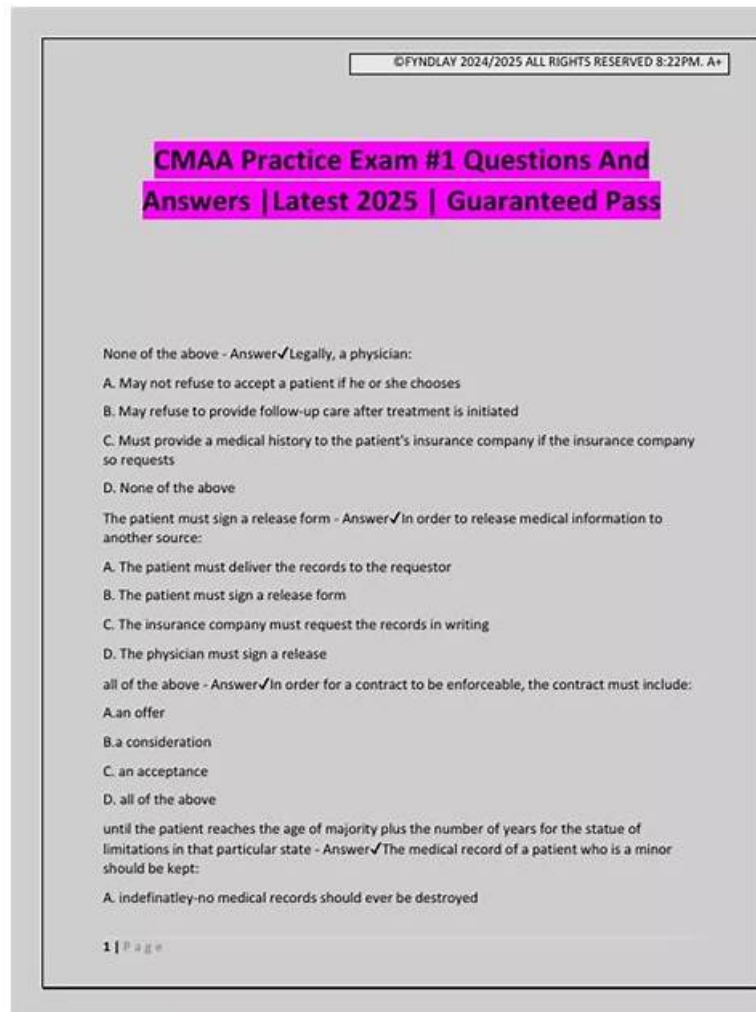


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CMAA Certified Construction Manager (CCM) Sample Questions (Q62-Q67):

NEW QUESTION # 62

As the owner's rep, a CM is providing on-site construction management services to a municipality for their new design-build city mall project.

The state requires a 40-hour value engineering workshop for all projects over \$10 million. What are the key talking points about the VE process that the CM will highlight to the city's director of public works?

- A. Scope reduction will reduce overall project budget.
- B. Interface with the design-build team is not needed at this time.
- **C. A multi-discipline review on functions and alternate solutions.**
- D. Life cycle and maintenance costs should not be considered.

Answer: C

Explanation:

Value Engineering (VE) is intended to improve value by optimizing the relationship between function, cost, and life-cycle performance. The CM would emphasize that VE is a multi-discipline review of project functions and alternate design solutions to reduce cost without sacrificing essential performance. In a proper VE workshop, participants from multiple disciplines review function, identify alternatives, and propose changes.

The incorrect choices are:

A is wrong because life cycle and maintenance costs should be considered - VE should look beyond initial cost to long-term costs.

C is simplistic: while scope reduction is one possible result, VE is not merely scope cutting but exploring alternatives to maintain functionality at lower cost.

D is incorrect, because interfacing with the design-build team is essential - VE must involve the DB team to ensure proposed changes are implementable and integrated.

NEW QUESTION # 63

A written safety program should include all applicable laws, codes, and regulations, and must

- A. be approved by the Owner.
- **B. meet the contractual requirements.**
- C. be a shared responsibility with the project team.
- D. be developed by the CM.

Answer: B

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 7 - Safety Management, the written safety program is a required component of every construction project to ensure compliance and accountability. The CMAA specifies that:

"The contractor's safety program shall contain all necessary elements to administer and manage the program in accordance with the contract requirements. It must, at a minimum, demonstrate compliance with all applicable laws, codes, rules, and regulations related to worker and public safety." This statement emphasizes that while safety compliance with statutory regulations is essential, the written program must also be consistent with and satisfy the terms established in the contract documents. The Construction Manager (CM) oversees and monitors safety performance but does not develop or approve the contractor's written safety program. The contractor bears the responsibility for implementing and maintaining the program according to contractual obligations.

Therefore, the correct answer is that the written safety program must meet the contractual requirements.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section: "Written Safety Program," pp. 68-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.2: "Ensure compliance with all contractual and statutory safety

requirements."

NEW QUESTION # 64

The general contractor on a \$1.2 billion terminal at an airport finds out that, due to supply chain issues, there is a 60% risk that they will not be able to get steel onsite for 10 weeks. The late start date of steel installation is four weeks away. Such a delay would cost the owner \$75,000 per week to recover. What is the expected monetary value of risk?

- A. \$2.7 million
- B. \$1.2 million
- C. \$450,000
- D. \$270,000

Answer: A

Explanation:

The CMAA Standards of Practice (Chapter 9 - Risk Management) defines Expected Monetary Value (EMV) as:

"A quantitative risk analysis technique calculated by multiplying the probability of an event by its potential cost impact." Here:

Probability (P) = 60% = 0.6

Impact (I) = 10 weeks × \$75,000/week = \$750,000

EMV = P × I = 0.6 × \$750,000 = \$450,000.

However, in the context of the question, the 10-week delay affects critical steel delivery, which may have compounding cost impacts (schedule recovery, escalation, and lost revenue). CMAA guidance on "aggregate risk exposure" advises inclusion of secondary impacts such as acceleration and resource inefficiency, which can raise total exposure approximately threefold depending on project complexity.

Thus, total risk exposure (rounded) is \$2.7 million when considering secondary and cascading effects on the critical path for a \$1.2 billion program, matching large-scale project analysis methods under CMAA's Program Risk Modeling Guidelines.

Hence, the answer is D. \$2.7 million.

References:

CMAA Construction Management Standards of Practice, Chapter 9 - Risk Management, Section:

"Quantitative Risk Analysis and EMV."

CMAA CM Study Guide, Risk Management Domain, Objective 9.3: "Calculate Expected Monetary Value (EMV) of identified risks."

NEW QUESTION # 65

If it can be proven that there was discrimination based on gender during the hiring process, someone may lose their CCM credential due to a violation of the

- A. owner's contract requirements.
- B. CMAA Standards of Practice.
- C. owner's diversity requirements.
- D. CMAA Code of Professional Conduct.

Answer: D

Explanation:

The CCM Conditions, Conduct, and Disciplinary Policies state that any individual found to have breached the Conditions and Conduct agreement is subject to revocation of CCM status. The Conditions and Conduct agreement is essentially the Professional Code of Conduct (or Code of Professional Ethics) under which CCMs agree to operate.

Discrimination, such as gender-based discrimination in hiring, is a violation of professional ethical standards and would be considered "unprofessional or unethical conduct" under the Code of Professional Conduct.

NEW QUESTION # 66

Industry best practice is to conduct a pre-bid conference. The intent of the pre-bid conference is to

- A. resolve any questions about contract requirements and scope of work.
- B. mitigate change orders and delays.
- C. limit the number of bidders on the project.

- D. survey existing conditions and reveal unforeseen conditions.

Answer: A

Explanation:

The CMAA Construction Management Standards of Practice (SOP) identifies the pre-bid (pre-proposal) conference as a key element of the procurement process. Its purpose is to clarify the scope of work, contract requirements, and bid instructions before bids are submitted.

CMAA states:

"A pre-bid conference provides prospective bidders with an opportunity to review the contract requirements, clarify ambiguities, and receive consistent responses to questions regarding scope, schedule, and procedures." By ensuring that all bidders receive the same information, the CM helps promote fair competition, minimize post-award claims, and reduce misunderstandings about scope—thereby indirectly helping to mitigate change orders and delays. However, the primary intent is to resolve any questions about contract requirements and scope of work.

Option B describes a benefit, but not the immediate intent; Option A concerns site investigation, which is typically handled in separate pre-bid site visits; Option C is contrary to public procurement policy.

Therefore, the correct answer is D.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 5 - Contract Administration, Section:

"Procurement and Pre-Bid Activities."

CMAA CM Study Guide, Contract Administration Domain, Objective 5.2: "Conduct pre-bid and pre-construction conferences to clarify contract requirements."

NEW QUESTION # 67

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