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Question 1: A project has gone out of control, and the project manager is trying to bring it back under control. There have been a number of changes to the project scope. Some of these changes resulted in further changes, causing project cost to spiral upward and causing the project to go out of schedule. This is known as:

A. Scope creep
B. Scope jump
C. Project creep
D. Scope control

Question 2: You have completed a milestone in your software development project, and you are now verifying that the product meets the specifications outlined in the project management plan. In which process group is this process?

A. Closing
B. Monitor and Controlling
C. Executing
D. Planning

Question 3: The key difference between Validate Scope and Control Quality is:

A. Validate Scope is concerned with meeting the quality standards specified.
B. Validate Scope is concerned with the acceptance of deliverables.
C. Validate Scope does not apply in projects that have been cancelled.
D. Validate Scope can never be performed in parallel with Control Quality.

Question 4: Visiting a construction site to ensure the completed work is the same work specified in the requirements is:

A. Milestone
B. Scope validation
C. Variance Analysis
D. Requirements traceability

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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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.
Topic 3	• 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 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 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

NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q77-Q82):

NEW QUESTION # 77
During the bidding phase, what is the architect's role regarding addenda?

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

Answer: D

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 # 78

Who is responsible for verifying the accuracy of the contractor's payment application?

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

Answer: A

Explanation:
The architect reviews the contractor's payment applications to verify work progress aligns with the schedule of values and contract documents. The architect recommends payment amounts to the owner but does not release funds. This function protects owner interests and ensures proper contract administration, as emphasized in ARE 5.0 PjM.

NEW QUESTION # 79
An architect is evaluating a change order.
Where should the costs for the project superintendent or general foreman be included?

- A. Field overheads
- B. Direct field labor costs
- C. General and administrative overheads
- D. Direct field labor hours

Answer: A

Explanation:
The costs associated with a project superintendent or general foreman are classified under field overheads.
These are not directly tied to a specific construction activity (like labor laying concrete) but are necessary for managing and supervising the site work.
Field overheads include site-specific expenses such as temporary facilities, safety equipment, and supervisory personnel costs.
General and administrative overheads, by contrast, are associated with the contractor's home office and not directly attributable to a specific project site.
Reference: NCARB ARE 5.0 Handbook - PjM Content Area 2: Project Costs & Budgeting Reference: AIA Document G701 Commentary, AIA Best Practices

NEW QUESTION # 80
Which of the following is a primary responsibility of the architect during construction observation?
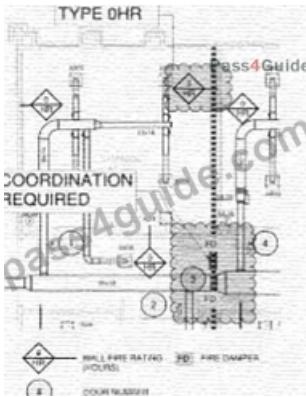
- A. Inspect the work for conformity to the contract documents
- B. Supervise contractor's workforce
- C. Issue building permits
- D. Manage contractor's payroll and payments

Answer: A

Explanation:
During construction observation, the architect inspects the work to confirm compliance with contract documents, identifies deficiencies, and documents progress. The architect does not supervise or manage contractor workforce or finances, nor issue permits. This observation helps verify quality and adherence to design intent. ARE 5.0 PjM covers the architect's limited but critical role in construction administration and quality control.

NEW QUESTION # 81

Refer to the exhibit.

Construction documents are 75% complete for a design-bid-build project. As part of an architecture firm's quality control plan, the senior architect reviews the drawings and specifications for coordination. Following the review, the project architect distributes the senior architect's markups to the consultants.

What should the mechanical engineer do next to maintain quality control?

- A. Request a redline work session with the project architect to discuss the floor plan
- B. Request a fire rating review with the senior architect
- C. Request a constructability review of the ductwork with the project team

Answer: A

Explanation:

The mechanical engineer is responsible for responding to coordination markups-such as conflicts between ductwork and fire-rated walls, dampers, or structural components. By requesting a redline work session, the mechanical engineer can collaborate directly with the project architect to resolve spatial, code, and fire protection conflicts, ensuring the integrity of both mechanical systems and building code compliance.

This action aligns with best practices in Quality Control/Assurance (QA/QC) procedures, where inter- disciplinary coordination during the Construction Documents (CD) phase is essential to reduce RFIs and change orders later.

ARE 5.0 PjM References:

NCARB ARE 5.0 Handbook - PjM: "Coordination of drawings and consultant input during documentation" AIA Best Practices: Consultant collaboration and redline review during CD phase AHPP (Architect's Handbook of Professional Practice), 15th ed., Chapter 9: Quality Management

NEW QUESTION # 82

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