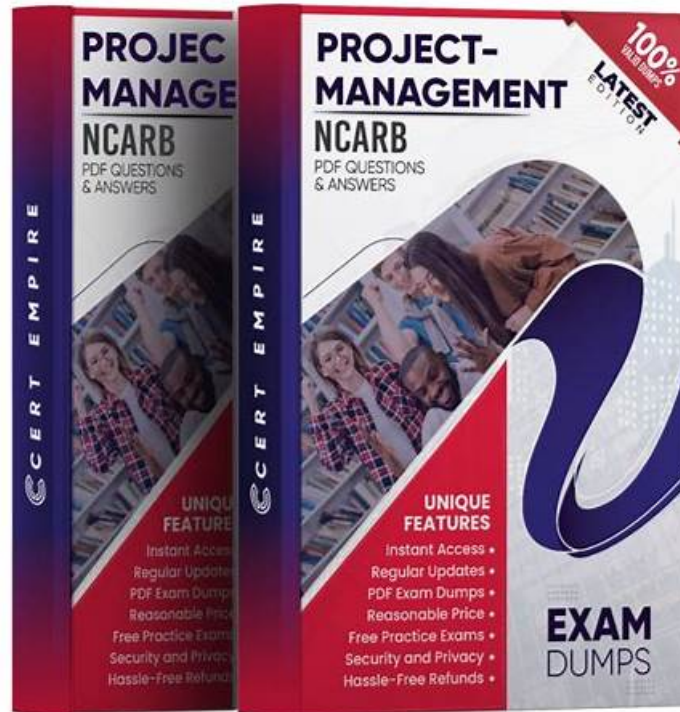


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NCARB Project-Management Exam Syllabus Topics:

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"> 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	<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"> • 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.

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NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q69-Q74):

NEW QUESTION # 69

What is a critical factor in managing project risk?

- A. Assigning all risk to the contractor
- **B. Identifying risks early and developing mitigation strategies**
- C. Ignoring minor delays to avoid panic
- D. Avoiding communication with the owner about risks

Answer: B

Explanation:

Effective risk management begins with early identification of potential risks and developing strategies to mitigate or respond to them. This includes scheduling, budget, design, and regulatory risks. Assigning all risk to contractors is unrealistic; avoiding communication worsens issues. ARE 5.0 PjM stresses proactive risk identification, communication, and management as key to project success.

NEW QUESTION # 70

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

Answer: A,B,C

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 # 71

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

- A. Concluding the project
- B. Facilitating the work
- C. Monitoring progress
- D. Producing construction documents
- E. Planning, organizing, and staffing the project
- F. Providing liability insurance

Answer: A,B,C,E

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 # 72

A key Project Manager leaves an architectural firm halfway through a project. Several days of lost productivity pass while the new Project Manager determines the customized organization that the previous Project Manager used. The new Project Manager recommends implementing new office policies to create standards and quality control methods for the entire office.

Which methods should be implemented? Check the four that apply.

- A. change the project delivery sequence
- **B. measure performance**
- C. customize work flow
- **D. improve quality continuously**
- **E. review current processes**
- **F. standardize work flow**

Answer: B,D,E,F

Explanation:

Comprehensive Detailed Explanation:

Best practices in quality management include:

A). Reviewing existing methods to identify inefficiencies

B). Standardizing workflow to prevent variability and loss of knowledge D). Measuring performance to track productivity and outcomes E). Continuous improvement ensures the office adapts and grows C is incorrect as customization contradicts standardization and is the root of the issue. F is a drastic step not warranted by the situation.

References:

NCARB ARE 5.0 PjM Handbook - Quality management and office standards

Ballast ARE 5 Review Manual - Project Management tools and quality assurance AIA Best Practices - Office workflow documentation and training

NEW QUESTION # 73

Who is typically responsible for verifying the contractor's schedule of values?

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

Answer: A

Explanation:

The architect typically reviews and verifies the contractor's schedule of values, which breaks down contract costs by work category for payment applications. This review ensures the breakdown aligns with the contract scope and allows for proper evaluation of payment requests. While the contractor prepares it and the construction manager or owner may review, the architect plays a key role in contract administration and cost verification as per ARE 5.0 PjM contract administration topics.

NEW QUESTION # 74

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