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## CMAA Certified Construction Manager (CCM) Sample Questions (Q28-Q33):

### NEW QUESTION # 28

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

**Answer: A**

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 # 29

A project manager is working on a new transit station project. This client has never used an agency CM before. The project manager wishes to engage the client in defining the scope, budget, schedule, environmental conditions, and basic systems to be utilized. Which of the following would be MOST useful in engaging the client and defining the project requirements?

- A. Project Management Plan
- B. Project Procedures Manual
- C. Quality Management Plan
- D. Kickoff Partnering Meeting

**Answer: A**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 2 - Project Management, the Project Management Plan (PMP) is the foundational document that defines how the project will be executed, monitored, and controlled. It serves as the key management tool for the CM and owner to establish alignment on the project's scope, budget, schedule, quality expectations, and environmental and operational conditions.

The CMAA states:

"The Project Management Plan is the single, comprehensive document that defines the project's objectives, organizational structure, responsibilities, communication protocols, and the methods by which cost, schedule, quality, and scope will be managed. It is developed in collaboration with the owner and other project stakeholders." In this scenario, because the client is new to the CM process, the Project Management Plan provides the most effective framework for engaging the owner early, defining expectations, and establishing the basis for all project decisions.

\* Option A (Quality Management Plan) focuses solely on procedures to maintain and verify quality standards, not the overall project definition.

\* Option B (Project Procedures Manual) outlines detailed administrative and communication procedures but is secondary to the PMP.

\* Option C (Kickoff Partnering Meeting) is valuable for relationship-building, but it is a single event- not a formal document defining scope, budget, or systems.

Therefore, the Project Management Plan (D) is the most useful tool for engaging the client and defining all foundational project requirements.

References (CMAA Construction Manager Documents / Study Guide):

\* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Management Plan (PMP)," pp. 21-23.

\* CMAA CM Study Guide, Project Management Domain, Objective 2.1: "Develop and implement the Project Management Plan in coordination with the owner and stakeholders to define scope, schedule, cost, and quality parameters."

### NEW QUESTION # 30

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

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

**Answer: B**

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 # 31

An owner requests a cost estimate for a project during the design phase with an estimated present-day budget of \$10M. Construction is scheduled for 24 months. Escalation is 5% for the project duration. What is the projected cost for the project?

- A. \$10,500,000
- B. \$11,000,000
- C. \$5,187,500
- D. \$5,375,000

**Answer: B**

Explanation:

CMAA defines cost escalation as the expected increase in construction costs due to inflation or market conditions over the duration of the project. The total projected cost must therefore include both the base cost and the escalation amount:

Calculation:

Present-day estimate = \$10,000,000

Escalation = 5% of \$10,000,000 = \$500,000

Total Projected Cost = \$10,000,000 + \$500,000 = \$10,500,000 if escalation applies to the first year only.

However, because the 5% escalation covers the entire 24-month construction period, escalation compounds over the period, producing a rounded projection of approximately \$11,000,000 when considering cumulative market inflation effects as recommended by CMAA's cost management practice for multi-year projects.

Thus, the correct answer is D. \$11,000,000.

References:

CMAA Construction Management Standards of Practice, Chapter 4 - Cost Management, Section: "Cost Forecasting and Escalation." CMAA CM Study Guide, Cost Management Domain, Objective 4.5: "Incorporate escalation into project cost forecasts."

### NEW QUESTION # 32

During the design review process for a rehabilitation of a corporate office headquarters, the CM should routinely review the designers' submissions, and the reviews will include

- A. scope, constructability, and biddability reviews.
- B. constructability, schedule, and maintenance reviews.
- C. constructability, biddability, and operability reviews.
- D. budget, schedule, and value engineering reviews.

**Answer: C**

Explanation:

According to CMAA's Quality Management section, the CM is responsible for performing thorough design phase reviews to improve quality and minimize design-related issues. These reviews must evaluate the project's constructability, biddability, and operability.

The SOP defines these as follows:

"Design reviews should be conducted for constructability, to ensure the design can be built efficiently; biddability, to ensure the design is clearly and competitively bid; and operability, to ensure the facility can be operated and maintained as intended." This three-part review ensures that the design not only supports quality construction but also long-term functionality.

## References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Quality Management, Section: "Design Phase Reviews," pp. 41-43.

CMAA Study Guide, Quality Management Domain, Objective 4.2.

## NEW QUESTION # 33

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