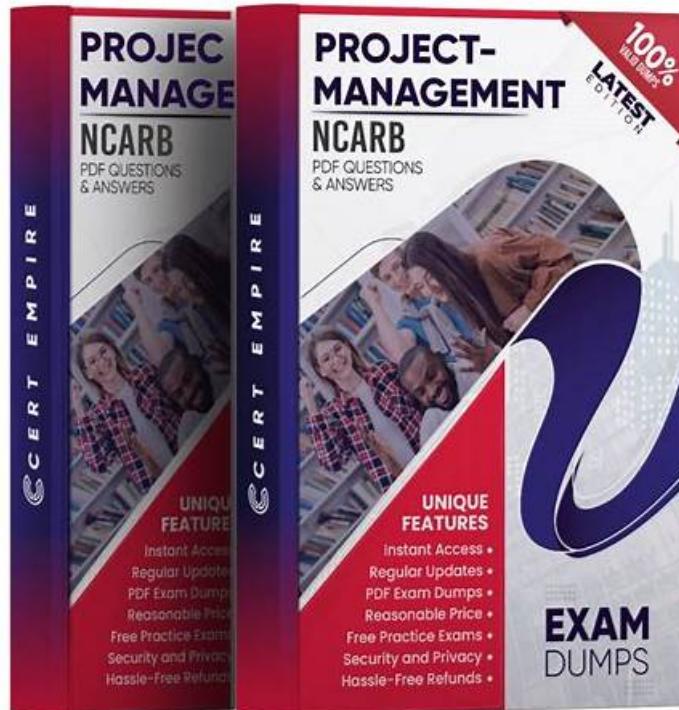


2026 Marvelous NCARB Project-Management Sample Exam



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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">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 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 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"> 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 (Q24-Q29):

NEW QUESTION # 24

Which scheduling method shows the longest path of dependent activities?

- A. Flowchart
- B. Gantt chart
- C. **Critical Path Method (CPM)**
- D. Bar chart

Answer: C

Explanation:

The Critical Path Method (CPM) identifies the longest sequence of dependent tasks that determine the minimum project duration. It highlights critical activities where delays affect the overall schedule. Gantt charts and bar charts are visual scheduling tools but do not calculate critical paths. Flowcharts map processes.

CPM is essential in ARE 5.0 PjM for schedule analysis.

NEW QUESTION # 25

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

Answer: B

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 # 26

According to AIA Document B201, the architect must perform which of the following services during Construction Contract Administration?

Check the three that apply.

- A. Prepare bid evaluation report
- B. Be a representative of and give advice to the owner
- C. Visit the site during appropriate stages of construction
- D. Review the program furnished by the owner
- E. Make decisions related to aesthetic effect
- F. Prepare construction contracts

Answer: B,C,E

Explanation:

Per AIA B201, during Construction Contract Administration, the architect shall:

- C). Make decisions on aesthetic matters when consistent with the contract documents.
- E). Visit the site at appropriate intervals to observe the work and determine conformance.
- F). Act as the owner's representative and advise on matters related to construction performance.

Incorrect options:

- A). The contractor prepares the construction contract using standard AIA forms (A101, A201); not the architect.
- B). Bid evaluation is typically performed prior to the Construction Contract Administration phase.
- D). Reviewing the program is part of early design phases, not CCA.

References:

AIA B201 - Standard Form of Architect's Services: Construction Contract Administration NCARB ARE 5.0 Handbook - Services during construction

NEW QUESTION # 27

The architect is on site to evaluate the completed work by the contractor. During the evaluation, the architect notices a structural connection that deviates from the contract documents.

According to AIA B101, to which party should the architect report this observed deviation?

- A. Contractor
- B. Building inspector
- C. Structural engineer
- D. Owner

Answer: D

Explanation:

Per AIA B101 § 3.6.2.1, the architect is required to notify the owner of any deviations from the contract documents observed during site visits. While the architect may also discuss it with the contractor and engineer, the formal obligation is to report it to the owner. The contractor is ultimately responsible for conformance with contract documents, and further action (like issuing a notice of nonconformance or requiring correction) may follow.

References:

AIA B101-2017 § 3.6.2.1

AIA A201-2017 §§ 3.3 and 4.2

NCARB ARE 5.0 Handbook - Construction Administration Task Overview

NEW QUESTION # 28

During the initial construction documents phase meeting, the owner states a strong desire to decrease the time required for the construction documents phase. The owner plans to submit the documents to the building department early for the building permit. Although the project is currently on schedule, the architect plans to comply with the owner's request.

Which action should the architect take?

- A. Discuss the current work plan with the owner and offer to expand staffing and reduce the schedule for additional services
- B. Recommend to defer any decision until the documents are 25% completed and more information is available
- C. Review with the owner a reorganized layout for the construction drawing set to use fewer sheets and fewer details
- D. Agree with the owner's compressed schedule if the owner agrees to reduce significantly the time for the owner's review of the documents

Answer: A

Explanation:

Verified Answer

Comprehensive Detailed Explanation:

To responsibly reduce the time required for the Construction Documents (CD) phase, the architect should discuss the staffing strategy and the additional resources needed to compress the schedule. This constitutes an additional service, as compressing the schedule requires added effort and cost. Offering to expand staffing allows the firm to maintain quality while meeting the owner's request.

References:

NEW QUESTION # 29

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