

NCARB Project Management Practice Exam (Sample)

Study Guide



Everything you need from our exam experts!

Copyright © 2026 by Examzify - A Kaluba Technologies Inc. product.

ALL RIGHTS RESERVED.

No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.

Notice: Examzify makes every reasonable effort to obtain accurate, complete, and timely information about this product from reliable sources.

SAMPLE

Table of Contents

Copyright	1
Table of Contents	2
Introduction	3
How to Use This Guide	4
Questions	5
Answers	8
Explanations	10
Next Steps	16

SAMPLE

Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

SAMPLE

- 1. Which Part contains information on the product, acceptable manufacturers, standards and test methods?**
 - A. Part I, General**
 - B. Part II, Products**
 - C. Part III, Execution**
 - D. Part IV, Closeout**

- 2. What best describes a Joint Venture?**
 - A. A long-term corporate merger**
 - B. Temporary association of two or more persons or firms for a specific project or achieving a specific goal.**
 - C. A franchise arrangement**
 - D. A general partnership with shared liability**

- 3. Which statement describes a Professional Corporation?**
 - A. It cannot practice professional services across state lines**
 - B. For professionals such as architects, lawyers, doctors, accountants, and interior designers. Liability for malpractice is limited to the person responsible for the act.**
 - C. It provides unlimited liability for malpractice**
 - D. It is a form of sole proprietorship**

- 4. Design-Based Methodologies are characterized by which of the following descriptions?**
 - A. Firms that concentrate on solving problems that are generic and widely applicable**
 - B. A collaborative approach where all staff contribute equally from initial concept**
 - C. Concentrated on developing solutions to problems that are unique to the firm; initial conceptual design is developed mainly by the principals, and PM and production to develop**
 - D. Design work is outsourced to external specialists**

- 5. Which contracting method offers the most flexibility for changes and unexpected hazards?**
 - A. Lump-sum contract.**
 - B. Unit price contract.**
 - C. Cost PLUS FIXED FEE.**
 - D. Design-build.**

- 6. In a design-build project, the owner often assumes construction administration duties typically performed by the architect. Which activity is an example of this responsibility?**
- A. Reviewing and approving submittals**
 - B. Developing project criteria**
 - C. Selecting a general contractor**
 - D. Managing final warranty claims**
- 7. What does Fast Tracking involve?**
- A. Fixed-price method described as a lump-sum price.**
 - B. CMc provides management and construction services under a single contract.**
 - C. Cost-Plus Fee w/ GMP: Owner pays actual cost plus a pre-agreed fee and GMP.**
 - D. Fast Tracking: Construction begins before the design phases are completed, with A/E documents issued in stages.**
- 8. Which factor is explicitly cited as influencing the decision to respond to a client services request?**
- A. The Firm's Current Workload**
 - B. The Client's Industry**
 - C. The Project's Budget**
 - D. The Project's Location**
- 9. Which of the following describes the typical purpose of a certificate of authorization (COA) in state regulation?**
- A. To authorize a corporation to practice architecture**
 - B. To authorize individual professionals to practice**
 - C. To grant a permit for a building project**
 - D. To certify insurance coverage**
- 10. Phase bid is used for fast-track construction where the construction contracts are bid on piecemeal.**
- A. True.**
 - B. False.**
 - C. Only used for residential.**
 - D. Not used with fast-tracking.**

Answers

SAMPLE

1. B
2. B
3. B
4. C
5. C
6. A
7. C
8. A
9. A
10. A

SAMPLE

Explanations

SAMPLE

1. Which Part contains information on the product, acceptable manufacturers, standards and test methods?

- A. Part I, General**
- B. Part II, Products**
- C. Part III, Execution**
- D. Part IV, Closeout**

In standard project specifications, information about what to buy and how it should perform is organized in a dedicated section that focuses on products. This Places all product-related details—types of products, performance criteria, standards to meet, acceptable manufacturers, and the test methods used to verify compliance—into Part II, the Products section. Keeping these product requirements separate from general project rules (Part I), how to install them (Part III), and closeout tasks (Part IV) helps everyone evaluate conformity and substitutions consistently. So the information on the product, acceptable manufacturers, standards, and test methods is found in Part II, Products.

2. What best describes a Joint Venture?

- A. A long-term corporate merger**
- B. Temporary association of two or more persons or firms for a specific project or achieving a specific goal.**
- C. A franchise arrangement**
- D. A general partnership with shared liability**

A joint venture is a temporary collaboration between two or more parties to pursue a defined project or goal. They pool resources, expertise, and capital, and share the risks and rewards, with a clearly set scope and duration. This makes it different from a long-term corporate merger, which combines companies into a single ongoing entity, and from a franchise, which centers on licensing a brand and operating system. It also isn't the same as a general partnership with shared liability, which is typically an ongoing, broader business relationship rather than a project-specific, finite venture. For those reasons, this description best captures the concept.

3. Which statement describes a Professional Corporation?

- A. It cannot practice professional services across state lines
- B. For professionals such as architects, lawyers, doctors, accountants, and interior designers. Liability for malpractice is limited to the person responsible for the act.**
- C. It provides unlimited liability for malpractice
- D. It is a form of sole proprietorship

A Professional Corporation is a corporate form used by licensed professionals to practice under a formal company structure. It provides liability protection for the professional practice, separating most business debts from personal assets, while malpractice liability typically stays with the individual who performed the act rather than distributing across the whole firm. This fits professionals such as architects, lawyers, doctors, accountants, and interior designers who operate under a licensed practice. It is not a sole proprietorship, and it does not inherently imply unlimited liability; improper or negligent acts by a specific professional can lead to personal accountability for that act, even within the corporate structure. It also does not automatically restrict cross-state practice; licensing rules govern where a professional can practice, not the basic corporate form itself.

4. Design-Based Methodologies are characterized by which of the following descriptions?

- A. Firms that concentrate on solving problems that are generic and widely applicable
- B. A collaborative approach where all staff contribute equally from initial concept
- C. Concentrated on developing solutions to problems that are unique to the firm; initial conceptual design is developed mainly by the principals, and PM and production to develop**
- D. Design work is outsourced to external specialists

Design leadership and how the initial concept is shaped define this approach. In design-based methods, the design direction is driven by the firm's principals, with the initial conceptual design coming from them, and the project management and production teams then developing and refining the solution to realization. This leads to solutions that are closely tied to the firm's design intent and the client's context, rather than generic or widely applicable templates. That's why the option describing concentrated effort on problems unique to the firm, with principals mainly developing the initial concept and PM and production building from that, is the best fit. The other ideas—solving generic problems, equal early involvement from all staff, or outsourcing the core design work—do not capture the design-led, firm-specific focus of this method.

5. Which contracting method offers the most flexibility for changes and unexpected hazards?

- A. Lump-sum contract.**
- B. Unit price contract.**
- C. Cost PLUS FIXED FEE.**
- D. Design-build.**

When changes or unexpected hazards arise, a contract that reimburses the contractor for actual costs plus a fixed fee provides the most adaptability. Because you pay for what is actually spent plus a predictable, fixed amount, you can approve design changes, scope adjustments, and unforeseen conditions as they come up without renegotiating a new lump-sum price. The fixed fee gives the contractor a stable return, while the costs track the true effort and resources required, making it easier to absorb changes without derailing the project schedule or budget. In contrast, a lump-sum arrangement fixes the total price upfront, so any change can trigger detailed change orders and renegotiation; a unit price contract adjusts based on quantities but still leaves final costs uncertain and subject to disputes over measurements; design-build can speed delivery but often limits owner control over changes once design decisions begin.

6. In a design-build project, the owner often assumes construction administration duties typically performed by the architect. Which activity is an example of this responsibility?

- A. Reviewing and approving submittals**
- B. Developing project criteria**
- C. Selecting a general contractor**
- D. Managing final warranty claims**

Construction administration centers on ongoing checks to verify the work matches the contract documents and design intent as construction proceeds. In a design-build setup, the owner may take on some of these oversight duties to maintain control over how the design is realized. Reviewing and approving submittals is a prime example. Submittals—shop drawings, product data, samples—are the contractor’s proposed ways to implement the design. The owner (or their representative) reviews these to confirm they comply with contract requirements, meet performance criteria, and align with the overall design intent before fabrication or installation proceeds. This governs quality and coordination and happens continuously during construction, making it a clear construction administration activity. Developing project criteria happens earlier in programming and design, not during construction administration. Selecting a general contractor is a procurement decision rather than an ongoing admin duty, and managing final warranty claims occurs after project completion, not during construction.

7. What does Fast Tracking involve?

- A. Fixed-price method described as a lump-sum price.
- B. CMc provides management and construction services under a single contract.
- C. Cost-Plus Fee w/ GMP: Owner pays actual cost plus a pre-agreed fee and GMP.**
- D. Fast Tracking: Construction begins before the design phases are completed, with A/E documents issued in stages.

Fast tracking means starting construction before the design is fully finished. In this approach, design and construction run in parallel, with architectural and engineering documents released in stages so work can begin on early portions while later design details are still being developed. This can shorten the overall schedule but increases coordination risk and the potential for changes as more design decisions are made. The description that fits fast tracking is the one in which construction begins before design phases are completed, with A/E documents issued in stages. The other choices describe different delivery or pricing methods that do not specify the overlapping design-construction sequence.

8. Which factor is explicitly cited as influencing the decision to respond to a client services request?

- A. The Firm's Current Workload**
- B. The Client's Industry
- C. The Project's Budget
- D. The Project's Location

The important idea here is that capacity governs whether a firm can take on or respond to a client services request. The explicit factor is the Firm's Current Workload because it directly shows how much capacity is available—staff time, attention, and prioritization—to address the request. If the firm is already busy with existing commitments, response time may be slowed or the request deprioritized; if there's slack in the schedule, response can be quicker. The other factors—Client's Industry, Project Budget, and Project Location—can influence project planning or prioritization in various contexts, but they don't inherently determine whether the firm should respond to a client services request on a day-to-day basis. The core point is how much work is already on the table and how that affects capacity to respond.

9. Which of the following describes the typical purpose of a certificate of authorization (COA) in state regulation?

- A. To authorize a corporation to practice architecture**
- B. To authorize individual professionals to practice**
- C. To grant a permit for a building project**
- D. To certify insurance coverage**

In state regulation, a certificate of authorization is used to allow a corporation or firm to practice architecture within that state. It certifies that the business entity has a licensed architect or responsible professional in charge and meets the regulatory requirements to provide architectural services. This is about the entity's permission to offer professional services, not about granting licenses to individual people, issuing building permits, or certifying insurance coverage.

10. Phase bid is used for fast-track construction where the construction contracts are bid on piecemeal.

- A. True.**
- B. False.**
- C. Only used for residential.**
- D. Not used with fast-tracking.**

Phase bidding is a procurement approach that enables fast-tracking by letting portions of the project be designed and bid separately as soon as enough design detail is available. By breaking the project into packages and awarding contracts piecemeal, construction can begin on early components while later design work continues, accelerating the overall schedule. This method isn't limited to any particular project type and is specifically used to overlap design and construction. It does, however, require strong coordination across interfaces and careful contract management to handle potential change orders and integration issues.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://ncarbprojectmgmt.examzify.com>

We wish you the very best on your exam journey. You've got this!

SAMPLE