the estimate of the cost of work

# Adding classrooms affects scope and site preparation (e.g., fill material, grading, foundations), which affects cost. Per AIA B101 §6.3, architects must update the estimate of the cost of the work as the design evolves.

C). Request an updated geotechnical evaluation

# The original geotech report didn't account for this building extension. Without fill under the new addition, soil bearing capacity must be reassessed to avoid differential settlement or structural failure. This is a standard risk mitigation strategy.

D). Notify the structural engineer of the civil engineer's recommendation

# The structural engineer must know that the site prep differs under the added classrooms, as this could affect foundation design.

Coordination among consultants is a core architectural responsibility (per B101 §3.1.2).

#Incorrect Options:

B). Schedule a quality assurance meeting with the project team

# While helpful, it's not critical or required specifically in this context before CDs are completed.

E). Increase the footing depth beneath the new classrooms

# The architect should not unilaterally change structural design decisions. That's the structural engineer's responsibility, and any change should be based on engineering analysis and revised soil data.

F). Add general notes about structural bearing to the drawings

# Premature. The structural engineer should first review the new geotechnical findings before any notes are added.

References:

AIA B101 - Article 3.1 & 3.2 (Architect's coordination & design responsibilities) NCARB ARE 5.0 Handbook - PjM Content Area 1: Project Coordination Geotechnical coordination practices, CSI Spec Guidelines

### NEW QUESTION # 33

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