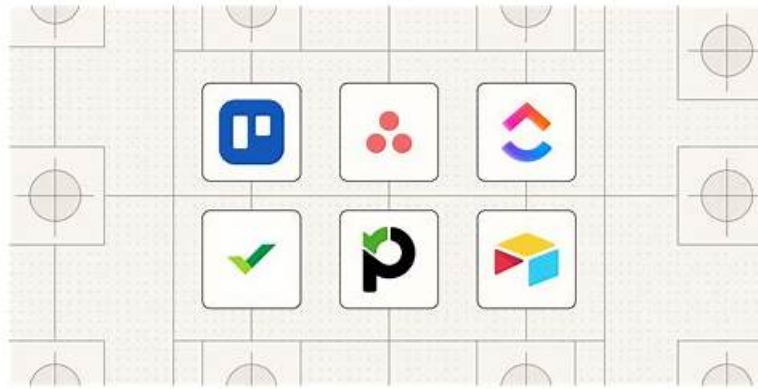


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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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 3	<ul style="list-style-type: none"> • 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 4	<ul style="list-style-type: none"> • 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 5	<ul style="list-style-type: none"> • 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 (Q54-Q59):

NEW QUESTION # 54

What type of contract involves payment based on actual costs plus a fee?

- **A. Cost-Plus Contract**
- B. Unit Price Contract
- C. Lump Sum Contract
- D. Time and Materials Contract

Answer: A

Explanation:

Cost-Plus Contracts reimburse the contractor for actual costs plus an agreed fee or percentage. This contract type shifts some risk to the owner but allows flexibility for uncertain scopes. Lump sum contracts are fixed price; unit price contracts pay per unit; time and materials pay based on labor and material costs but usually with a cap. ARE 5.0 PjM covers contract types and their implications.

NEW QUESTION # 55

What does "substantial completion" mean in the context of a construction contract?

- A. The contractor has been paid in full
- B. All punch list items have been finished
- **C. The work is sufficiently complete for occupancy or use**
- D. The project is 50% complete

Answer: C

Explanation:

Substantial completion means the project or a portion of it is sufficiently complete in accordance with the contract documents so that the owner can occupy or use the space for its intended purpose. Punch list work typically remains. It triggers warranty periods and changes in risk responsibility. ARE 5.0 PjM requires understanding of contract milestones.

NEW QUESTION # 56

The management of architectural projects by a project manager consists of which responsibilities? Check the four that apply.

- **A. Planning, organizing, and staffing the project**
- B. Providing liability insurance
- C. Producing construction documents
- **D. Concluding the project**

- E. Facilitating the work
- F. Monitoring progress

Answer: A,D,E,F

Explanation:

The project manager's role in architectural projects is centered on overseeing and guiding the project from inception through completion. The key responsibilities include:

- * Planning, organizing, and staffing the project (B): The project manager is responsible for organizing the project team, assigning roles, and ensuring that the project is staffed with the appropriate personnel.
- * Facilitating the work (D): This involves coordinating communication, resolving conflicts, and ensuring smooth collaboration among team members and consultants.
- * Monitoring progress (E): The project manager tracks project milestones, schedules, budgets, and quality control to ensure the project stays on track.
- * Concluding the project (F): This includes finalizing all project documentation, conducting closeout meetings, and ensuring all contractual obligations have been met.

Responsibilities not typically part of the project manager's role:

- * Producing construction documents (A): This is the responsibility of the design team (architects, drafters, and consultants), not the project manager per se.
- * Providing liability insurance (C): This is an administrative or firm responsibility, not a direct function of the project manager managing the project.

References from ARE 5.0 Project Management (PjM) division:

- * Roles and responsibilities of the project manager in architectural projects
- * Project management principles: planning, organizing, staffing, monitoring, and closing projects
- * NCARB ARE 5.0 PjM study materials discussing project manager duties and scope
- * AIA contract and management guidelines emphasizing project management functions

NEW QUESTION # 57

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

Answer: A

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 # 58

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. Critical Path Method (CPM) Chart
- B. Gantt 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 # 59

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