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1. Which of the following may occur after the team is released?
 - ☐ Transferring project ownership
 - ☐ Project completion celebration
 - ☐ Recording lessons learned
 - ☐ Warehousing project records
2. Which of the following pairs of items occur during Phase 1 of the project life cycle?
 - ☐ Assigns work to team members; finalizes the costs for completing project deliverables
 - ☐ Estimates resources needed for the project; works with stakeholders to define purpose of project
 - ☐ Works with stakeholders to define purpose of project; assigns work to team members
 - ☐ Finalizes the costs for completing project deliverables; estimates resources needed for the project
3. Which of the following is an example of risk contingency for a neighborhood garage sale?
 - ☐ The advertisement in the paper could have an error in the address.
 - ☐ It could rain the day of the garage sale.
 - ☐ Each person selling items could be responsible for setting up their own display.
 - ☐ The person responsible for providing tables may not show up on time.

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a piece of cake in front of you.

NCARB ARE 5.0 Project Management (PjM) Exam Sample Questions (Q67-Q72):

NEW QUESTION # 67

An architecture firm is negotiating a contract with an owner for a \$2,000,000 project. The proposed architectural-only fee is 5% of the cost of construction through the end of the Construction Document Phase.

During the negotiations, the owner wants to apply for a building permit in 7 weeks without exceeding the original budget constraints. The project staff currently consists of 2 people who have an hourly rate of \$100.

What is the minimum project staff required to meet the owner's new schedule?

- A. 0
- B. 1
- C. 2
- D. 3

Answer: C

Explanation:

Comprehensive Detailed Explanation:

Step 1: Fee available through CD phase:

$$\$2,000,000 \times 5\% = \$100,000$$

Step 2: Time constraint: 7 weeks

Hourly rate: \$100/person

$$\text{Max hours affordable: } \$100,000 \div \$100 = 1,000 \text{ hours}$$

Step 3: Hours per person over 7 weeks:

$$\text{Assume 40 hours/week \# 1 person} = 280 \text{ hours}$$

X = number of people

$$280 \times X = 1,000 \text{ hours \# } X = \sim 3.57 \text{ \# round up \# 4 people}$$

References:

NCARB ARE 5.0 Handbook - Fee calculation, budgeting, and scheduling

Ballast ARE 5 Review Manual - Staff planning exercises

NEW QUESTION # 68

The main goals on a large project are ease of communication and commitment from the project team.

Which scheduling technique should be used?

- A. Milestone chart
- B. Critical path method
- C. Interactive bar chart

Answer: C

Explanation:

Interactive bar charts are ideal for large projects where team commitment and communication are priorities.

Unlike a simple milestone chart or the more complex Critical Path Method (CPM), interactive bar charts provide a visual, time-based representation of tasks that facilitates easy understanding across disciplines.

When developed in a collaborative setting (such as pull-planning or in-person planning sessions), these charts help the project team see their roles, identify dependencies, and commit to deliverables.

The ARE 5.0 Handbook (Project Management division) describes interactive bar charts as excellent tools for collaborative environments where schedule visibility and team accountability are essential.

These charts promote communication across team members and are easier for non-technical stakeholders to interpret.

Reference: NCARB ARE 5.0 Handbook - PjM Content Area 3: Project Work Planning

NEW QUESTION # 69

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

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

Answer: A,C,D,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 # 70

According to ATA Document C401, Architect-Consultant Agreement, clearances and tolerances required by the mechanical work relative to the structural system are coordinated through which one of the following parties?

- A. Architect
- B. Structural engineer
- C. Contractor
- D. Mechanical engineer

Answer: A

Explanation:

According to the ATA Document C401, Architect-Consultant Agreement, the architect is responsible for coordinating clearances and tolerances required by mechanical work relative to the structural system. This means that the architect acts as the central coordinator among consultants, ensuring that mechanical systems fit properly within the structural framework without conflicts.

The architect reviews mechanical engineer's drawings and requirements for clearances and tolerances and communicates these needs to the structural engineer or contractor as necessary. This coordination helps prevent conflicts during construction and ensures the project integrates all disciplines smoothly.

This responsibility falls on the architect because the architect oversees the entire project design and facilitates coordination among all consultants. Neither the structural engineer nor the mechanical engineer alone manages this coordination, and the contractor typically implements the work rather than designs or coordinates these specific technical clearances.

References from ARE 5.0 Project Management (PjM) division:

- * ATA Document C401 Architect-Consultant Agreement overview - roles and responsibilities section
- * Coordination and communication tasks assigned to the architect in multi-disciplinary projects
- * Project Management guidelines emphasizing the architect's role in consultant coordination

NEW QUESTION # 71

During the bidding phase, what is the architect's role regarding addenda?

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

Answer: A

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 # 72

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