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CMAA Certified Construction Manager (CCM) Sample Questions (Q55-Q60):

NEW QUESTION # 55

Which of the following contract types limits the potential incentive to increase profit through increasing contract costs?

- A. Cost plus a percentage of cost
- B. Time and materials
- C. Cost plus fixed fee
- D. Unit price

Answer: C

Explanation:

The CMAA Cost Management section identifies several contract types and their profit implications. The Cost Plus Fixed Fee (CPFF) contract type establishes a predetermined fixed fee for the contractor, regardless of actual cost fluctuations.

The SOP explains:

"A cost plus fixed fee contract provides the contractor reimbursement for actual allowable costs plus a fixed fee established at the outset of the contract. The fee does not vary with the actual cost, eliminating any incentive to increase costs for additional profit." In contrast:

Cost plus a percentage of cost encourages higher spending because profit increases with cost.

Time and materials contracts also risk cost escalation.

Unit price contracts carry risk of scope manipulation or overestimation.

Thus, Cost Plus Fixed Fee best limits profit incentive tied to cost growth.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section: "Contract Pricing and Fee Arrangements," pp. 36-38.

CMAA Study Guide, Cost Management Domain, Objective 3.4.

NEW QUESTION # 56

Construction schedule coordination and enforcement means and methods techniques, and sequence of work are typically assigned to the construction manager under which delivery method?

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

Answer: B

Explanation:

Under the CM at Risk (CMAR) delivery method, the CM often assumes responsibilities similar to a general contractor during the construction phase, including coordination of schedule, means and methods, and sequence of work. The CM transitions from advisory role during design to performance role during construction, which involves enforcing construction coordination and methods. The CMAA "Owner's Guide to Project Delivery Methods" explains that in CMAR, the CM "acts as consultant... during the design phases, but as the equivalent of a general contractor during the construction phase." Because in DBB or Multi-Prime, the general contractors or multiple contractors would handle means and methods, and in DB the design-builder handles those responsibilities. The CM at Risk is the form where schedule coordination and enforcement of means & methods is typically assigned to the CM.

NEW QUESTION # 57

The joint between a cast-in-place wall and a cast-in-place roof slab contains a waterstop for a sub-grade structure. While installing roof beams, the waterstop became dislodged from the already-placed wall. A non-conformance report was issued. The engineer of record's repair detail showed to cut and remove the dislodged waterstop sections. The authority/agency re-approved the detail as the waterstop is part of a secondary waterproofing system and the primary system was deemed sufficient. The contractor did not comply with the detail and placed the concrete roof slab over the dislodged material. In this scenario, which of the following options represents the BEST course of action?

- A. The agency should accept as-is and rely on the primary system.
- B. The concrete should be chopped out, rebar dowels should be drilled into the new slab, and the repair detail should be implemented.
- C. All slab concrete should be removed.
- **D. Based on the engineer of record's recommendation, the contractor should develop a repair detail and submit for approval.**

Answer: D

Explanation:

Per CMAA Standards of Practice (Chapter 5 - Quality Management and Chapter 6 - Contract Administration), when non-conforming work is discovered and the contractor fails to comply with approved corrective instructions, the appropriate procedure is for the contractor to submit a proposed corrective action or repair detail for review and approval by the engineer of record and

the owner.

The SOP emphasizes:

"The contractor is responsible for proposing a corrective action for nonconforming work. The CM shall ensure the proposal is reviewed and approved by the design professional and owner prior to implementation." Accepting the condition as-is (Option C) would be improper without formal approval, and unilateral removal or demolition (Options B or D) should only occur after the approved corrective process is completed.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Quality Management, Section "Nonconforming Work and Corrective Action." CMAA CM Study Guide, Quality Management Domain, Objective 5.4: "Coordinate the review and approval of corrective actions for nonconforming work."

NEW QUESTION # 58

The chief estimator for a construction company is asked to provide an estimate based on known project characteristics, such as square footage and unit prices. The estimator will MOST likely be employing which technique?

- A. Conceptual Estimating
- **B. Parametric Estimating**
- C. Analogous Estimating
- D. Bottom Up Estimating

Answer: B

Explanation:

The CMAA Cost Management section defines parametric estimating as:

"A method of estimating in which the cost of a project or component is determined by applying cost parameters (such as cost per square foot, cost per unit, or cost per linear foot) to known quantities or measurable project characteristics." This approach is typically used during early design stages when only limited design information is available but project parameters (e.g., size, type, location) are known. It provides a reliable and repeatable estimating method for benchmarking or budgeting.

Conceptual estimating relies on very preliminary data or similar past projects, while bottom-up estimating requires detailed quantity takeoffs and is used at later design stages. Analogous estimating uses direct comparison with a completed project, not specific cost parameters.

Hence, the correct answer is B. Parametric Estimating.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Cost Management, Section: "Estimating Techniques." CMAA CM Study Guide, Cost Management Domain, Objective 4.2: "Apply parametric estimating techniques based on measurable parameters."

NEW QUESTION # 59

BIM best assists the CM with

- A. managing time, safety, quality, and facility operations.
- B. gathering energy, cost, facility maintenance, safety, and spatial data.
- C. developing drawings and facility management.
- **D. planning, coordination, and control of the project.**

Answer: D

Explanation:

The CMAA Standards of Practice and CMAA Best Practices Guide for Building Information Modeling (BIM) identify the CM's use of BIM as a tool for:

"Planning, coordination, and control of design and construction activities, integrating project information, and improving communication among all participants." BIM provides visualization and data integration to support project coordination, sequencing, clash detection, logistics planning, and schedule validation. Although BIM can contain data about cost, energy, and maintenance, its primary value to the CM lies in improving project planning, coordination, and control across disciplines during design and construction.

Thus, the correct answer is B. planning, coordination, and control of the project.

References:

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, Section: "Use of Technology and BIM." CMAA Best Practices Guide for Building Information Modeling, Sections 1.1-2.3.

NEW QUESTION # 60

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