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CMAA Certified Construction Manager (CCM) Sample Questions (Q62-Q67):

NEW QUESTION # 62

During the design phase of a CM agency project, the designer submits several design options for the stakeholders to review and provide input on. Whose responsibility is it to ensure that the stakeholders are able to provide input on the designs?

- A. CM
- B. Owner
- C. Designer
- D. Commissioning agent

Answer: A

Explanation:

As defined in the CMAA Standards of Practice (Chapter 2 - Project Management), one of the CM's key duties during design is to act as the owner's representative and facilitator, ensuring stakeholder communication and coordination. The SOP notes:

"The CM coordinates design review meetings and facilitates communication between the designer, owner, and stakeholders to ensure that design input and decisions are documented and incorporated as required." While the designer produces the technical content, it is the CM's responsibility to manage the process so that all stakeholders can review and comment effectively within the project schedule.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section "Design Phase Activities and Stakeholder Coordination." CMAA CM Study Guide, Project Management Domain, Objective 2.3: "Facilitate owner and stakeholder input during design development."

NEW QUESTION # 63

An agency CM is representing the public owner of a large, complex project with numerous site challenges.

The owner has received numerous differing site condition claims on previous projects on this site. The agency CM has reviewed the bid documents and believes the site challenges are clearly and sufficiently detailed for bidders. This is a design-bid-build, lump sum procurement. The apparent low bid is more than 10% lower than the next lowest bid, and the owner is very concerned that the apparent low bidder has not included the cost of mitigating the site challenges in its bid. What should the agency CM do?

- A. Conduct a post-bid conference to see if all bidders included the cost of mitigating the site challenges in their bids.
- B. Make the recommendation to the owner to reject all bids and re-advertise the project.
- C. Conduct a post-bid interview with the apparent low bidder to determine if the bidder has a clear understanding of the site challenges.
- D. Ask the designer to verify that the technical specifications describing the site challenges in sufficient detail.

Answer: D

Explanation:

According to CMAA's recommended Owners Risk Reduction Techniques (when using a CM for owner's risk control), one of the CM's roles is to help the owner ensure clarity of site conditions and contract documents especially when prior history on the site includes claims for differing site conditions. The CM should engage the design team to verify whether the contract documents properly capture the known site risks in adequate detail before awarding a bid.

In a design-bid-build, lump sum contract, the contractors rely on the documents and specifications as the basis of their bids. If the apparent low bid is significantly below others (e.g., >10% lower), that discrepancy raises suspicion that the low bidder may have omitted or under-priced site risk mitigation. The CM should not directly interrogate bidders or conduct post-bid interviews that might create unfairness or violate procurement rules. Rather, the correct approach is for the CM to consult with the designer to confirm whether the bid documents adequately and clearly described the site challenges. If deficiencies or ambiguities are found, the owner may need to issue clarifications, addenda, or consider re-advertising.

Thus, the prudent and contract-compliant first step is: A. Ask the designer to verify that the technical specifications describing the site challenges in sufficient detail.

NEW QUESTION # 64

While conducting an inspection of the work in progress for a design-bid-build project, a CM notices that some of the completed work does not conform to the construction documents. The FIRST thing the CM should do is

- A. direct the contractor to correct the non-conforming work.
- B. discuss the concerns with the owner.
- C. document the non-conforming work and distribute the documentation to the contractor, design professional, and client.

- D. schedule a meeting with the design professionals and the client to discuss the issues.

Answer: C

Explanation:

According to the CMAA Standards of Practice (Chapter 5 - Quality Management), when non-conforming work is observed, the first action the CM must take is to document the condition accurately and notify the appropriate parties. The SOP states:

"When nonconforming work is discovered, the Construction Manager shall document the condition, identify the location and extent, and promptly notify the contractor, the owner, and the design professional." The CM does not have authority to direct corrective work (that authority lies with the owner or design professional). Proper documentation ensures an accurate record and initiates the formal resolution process.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Quality Management, Section "Nonconforming Work Identification and Documentation." CMAA CM Study Guide, Quality Management Domain, Objective 5.3: "Identify and document nonconforming work and notify appropriate parties."

NEW QUESTION # 65

An agency CM is assigned to a new construction project using the CMAA A-2 Standard Form of Agreement between owner and contractor. The project is experiencing concurrent critical path delays caused by the contractor and the architect. What is the BEST guidance the agency CM could give the owner for dealing with these events?

- A. The architect and GC should be directed to add resources to mitigate each of their delays at no additional cost to the owner.
- B. The owner should charge the contractor daily liquidated damages.
- C. Direct both the architect and GC to mitigate each delay and have the agency CM perform a schedule impact analysis to allocate delay responsibility.
- D. The owner should plan for delayed completion.

Answer: C

Explanation:

Under CMAA's Time Management and Risk Management domains, when concurrent delays arise from different responsible parties (e.g. architect and contractor), the CM should perform a schedule impact analysis to apportion responsibility and guide mitigation. The CM should instruct both parties to mitigate their individual delays within their responsibilities. This approach helps the owner understand cost/time consequences, negotiate or handle claims, and manage risk.

Option A is defeatist (accept delay without mitigation). Option C expects cost absorption by parties without analysis and may be unfair or contractually unsupported. Option D (liquidated damages) addresses contractor delay penalties but does not address architect-caused delay or concurrent delay complexities. The A-2 form is neutral; it does not automatically allow penalizing the contractor when both parties are at fault. The CM's best role is to analyze impacts and assist in allocation of responsibility—thus B is best.

NEW QUESTION # 66

In what decade was the new occupation of "construction manager" created to fulfill an identified need?

- A. 1980s
- B. 1950s
- C. 1930s
- D. 1970s

Answer: D

Explanation:

The Construction Management Association of America (CMAA) identifies the 1970s as the decade when the professional discipline of Construction Management (CM) formally emerged in the United States.

The CMAA's historical overview explains:

"Construction Management became recognized as a distinct professional service in the 1970s, when owners began seeking specialized expertise to manage increasingly complex design and construction projects." During this period, large public and private sector projects required oversight separate from design and contracting roles, leading to the development of the CM profession and eventually to the founding of CMAA in 1982.

References:

CMAA Construction Management Standards of Practice, Introduction: "History and Evolution of Construction Management," pp. 1-3.

CMAA CM Study Guide, Professional Practice Domain, Objective 10.1: "Understand the origins and development of the construction management profession."

NEW QUESTION # 67

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