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## CMAA Certified Construction Manager (CCM) Sample Questions (Q24-Q29):

#### NEW QUESTION # 24

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

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

**Answer: C**

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 # 25

A dispute arises during construction after the contractor encounters what they feel is unsuitable material. The CM is not notified about the areas of concern, and the contractor hauls 10,000 cy of material offsite. Three months later, the contractor submits a claim for additional cost to haul the material off. The CM should advise the owner that

- A. the owner should pay for the haul.
- **B. the claim is not valid because the contractor failed to provide timely notice.**
- C. the owner should pay 50% of the haul since the contractor did not notify the CM first.
- D. the owner should pay the claim due to lack of owner information.

**Answer: B**

Explanation:

Under the CMAA Construction Management Standards of Practice, Chapter 6 - Contract Administration, claims must be evaluated based on compliance with contract notice and documentation requirements. CMAA guidance states:

"A contractor's failure to provide timely written notice of differing site conditions or changes may invalidate the claim, as the owner and CM must have the opportunity to verify and mitigate the condition." Because the contractor did not notify the CM or owner at the time the unsuitable material was discovered, and instead acted unilaterally, the claim does not meet the contractual requirements for timely notice. Therefore, the CM should advise the owner that the claim is not valid due to the contractor's failure to comply with notification procedures.

References:

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

"Claims and Disputes Management," pp. 65-67.

CMAA CM Study Guide, Contract Administration Domain, Objective 6.4: "Evaluate claims for compliance with notice and documentation requirements."

#### NEW QUESTION # 26

The current construction market is extremely busy, and the trade/sub-contractors are being very selective in the projects they bid on. What options do owners have when the marketplace is vastly different from when their project was a concept to when it's ready to be advertised?

- A. Advertise the project and award to lowest bidder.
- B. Market conditions should not be a factor in when a project is advertised.
- **C. Consider the impacts of current market conditions and revise project strategy.**

- D. Postpone advertising for one year.

**Answer: C**

Explanation:

CMAA encourages the CM and owner to respond adaptively to changing conditions in the market rather than rigidly follow plans that become unrealistic. The owner and CM should continuously monitor external factors, such as contractor availability, market pricing escalation, and risk, and adapt the procurement and strategy accordingly. In a wildly different market, proceeding blindly (as in A or C) could lead to failed bids or cost overruns. Postponement (option B) may be an option, but doing so for a fixed period (one year) is inflexible and risky. The prudent option, consistent with CMAA's advocacy for adaptable project management and risk mitigation, is to consider the impacts of current market conditions and revise the project strategy.

#### NEW QUESTION # 27

What are the essential components of the Risk Management process?

- A. Avoiding, tracking, mitigation, transferring
- B. Communicating and reporting, tracking, mitigation, resolution
- C. Communicating and reporting, assessing, mitigation, tracking
- D. Avoiding, mitigating, transferring, accepting

**Answer: D**

Explanation:

According to the CMAA Construction Management Standards of Practice, Chapter 10 - Risk Management, the fundamental components of the risk management process include:

Avoidance- Eliminating the risk entirely by altering plans or scope.

Mitigation- Reducing the likelihood or impact of a risk.

Transfer- Shifting risk responsibility to another party, typically through insurance or contracts.

Acceptance- Recognizing the risk and planning to manage its consequences.

CMAA defines risk management as:

"A systematic process of identifying, analyzing, responding to, and monitoring risks to minimize their impact on project objectives."

These four response strategies-avoid, mitigate, transfer, and accept-are universally recognized as the essential framework for construction risk management.

References:

CMAA Construction Management Standards of Practice, Chapter 10 - Risk Management, Section: "Risk Identification and Response," pp. 96-99.

CMAA CM Study Guide, Risk Management Domain, Objective 10.3: "Develop and apply risk response strategies: avoid, mitigate, transfer, and accept."

#### NEW QUESTION # 28

During the design phase, the CM should perform which of the following tasks?

- A. Review contract milestones, payment procedures, and communication procedures.
- B. Review staffing assignments, labor affidavits, and historical trust.
- C. Review plans, final Right-of-Way (ROW) documents, and as-built submittals.
- D. Review cost estimate, schematic design, and scheduling conferences with regulatory agencies.

**Answer: D**

Explanation:

In the CMAA Project Management chapter, during the Design Phase, the CM's duties focus on evaluating design progress, cost control, and schedule integration.

The CMAA SOP specifies:

"During the design phase, the Construction Manager should review design submissions for compliance with budget, schedule, and program requirements; participate in cost estimating and design coordination meetings; and support permitting and regulatory agency coordination." Option B correctly reflects these core design-phase responsibilities: reviewing cost estimates, schematic design development, and attending scheduling or coordination conferences with agencies.

The other options refer to administrative, construction-phase, or post-construction tasks, not design-phase CM functions.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Design Phase Services," pp. 23-26.  
CMAA Study Guide, Project Management Domain, Objective 2.3.

## NEW QUESTION # 29

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