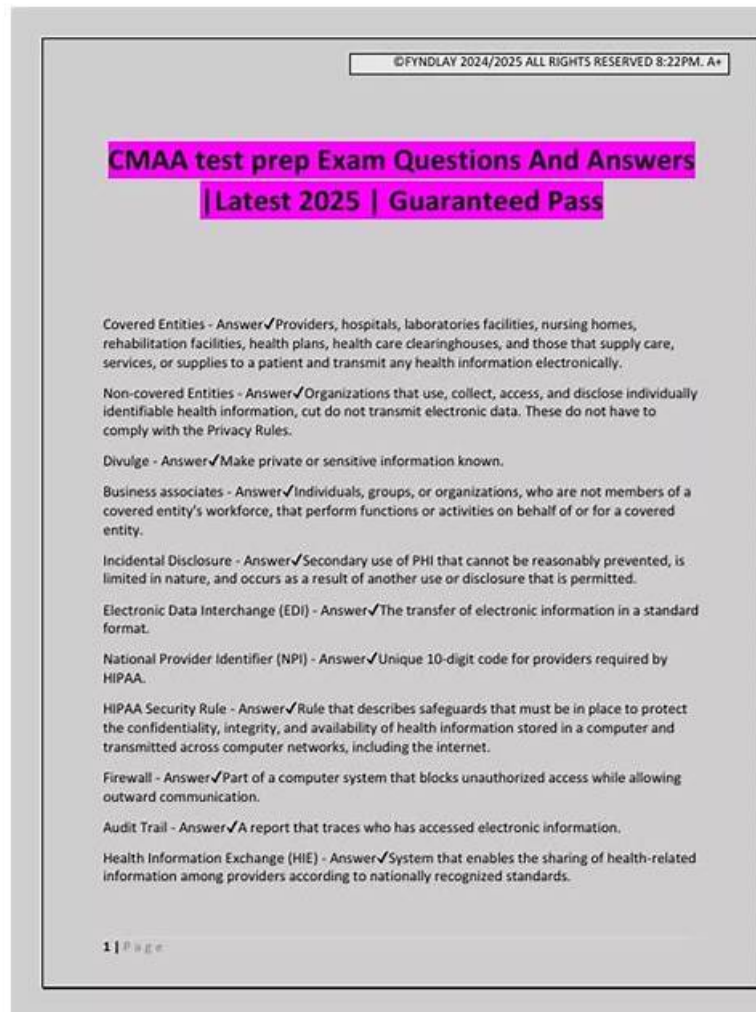


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CMAA Certified Construction Manager (CCM) Sample Questions (Q18-Q23):

NEW QUESTION # 18

The CM is tasked with analyzing the schedule variance of a project on a regular basis. The contractor's recent payment application includes a dramatic increase in earned hours than what was budgeted for the project. This MOST likely indicates

- A. the contractor will be submitting change orders.
- B. the project is ahead of schedule.
- **C. the project is behind schedule.**
- D. the contractor is making more profit than anticipated.

Answer: C

Explanation:

In earned value or earned hours analysis, "earned hours" represent how much work has actually been completed (in units of schedule effort) compared to what was budgeted over time. If a contractor claims a significantly higher number of earned hours than budget expected at that point, that discrepancy often indicates the contractor is catching up for prior slippage or back-loading progress and may be masking a delay. In other words, the project is likely behind schedule: the contractor is accelerating or shifting resources to show a jump in performance, sometimes to avoid triggering delay claims or escalating scrutiny.

While CMAA's formal SOP does not provide a one-sentence treatment of this particular scenario, standard earned value (EV) and schedule variance (SV) theory (used in CMAA's time management domain) supports that an unexpected inflation in earned hours relative to budget can signal a retrospective correction for lagging progress, rather than true ahead-of-schedule condition.

NEW QUESTION # 19

A construction manager is responsible for the bid review and evaluation of an \$85 million high school project.

All bids must be submitted in person at the client's Purchasing Office by 1:00 PM EST and stamped by the CM's team. While preparing for the bid opening, the CM noticed that one of the contractor's bids was submitted a day earlier to a new clerk, but was date and time stamped after the bids were due. What should the CM do in this situation?

- A. Send the bid back to the contractor and apologize for the mishap.
- **B. Inform the Owner and review the instructions to bidders for guidance on how to proceed.**
- C. Include the unopened bid, since it clearly was an oversight.
- D. Put the contractor's unopened bid in tight security until the bid opening has been completed.

Answer: B

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), Chapter 6 - Contract Administration, the Construction Manager is responsible for ensuring that all bid procedures are handled in strict accordance with the procurement requirements and instructions to bidders.

CMAA guidance emphasizes:

"In the event of irregularities during the bidding or proposal submission process, the Construction Manager must immediately notify the Owner and refer to the procurement documents for direction before taking any independent action." The CM must maintain impartiality, protect the integrity of the bidding process, and avoid unilateral decisions that could imply bias or alter bid fairness. Since the bid in question was timestamped incorrectly, the proper step is to inform the Owner and review the bidding instructions to determine the correct procedural resolution.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, Chapter 6 - Contract Administration, Section:

"Procurement and Bidding Procedures," pp. 61-64.

CMAA CM Study Guide, Contract Administration Domain, Objective 6.1: "Ensure fairness, transparency, and compliance in the bid process."

NEW QUESTION # 20

Which delivery method, if not properly coordinated, introduces the strong possibility of work scope being duplicated or even omitted?

- **A. Multi-Prime**
- B. Design-Bid-Build (DBB)
- C. CM at Risk (CMAR)
- D. Design Build (DB)

Answer: A

Explanation:

The CMAA Standards of Practice explain that Multi-Prime delivery involves multiple contractors each working under separate contracts directly with the Owner. The absence of a single point of contractual coordination can result in scope overlaps or gaps if the CM or Owner does not maintain tight coordination among all primes.

As noted in the SOP:

"The potential for duplication or omission of work scope is greatest in a multi-prime contracting arrangement, where the responsibility for interfaces between contracts must be clearly defined and managed by the Construction Manager." This risk is unique to the Multi-Prime method because, unlike CMAR or Design-Build, there is no single entity responsible for all construction coordination.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Delivery Methods," pp. 19-20.

CMAA Study Guide, Project Management Domain, Objective 2.1.

NEW QUESTION # 21

Which of the following statements BEST describes the recommended approach CMs should take with respect to building information modeling (BIM)?

- A. The CM should not discuss BIM unless requested by the owner.
- **B. The CM should assure the owner has considered using BIM.**
- C. The CM should not recommend the use of BIM.
- D. The CM should require the owner to use BIM.

Answer: B

Explanation:

In the latest versions of the CMAA Standards of Practice, technology management (including BIM) is recognized as part of the CM's advisory role. The CM should proactively assure the owner has considered BIM as a tool, evaluate its benefits and risks, and integrate it into planning if appropriate. But the CM should not unilaterally impose or require BIM use without the owner's acceptance, nor remain silent on its potential merits (i.e. D is too passive). Also, blanket rejection (B) is inconsistent with modern practice.

Hence the recommended stance is that the CM prompts the owner to consider BIM, educates on its advantages and limitations, and helps the owner decide whether and how to adopt it in that specific project context.

NEW QUESTION # 22

A CM is providing support on a \$150 million construction project. The agency has a well-developed safety program; however, the contractor is planning to use an innovative, high-risk method for constructing the project. To minimize the owner's risk, the CM should recommend that the owner

- A. modify the CM contract to include safety management to protect the owner's interests.
- B. provide a safety coordinator to perform the necessary project safety functions on behalf of the contractor.
- C. ensure they have a contractor-controlled insurance program (CCIP) to cover the safety risk for the project.
- **D. have the contractor submit a safety management plan for review and approval by the owner.**

Answer: D

Explanation:

In the CMAA Standards of Practice, Chapter 7 - Safety Management, the Construction Manager's responsibility is to ensure that the

contractor provides a project-specific safety plan addressing unique construction methods or risks.

CMAA guidance specifies:

"When special construction techniques or hazardous methods are proposed, the Construction Manager should require the contractor to submit a project safety plan for review and verification of compliance with contract and regulatory safety requirements." The CM's review confirms that the contractor's plan meets all contractual obligations and regulatory standards. The CM does not take responsibility for safety execution but ensures the plan's adequacy before work begins.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Section:

"Contractor Safety Planning and Review," pp. 69-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.3: "Ensure contractor provides and adheres to an approved safety plan for all high-risk activities."

NEW QUESTION # 23

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