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NCARB Project-Management Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 3	<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 4	<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.
Topic 5	<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.

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

NEW QUESTION # 32

While conducting a site visit for a residential tower delivered through the design-build method, an architect observes several construction workers without hard hats and other unsafe working conditions.

How should the architect proceed?

- A. Immediately instruct construction workers on which safety precautions need to be taken.
- B. Request that the contractor review safety precautions that need to be taken with construction workers.
- **C. Document the unsafe working conditions and send a memo to the contractor copying the owner.**
- D. Document the unsafe working conditions and send a memo to the owner copying the contractor.

Answer: C

Explanation:

Although safety is primarily the contractor's responsibility (per AIA A201), the architect has an ethical and limited contractual obligation to report unsafe site conditions observed during site visits. The correct action is to document the issue in writing and notify the contractor, while copying the owner. Directing the contractor's crew is outside the architect's authority.

References:

AIA A201 - Article 3.3 and 4.2.2

NCARB ARE 5.0 Handbook - Site observations and safety protocols

AIA Code of Ethics - Obligation to protect public health and safety

NEW QUESTION # 33

Which project delivery method allows the owner to engage the architect, contractor, and key consultants in a single collaborative contract?

- **A. Integrated Project Delivery (IPD)**
- B. Design-Build
- C. Design-Bid-Build
- D. Construction Manager at Risk (CMAR)

Answer: A

Explanation:

Integrated Project Delivery (IPD) is a project delivery method characterized by a single, multiparty contract involving the owner, architect, contractor, and key consultants. IPD promotes early collaboration, shared risk/reward, and transparency to optimize project outcomes. This contrasts with traditional methods like Design-Bid-Build where contracts are separate. ARE 5.0 PjM includes IPD as a critical topic, focusing on teamwork, roles, and responsibilities unique to this delivery method.

NEW QUESTION # 34

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

Answer: C

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 # 35

Which four factors will most affect the choice of project delivery method? Check the four that apply.

- **A. Project scope**
- **B. Construction cost**
- C. Size of architectural firm
- **D. Owner risk tolerance**
- **E. Owner capabilities**
- F. Building code

Answer: A,B,D,E

Explanation:

A). Project scope: Impacts complexity and integration needs.

C). Owner capabilities: Determines whether the owner can manage multiple contracts (as in DBB or CM).

E). Risk tolerance: Risk-averse owners may prefer DB or CM-at-risk with cost guarantees.

F). Construction cost: Influences whether fast-tracking or GMP methods are needed.

Incorrect:

B). The firm's size is rarely a determining factor.

D). Code compliance is required in all methods but doesn't drive delivery choice.

References:

AHPP Chapter 10 - Choosing a Delivery Method

NCARB ARE 5.0 Handbook - Delivery Method Evaluation Criteria

NEW QUESTION # 36

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

Answer: C,D,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 # 37

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